

PROPOSED CAPITAL IMPROVEMENT PROGRAM

BUDGET	2020 - 2021
PLAN	2020 - 2025

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August 6, 2019

The following recommendation for the proposed 2020-2021 Capital Improvement Program (CIP) Budget and 2020-2025 Capital Improvement Program Plan are presented for your review. All budget materials are also available www.ramseycounty.us/.budget for residents and other community stakeholders to engage with, and all areas of the budget will be discussed in greater detail during the numerous public meetings that are scheduled with the Board of Commissioners during the coming months.

The proposed 2020-2021 Capital Improvement Program (CIP) Budget and 2020-2025 Capital Improvement Program Plan align with the strategic foundation that guided the development of the proposed 2020-2021 operating budget. Ramsey County's capital investments in facilities must align with operational investments in people, processes and technology to further our organization's vision of welcoming, accessible, equitable and modern service delivery. The budget development process sought to align longer-range capital planning and prioritization with the two-year focus of the Ramsey County operating budget; it is in this alignment that Ramsey County will create, implement and sustain its efforts to build a community in which all are valued and thrive.

The following pages outline specific proposals in the "major" and "regular" capital investment categories. Each of these categories is defined on subsequent pages, along with an outline of Ramsey County's debt management strategy. All major proposals are listed in order from the largest to smallest investment during 2020-2021, and a reader will note that the single largest investment proposed for the 2020-2021 budget cycle will enhance welcoming service delivery through the creation of more welcoming facilities. When this welcoming facilities proposal is viewed alongside top priorities within the proposed 2020-2021 operating budget, the strategic alignment between operating and capital investments becomes fully evident. Similar alignment across capital investments and operational priorities occurs throughout the documentation provided to the Board of Commissioners for review, ensuring that the resulting budget demonstrates the focus and efficiency that is required for successful implementation across a large organization.

Ultimately, the proposed capital budget leverages every available opportunity to build a nimble and responsive organization that is properly aligned and well-equipped to address the needs of the current and future community that we are here to serve.

PROPOSED BUDGET

MAJOR PROJECTS

A. Welcoming Facilities Project

This project is to implement Ramsey County's Accessible Service Delivery and Facilities initiative at 47 County-owned facilities and 20 leased spaces in other buildings. This includes the three primary elements to delivery of a welcoming facility: signage, quality aesthetics and ease of access both in the form of location as well as ADA compliance. Funding for this project is proposed to be financed with \$5,000,000 of County Bonds in 2020 and with \$2,500,000 of County Bonds in 2021. Project priorities should be established through the Residents First Program.

B. Golf Study Projects

This project is for funding the upgrade of the irrigation system and for the addition of forward tee boxes for seniors and women at Manitou Ridge Golf Course. Also, the funding is for the replacement of irrigation systems and reconstruction of bunkers at Goodrich Golf Course. Funding for this project is proposed to be financed with \$3,677,311 of County Bonds in 2020 and with \$2,432,935 of County Bonds in 2021 for the Manitou Ridge and Goodrich golf course improvements.

C. Building Improvements at County Buildings

This project is for funding landscape and site improvements, hazardous material abatement, preservation of building interiors and exteriors, renewal and replacement of electrical, mechanical and plumbing systems at some of the 23 County owned buildings. Funding for this project is proposed to be financed with \$2,500,000 of County Bonds in 2020 and with \$2,500,000 of County Bonds in 2021.

D. Maplewood Library Remodel

This project is for funding the remodeling of the Ramsey County Library in Maplewood. Funding for this project is proposed to be financed with \$1,000,000 of County Bonds in 2020 for design costs and with \$2,769,005 of County Bonds in 2021 for construction costs.

E. Metro Square Exterior Envelop Assessment and Repair

This project is for the exterior envelop work at Metro Square which will include tuck-pointing, interior/exterior wall repairs, sheet metal fascia repair/replacement, and gasket replacement for all exterior glass panels. Funding for this project is proposed to be financed over three years with \$265,000 of County Bonds in 2020 for design costs and with \$2,500,000 of County Bonds in 2021 for construction costs. Bond proceeds of \$2,366,800 in 2022 for the remaining construction costs will be proposed in the next budgeting cycle.

F. Highland Arena Parking Lot

This project is for reconstructing existing parking lots, curbs and gutters, adding parking lot islands, improving stormwater drainage, and expanding parking near the building. Additionally, sitework is to include upgrading site lighting and enhancing the landscaping. Funding for this project is proposed to be financed with \$275,000 of County bonds in 2020 for design costs and with \$1,900,809 of County Bonds in 2021 for construction costs.

G. Metro Square Escalator/Staircase – Removal/Installation

This project is for the removal of four escalators that serve the first through the third floor and to install a new open staircase to provide continuous access between all three floors at Metro Square. Funding for this project is proposed to be financed with \$1,121,280 of County Bonds in 2020.

H. Historical Society – Gibbs Farm Program and Preservation

This project is for funding the implementation of the Gibbs Farm Master Plan, which includes construction of an education facility, an education gallery, and a collections preservation facility, remodeling of the Annex building, and landscaping. Funding for this project is proposed to be financed with \$1,100,000 of County Bonds in 2020 for design costs, along with \$2,000,000 from State or private funds. Construction funding will be recommended in 2022 to align with State bonding bill cycles.

I. Bituminous Pavement Maintenance

This project is for the ongoing need of bituminous repair and replacement at County Parks, Golf Courses, and Arenas. There are 40 acres of parking lots, four miles of county park trails and five miles of golf cart paths needing repair or replacements, based on a replacement schedule. Funding for this project is proposed to be financed with \$1,000,000 of County Bonds in 2021.

J. Radios Replacement

This project is to replace the 800 MHz radios used by deputies across the County. The radios provide a critical communications link between all public safety agencies, including the Emergency Communications Center and the community. Funding for this project is proposed to be financed with \$900,000 of County Bonds in 2020, to complete the third and final phase of funding for this project.

REGULAR PROJECTS

Regular projects proposed for funding in the 2020-2021 Capital Improvement Plan Budget address the needs for maintaining capital facilities and infrastructure. The various renovations, repairs, and replacements recommended will allow the County to maintain and improve services currently provided. Funding in the amount of \$4,000,000 in 2020 and \$4,000,000 in 2021 will be available from the sale of bonds.

Regular projects include capital items between \$50,000 and \$1,000,000 such as land, buildings, building improvements, and new equipment purchases. These requests are related to new/improved technology, expansion of programs, or the repair/replacement of assets used in a current program.

CAPITAL IMPROVEMENT LEVY

Building Improvements/Repairs

Funding of \$1,100,000 in 2020 and \$1,100,000 in 2021 is proposed from levy funds for Building Improvements/Repairs. This funding is for buildings and grounds which are not currently recorded in separate Internal Service Funds and not managed by the Property Management Department. This includes the County Barn, the Landmark Center, and Parks & Recreation. The County Board set a goal to finance predictable life cycle maintenance of buildings and grounds currently in the County's General Fixed Assets.

OTHER FUNDING SOURCES

Building Improvements/Maintenance

In 1996, the Capital Improvement Program (Citizens) Advisory Committee (CIPAC) recommended, and the County Board approved, the use of dedicated rental revenues in the RCGC-East and RCGC-West buildings' operating budgets to fund a plan of building improvements/maintenance. In the 2001 budget, the County Board approved the use of dedicated rental revenues in the Juvenile and Family Justice Center to finance a 5-Year plan for the first time. Beginning with their opening, the Law Enforcement Center, the Public Works Facility, the Sheriff Patrol Station and the Suburban Court Facility are also using this same funding method. The County Board also approved the use of dedicated rental revenues for the Courthouse/City Hall, the Libraries, the 911 Dispatch Center, the 90 West Plato Boulevard location, the Metro Square building, the 402 University Avenue building, the 5 South Owasso Boulevard location, the Correctional Facility (Workhouse), the Medical Examiner building, and the 555 Cedar building. These buildings are managed by the Property Management Department.

Continued funding in this manner for the building improvements/maintenance is proposed, as Other County Funds.

MULTI-MODAL PLANNING PROJECTS

In 2017, the County Board authorized and implemented a 0.5 percent sales and use tax as provided for in Minnesota Statutes Section 297A.993, for the purpose of funding transit and transportation improvements. The funding for these projects is included as part of the Municipal/Other Funds in the Other Funding Sources. An additional funding source for these projects in the Other Funding Sources is Regional Railroad Authority levy which is included as part of the Other County Funds. Three transitway corridors continue to advance toward implementation. The Gold Line Corridor will complete its environmental documentation and engineering work in preparation for construction starting in late 2021. The Rush Line Corridor will complete its environmental documentation and then transition to the Metropolitan Council for the completion of project development in 2022. The Riverview Corridor will begin its three year Engineering and Pre-Environmental Phase with completion anticipated in late 2022.

2020-2021 CIP FINANCING SOURCES

	<u>2020</u>	<u>2021</u>
<u>Bonds</u>		
Major Projects	\$15,838,591	\$15,602,749
Regular Projects	3,938,897	3,951,588
Bond Issuance Costs	<u>122,512</u>	<u>145,663</u>
Total Bonds	19,900,000	19,700,000
 <u>Capital Improvement Levy</u>		
Building Improvements/Repairs	<u>1,100,000</u>	<u>1,100,000</u>
Total Levy	1,100,000	1,100,000
 <u>Other Funding Sources</u>		
Federal Funds	1,019,000	---
State Funds	2,090,471	15,230,323
Municipal/Other Funds	54,801,220	78,841,557
Other County Funds	<u>31,531,643</u>	<u>17,098,300</u>
Total Other	<u>89,442,334</u>	<u>111,170,180</u>
 TOTAL PROPOSED CIP FINANCING	<u>\$110,442,334</u>	<u>\$131,970,180</u>

The Debt Service levy and Capital Improvement levy amounts necessary to finance these approved funding levels are included in the 2020-2021 Proposed Operating Budget.

IMPACT ON OPERATING BUDGET

Ramsey County has worked to stabilize the County's debt service levy and maintain it at a consistent level. The proposed budget supports this goal and allows the County Board to continue reviewing and prioritizing current and future capital improvement demands. Requests for Board Action (RBA), approving major capital improvement projects will include authorization to establish specific capital project budgets.

MAJOR PROJECTS

A. Welcoming Facilities Project

The impact on the 2020 and 2021 operating budgets is unknown as there may be reduced maintenance and energy costs, depending upon the changes in lighting levels and other environmental factors.

B. Golf Study Projects

New functional parts to the golf course maintenance operation require less time and attention of staff which then can be utilized on higher priorities. Reduction of water usage is estimated by 25%.

C. Building Improvements at County Buildings

There will be a positive impact on reducing energy usage with the replacement and repair of mechanical, electrical, and plumbing systems which are one component of this project.

D. Maplewood Library Remodel

Renovation provides opportunities to improve green energy techniques and products. The impact is unknown on the 2020 and 2021 Library operating budget as there will be more efficient heating and cooling.

E. Metro Square Exterior Envelop Assessment and Repair

Future cost savings will be realized as a result of better environmental controls and more efficient energy usage. There is potential energy consumption savings of \$7,500 per year. In addition, there is cost avoidance for mold mitigation and larger scope of exterior/interior repairs caused by water damage.

F. Highland Arena Parking Lot

There will be an undetermined amount of savings from reduced ongoing pavement maintenance costs.

G. Metro Square Escalator/Staircase – Removal/Installation

The estimated annual maintenance/energy cost savings is estimated at \$17,470 per year and the heating/cooling/lighting cost savings is estimated at \$8,928 per year.

H. Historical Society – Gibbs Farm Program and Preservation

There is no impact on Ramsey County's operating budgets, as the Gibbs Farm is operated by the Ramsey County Historical Society.

I. Bituminous Pavement Maintenance

There is no direct impact on the 2020 and 2021 operating budgets as completing regular pavement maintenance will extend the life cycle of the pavement.

J. Radios Replacement

The impact on the 2020 and 2021 operating budget is unknown, but the repair costs for radios will be decreased as replacement radios are implemented.

REGULAR PROJECTS

Most of the CIP Regular Projects proposed for financing are repair/replacement and maintenance projects. These projects should help improve operating efficiencies and offset increased costs for operations and repairs.

DEBT MANAGEMENT STRATEGY

Effective November 6, 1992, Ramsey County became a Home Rule Charter County, the first in the State of Minnesota. Most debt and building fund levy limits and other restrictions established under previous Capital Improvement Program State Statutes no longer apply, giving Ramsey County the opportunity, and the responsibility, to establish realistic and affordable Capital Improvement levies for debt service and the Capital Improvement levy (pay-as-you-go).

Legal Debt Limit - Minnesota governmental entities are subject to Minnesota Statutes, Section 475.53, Subd. 1. which establishes a legal limit on the amount of debt that can be incurred by any such entity. The statutory debt limit is 3% of the Estimated Market Value of all taxable property in the County. The computation of Ramsey County's legal debt limit as of December 31, 2018 was 3% of \$50,203,834,900 or \$1,506,115,047. Ramsey County's debt subject to this limit was \$129,117,490, leaving a Legal Debt Margin of \$1,376,997,557.

Debt Service as a Percentage of Expenditures - Per County policy, Ramsey County also monitors its debt affordability measurement *Debt Services as a Percentage of Budget*. It measures the annual fixed-cost burden that debt places on the County budget. This ratio is also measured by a bond rating agency and the measurement should be less than 8% for it to be in the highest bond rating classification. County policy also states that this ratio should not rise above 8%. SP Global Ratings measured this ratio at 4.8% for the 2018 bond rating. Ramsey County's projections of this measurement for budget years 2019, 2020, and 2021 are 3.31%, 3.33%, and 3.41%.

Other County Debt Indicators

In addition to complying with the statutory and policy measurements mentioned above, the County also monitors its debt with measurements used by the two rating agencies that assign ratings to the County's bond issues, SP Global Ratings and Moody's Investors Service.

Net Debt as a Percentage of Operating Revenues (S&P and Moody's)

Ramsey County received a 'Very Strong' score from S&P and a 'Strong' from Moody's for this measurement for the 2018 bond rating. This ratio measures the total debt burden on the County's revenue position and can show the potential budgetary impact of future debt service. Ramsey County's measurement by S&P was 28.4% and by Moody's was 40%.

	<u>Very Strong</u>	<u>Strong</u>
Standard and Poor's	<30%	30 - 60%
Moody's	<33%	33 - 67%

Neb Debt to Taxable Value (Moody's)

Ramsey County scored in the highest classification (Aaa) for this measurement from Moody's for the 2018 bond rating. This ratio measure how onerous future debt service payments could be to the tax base and the capacity available to generate additional revenues from the tax base to pay debt service. To be considered in the highest classification (Aaa) by Moody's, this measurement should be less than .75%. Ramsey County's measurement was .50%.

Joint Property Tax Advisory Committee (JPTAC)

Ramsey County also participates in a cross-jurisdictional effort to coordinate and monitor the impact of debt on taxpayers in the City of St. Paul. Elected officials and executive staff representing Ramsey County, the City of St. Paul, Independent School District 625, and the St. Paul Port Authority meet regularly as the Joint Property Tax Advisory Committee (JPTAC).

The JPTAC initiates cooperative efforts to jointly plan for meeting the capital needs of each jurisdiction, coordinate general obligation financing of the areas capital needs, keep financings within agreed upon debt level targets, and monitor associated impacts on property taxes in the City of St. Paul.

The JPTAC publishes a report bi-annually and adopts target ranges for certain debt position and ability to pay indicators as benchmarks for the jurisdictions. Many of the measurements which are used, focus on the debt service levied and its effect on City taxpayers. The benchmarks have been met consistently since 1977.

RECOGNITIONS

I would like to take this opportunity to thank all of those who have contributed to this process. I thank the Capital Improvement Program Advisory Committee for their comments and recommendations, and the County departments for their planning and input.

I would also like to thank the staff of the County Manager's Department, Property Management Department, and the Finance Department for their efforts.

Capital Improvement Program Advisory Committee (as of June 30, 2019):

Gary Bank	District II	(Mary Jo McGuire)
Logan Beere	District VI	(Jim McDonough)
Sunny Comstock	District IV	(Toni Carter)
Quinn Doheny	District IV	(Toni Carter)
Sue Hauwiller	District VI	(Jim McDonough)
Dennis Larson	District VII	(Victoria Reinhardt)
Greg Lauer	District III	(Trista MatasCastillo)
Shaun McClary	District III	(Trista MatasCastillo)
James Miller	District V	(Rafael Ortega)
Lawrence Sagstetter	District I	(vacant)
Nicholas Tamble	District I	(vacant)
Gary Unger	District VII	(Victoria Reinhardt)
Lue Vang	District V	(Rafael Ortega)
Vacant	District II	(Mary Jo McGuire)

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TO: Ramsey County Board of Commissioners

FROM: James Miller, Chair - Ramsey County Capital Improvement Program Citizens' Advisory Committee

DATE: June 21, 2019

SUBJECT: Evaluation and Recommendations of Capital Projects for 2020 and 2021

The Ramsey County Capital Improvement Program Advisory Citizens' Committee (CIPAC) is pleased to present its recommendation of the 2020 and 2021 proposed capital improvement projects for review by the Ramsey County Board of Commissioners. The combined rankings of the capital projects requested by Ramsey County departments and agencies are included for your consideration.

The members of CIPAC represent the interests of Ramsey County and are dedicated to building better communities in our county. CIPAC is a group of volunteers who devote their time, talents and energy to review capital project requests in order to provide you, the Board, a vehicle for citizen input on a variety of projects in the county.

CIPAC ranked a total of 20 projects requesting \$5,114,485 in bond funding for 2020-2021.

CIPAC recommends a total of 16 projects for \$4,301,550 be funded in 2020-2021 with \$4M in bonds, \$242,550 from the Capital Improvement Program (CIP) Contingent Account and \$59,000 from the Library CIP Contingent Account/Shoreview Library Construction Project.

The following projects, totaling \$2,301,550 which includes \$2,000,000 bonding, are recommended to be funded in 2020:

- a. Combined Rank #1, Sheriff, Safety & Security Enhancements-Adult Detention Center - \$275,000;
- b. Combined Rank #2, Parks & Recreation, North Owasso Boulevard Cost Share - \$490,000;
- c. Combined Rank #4, Property Management, ADA Assessment Report - \$126,400;
- d. Combined Rank #6, Landmark Center, Replace Carpeting - \$148,700;
- e. Combined Rank #7, Parks & Recreation, Natural Resource Habitat Restoration - \$100,000;
- f. Combined Rank #8, Parks & Recreation, Bituminous Projects - \$263,797;
- g. Combined Rank #9, Property Taxation & Records, Payment Processor - \$50,000;

- h. Combined Rank #10, Property Management, Public Facing Building Signage Program Study - \$100,000;
- i. Combined Rank #11, Parks & Recreation, Campus Master Plan - \$200,000;
- j. Combined Rank #12, Parks & Recreation, Capital Asset Management-Arenas - \$185,000;
- k. Combined Rank #13, Property Tax, Records, & Election Services, Electronic Pollbooks - \$242,550 from Capital Improvement Program (CIP) Continent Account
- l. Combined Rank #14, Library, Digital Services Program & Staff Spaces – \$59,000 funded by Library CIP Contingent Account & Shoreview Library Construction Project;
- m. Not Ranked, County Manager, Bond Issuance Costs - \$61,103.

The following projects, totaling \$2,000,000 which includes \$2,000,000 bonding, are recommended to be funded in 2021:

- a. Combined Rank #1, Sheriff, Safety & Security Enhancements-Adult Detention Center - \$275,000
- b. Combined Rank #3, Landmark Center, Replace Electric Panels - \$239,400
- c. Combined Rank #4, Property Management, ADA Assessment Report - \$126,400;
- d. Combined Rank #5, Parks & Recreation, Playground Replacements - \$300,000;
- e. Combined Rank #7, Parks & Recreation, Natural Resource Habitat Restoration - \$100,000;
- f. Combined Rank #8, Parks & Recreation, Bituminous Projects - \$107,238;
- g. Combined Rank #12, Parks & Recreation, Capital Asset Management-Arenas - \$225,000;
- h. Combined Rank #15, Parks & Recreation, ADA Implementation-County Facilities - \$200,000;
- i. Combined Rank #16, Sheriff, Furniture Replacement - \$378,550
- j. Not Ranked, County Manager, Bond Issuance Costs - \$48,412.

We extend our thanks and appreciations to Ramsey County staff, who work hard for the benefit of citizens of the County.

Thank you for the opportunity to present recommendations for the 2020 and 2021 Capital Improvement Projects for Ramsey County.

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/19)

CIP YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	FUNDING SOURCES				TOTAL BUDGET	(Unexpended) TOTAL Encumbered 06/30/19	TOTAL EXPENDED 06/30/19	REMAINING FUNDING AVAILABLE 06/30/19
			BONDS	+	LEVY	+	OTHER			
	CO. MANAGER	<u>Twin Cities Army Ammunition Plant (TCAAP) Development</u>								
2011		<u>17301-210180-P031100</u>	0.00		652,337.62		0.00	652,337.62	0.00	652,337.62
2013		<u>17301-210180-P031100</u>	0.00		107,974.42		0.00	107,974.42	0.00	107,974.42
2014		<u>17301-210180-P031100</u>	0.00		173,025.11		0.00	173,025.11	0.00	173,025.11
2015		<u>17301-210180-P031100</u>	0.00		246,083.45		0.00	246,083.45	0.00	246,083.45
2016		<u>17301-210180-P031100</u>	0.00		205,080.00		60,000.00	265,080.00	0.00	265,080.00
2017		<u>17301-210180-P031100</u>	0.00		268,321.40		4,500.00	272,821.40	0.00	272,821.40
2018		<u>17301-210180-P031100</u>	0.00		<u>256,565.00</u>		0.00	<u>256,565.00</u>	0.00	<u>256,089.26</u>
		The project is in progress.	0.00		1,909,387.00		64,500.00	1,973,887.00	0.00	1,973,411.26
	CO. MANAGER	<u>(TCAAP) Land Purchase & Remediation</u>								
2011		<u>17301-210180-P031101</u>	0.00		0.00		595,087.50	595,087.50	0.00	595,087.50
2012		<u>17301-210180-P031101</u>	0.00		0.00		8,000,000.00	8,000,000.00	0.00	8,000,000.00
2013		<u>17133-210180-P031101</u>	12,000,000.00		0.00		0.00	12,000,000.00	0.00	12,000,000.00
2014		<u>17134-210180-P031101</u>	<u>9,404,912.50</u>		0.00		0.00	<u>9,404,912.50</u>	<u>11,473.43</u>	<u>9,387,988.64</u>
		The project is in progress.	21,404,912.50		0.00		8,595,087.50	30,000,000.00	11,473.43	29,983,076.14
	CO. MANAGER	<u>Twin Cities Army Ammunition Plant (TCAAP) Pre-Development</u>								
2013		<u>17301-210180-P031103</u>	0.00		0.00		1,700,000.00	1,700,000.00	0.00	1,700,000.00
2013		<u>17133-210180-P031103</u>	2,000,000.00		0.00		0.00	2,000,000.00	46,609.01	1,952,981.67
2015		<u>17301-210180-P031103</u>	0.00		0.00		3,416,232.60	3,416,232.60	0.00	3,416,232.60
2018		<u>17301-210180-P031103</u>	0.00		0.00		1,150,000.00	1,150,000.00	63,332.41	780,600.30
2019		<u>17139-210180-P031109</u>	<u>1,500,000.00</u>		0.00		0.00	<u>1,500,000.00</u>	0.00	0.00
		The project is in progress.	3,500,000.00		0.00		6,266,232.60	9,766,232.60	109,941.42	7,849,814.57
	CO. MANAGER	<u>SOLAR FACILITY PRIMER TRACER AREA Environmental Study</u>								
2015		<u>17301-210180-P031105</u>	0.00		0.00		15,000.00	15,000.00	0.00	9,666.91
		The project is in progress.	0.00		0.00		15,000.00	15,000.00	0.00	9,666.91
	CO. MANAGER	<u>ACCESSIBLE SERVICE DELIVERY and FACILITIES</u>								
2018		<u>17301-210180-P031108</u>	0.00		0.00		952,743.03	952,743.03	173,393.00	0.00
		Project approved on 12/18/2018.	0.00		0.00		952,743.03	952,743.03	173,393.00	0.00
	CO. MANAGER	<u>ADMINISTRATION SPACE RENOVATION</u>								
2018		<u>17301-210180-P034020</u>	0.00		0.00		997,496.00	997,496.00	961,593.25	35,902.75
		The project is in progress.	0.00		0.00		997,496.00	997,496.00	961,593.25	35,902.75
	CORRECTIONS	<u>BOYS TOTEM TOWN</u>								
2012		<u>17132-350180-P032144</u>	500,000.00		0.00		0.00	500,000.00	0.00	159,304.28
2013		<u>17133-350180-P032144</u>	3,000,000.00		0.00		0.00	3,000,000.00	0.00	0.00
2018		<u>17138-350180-P032144</u>	500,000.00		0.00		0.00	500,000.00	0.00	0.00
2019		<u>17139-350180-P032144</u>	500,000.00		0.00		0.00	500,000.00	0.00	0.00
		The scope of the project is to be determined.	4,500,000.00		0.00		0.00	4,500,000.00	0.00	159,304.28

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/19)

CIP		PROJECT TITLE/BUDGET CODES	FUNDING SOURCES					TOTAL BUDGET	(Unexpended)	TOTAL EXPENDED	REMAINING FUNDING AVAILABLE
YEAR	DEPARTMENT		BONDS	+	LEVY	+	OTHER		TOTAL		
									Encumbered		
									06/30/19	06/30/19	06/30/19
	EMERGENCY	COMPUTER AIDED DISPATCH REPLACEMENT									
2015	COMMUNICATIONS	14001-490180-P032234	0.00		0.00		800,000.00	800,000.00	0.00	466,252.11	333,747.89
2016		14001-490180-P032234	0.00		0.00		807,641.00	807,641.00	6,583.50	42,286.58	758,770.92
2017		14001-490180-P032234	0.00		0.00		832,121.00	832,121.00	0.00	0.00	832,121.00
2018		14001-490180-P032234	0.00		0.00		843,712.00	843,712.00	0.00	0.00	843,712.00
2019		14001-490180-P032234	0.00		0.00		800,000.00	800,000.00	0.00	0.00	800,000.00
		Set aside for future project.	0.00		0.00		4,083,474.00	4,083,474.00	6,583.50	508,538.69	3,568,351.81
	EMERGENCY	CALL LOGGING SYSTEM									
2014	COMMUNICATIONS	14001-490180-P032209	0.00		0.00		400,000.00	400,000.00	37,975.00	330,700.00	31,325.00
		2014 project	0.00		0.00		400,000.00	400,000.00	37,975.00	330,700.00	31,325.00
	EMERGENCY	DISPATCH CENTER UPS									
2017	COMMUNICATIONS	14001-490180-P032228	0.00		0.00		200,000.00	200,000.00	0.00	0.00	200,000.00
2019	COMMUNICATIONS	14001-490180-P032228	0.00		0.00		200,000.00	200,000.00	0.00	0.00	200,000.00
		2017 and 2019 project	0.00		0.00		400,000.00	400,000.00	0.00	0.00	400,000.00
	EMERGENCY	MONITORS/VIDEO EQUIPMENT									
2014	COMMUNICATIONS	14001-490180-P032210	0.00		0.00		75,000.00	75,000.00	0.00	38,408.45	36,591.55
		2014 project	0.00		0.00		75,000.00	75,000.00	0.00	38,408.45	36,591.55
	EMERGENCY	9-1-1 PHONE SYSTEM									
2014	COMMUNICATIONS	14001-490180-P032211	0.00		0.00		1,200,000.00	1,200,000.00	0.00	1,027,940.38	172,059.62
		2014 project	0.00		0.00		1,200,000.00	1,200,000.00	0.00	1,027,940.38	172,059.62
	EMERGENCY	800 MHz CONSOLE REPLACEMENT									
2014	COMMUNICATIONS	14001-490180-P032212	0.00		0.00		1,500,000.00	1,500,000.00	0.00	1,090,856.36	409,143.64
		2014 and 2016 project	0.00		0.00		1,500,000.00	1,500,000.00	0.00	1,090,856.36	409,143.64
	EMERGENCY	800 MHz RADIO BASE STATION									
2016	COMMUNICATIONS	14001-490180-P032227	0.00		0.00		434,717.00	434,717.00	0.00	0.00	434,717.00
2017		14001-490180-P032227	0.00		0.00		434,717.00	434,717.00	0.00	0.00	434,717.00
2018		14001-490180-P032227	0.00		0.00		434,717.00	434,717.00	0.00	0.00	434,717.00
2019		14001-490180-P032227	0.00		0.00		434,717.00	434,717.00	0.00	0.00	434,717.00
		Set aside for future project.	0.00		0.00		1,738,868.00	1,738,868.00	0.00	0.00	1,738,868.00
	EXTENSION/ PROP. MGMT.	COUNTY BARN FIRE PREVENTION ADDITIONS									
2015		17135-350180-P032204	200,000.00		0.00		0.00	200,000.00	0.00	0.00	200,000.00
		2015 project	200,000.00		0.00		0.00	200,000.00	0.00	0.00	200,000.00
	FAMILY SERV CTR/ PROP. MGMT.	FAMILY SERVICE CENTER BUILDING SYSTEMS MAINTENANCE									
2015		17135-350180-P032205	98,000.00		0.00		0.00	98,000.00	0.00	0.00	98,000.00
		2015 project	98,000.00		0.00		0.00	98,000.00	0.00	0.00	98,000.00

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/19)

CIP			FUNDING SOURCES					TOTAL	(Unexpended)	TOTAL	REMAINING	
YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	BONDS	+	LEVY	+	OTHER	=	BUDGET	Encumbered	EXPENDED	FUNDING
										- 06/30/19	- 06/30/19	= 06/30/19
2017	FINANCE	FINANCE MOVE TO METRO SQUARE & REMODEL										
		<u>17301-350180-P034016</u>	0.00		0.00		892,304.00		892,304.00	17,522.85	819,933.02	54,848.13
		Project approved on 5/23/2017.	0.00		0.00		892,304.00		892,304.00	17,522.85	819,933.02	54,848.13
2018	HISTORICAL SOCIETY	EDUCATION & COLLECTIONS PRESERVATION FACILITY										
		<u>17138-710180-P032249</u>	132,000.00		0.00		0.00		132,000.00	0.00	0.00	132,000.00
		2018 project	132,000.00		0.00		0.00		132,000.00	0.00	0.00	132,000.00
2018	HISTORICAL SOCIETY	NATIONAL REGISTER & EDUCATION ASSET PRESERVATION										
		<u>17138-710180-P032236</u>	111,279.00		0.00		0.00		111,279.00	4,979.50	90,935.67	15,363.83
		2018 project	111,279.00		0.00		0.00		111,279.00	4,979.50	90,935.67	15,363.83
2012	INFO. SERVICES	INSTITUTIONAL FIBER OPTIC NETWORK										
		<u>17132-450180-P032191</u>	250,000.00		0.00		0.00		250,000.00	0.00	250,000.00	0.00
	2013	<u>17133-450180-P032191</u>	7,000,000.00		0.00		0.00		7,000,000.00	2,590.04	6,302,176.10	695,233.86
		The project is in progress with bonds issued in multiple years.	7,250,000.00		0.00		0.00		7,250,000.00	2,590.04	6,552,176.10	695,233.86
2017	LANDMARK	REPAIR FLASHING/MANSARD ROOF										
		<u>17137-720180-P032229</u>	0.00		0.00		120,000.00		120,000.00	0.00	0.00	120,000.00
		2017 project	0.00		0.00		120,000.00		120,000.00	0.00	0.00	120,000.00
2018	LANDMARK	NORTH TOWER MASONRY REPAIR										
		<u>17138-720180-P032237</u>	210,000.00		0.00		0.00		210,000.00	0.00	0.00	210,000.00
	2019	<u>17139-720180-P032237</u>	210,000.00		0.00		0.00		210,000.00	0.00	0.00	210,000.00
		2018 and 2019 project	420,000.00		0.00		0.00		420,000.00	0.00	0.00	420,000.00
2016	MEDICAL EXAMINER	MORGUE FREEZER REPLACEMENT & STORAGE RACK SYSTEM										
		<u>17136-510180-P032224</u>	250,000.00		0.00		0.00		250,000.00	0.00	248,041.55	1,958.45
		2016 project	250,000.00		0.00		0.00		250,000.00	0.00	248,041.55	1,958.45
2017	MEDICAL EXAMINER	RENOVATION & EXPANSION										
		<u>17137-350180-P032235</u>	0.00		0.00		2,570,658.00		2,570,658.00	1,106.64	2,569,551.25	0.11
	2018	<u>17132-350180-P032235</u>	0.00		0.00		6,737.95		6,737.95	0.00	5,233.45	1,504.50
	2018	<u>17133-350180-P032235</u>	0.00		0.00		16,707.20		16,707.20	16,707.20	0.00	0.00
	2018	<u>17134-350180-P032235</u>	0.00		0.00		79,316.24		79,316.24	11,997.10	52,840.32	14,478.82
	2018	<u>17135-350180-P032235</u>	0.00		0.00		49,114.61		49,114.61	0.00	47,999.69	1,114.92
		2017 project	0.00		0.00		2,722,534.00		2,722,534.00	29,810.94	2,675,624.71	17,098.35
2018	MEDICAL EXAMINER	CART REPLACEMENTS										
		<u>17138-510180-P032239</u>	72,784.50		0.00		0.00		72,784.50	3,712.25	64,784.50	4,287.75
		2018 project	72,784.50		0.00		0.00		72,784.50	3,712.25	64,784.50	4,287.75

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/19)

CIP		PROJECT TITLE/BUDGET CODES	FUNDING SOURCES					TOTAL	(Unexpended)	TOTAL	REMAINING	
YEAR	DEPARTMENT		BONDS	+	LEVY	+	OTHER	=	BUDGET	TOTAL Encumbered 06/30/19	EXPENDED 06/30/19	FUNDING AVAILABLE 06/30/19
2018	MEDICAL EXAMINER	STORAGE SYSTEM & EQUIPMENT										
		17138-510180-P032240	31,758.00		0.00		0.00		31,758.00	0.00	0.00	31,758.00
		2018 project	31,758.00		0.00		0.00		31,758.00	0.00	0.00	31,758.00
2018	PARKS & REC.	ADA IMPLEMENTATION										
		17138-660180-P032241	100,000.00		0.00		0.00		100,000.00	0.00	696.00	99,304.00
		17139-660180-P032241	100,000.00		0.00		0.00		100,000.00	0.00	0.00	100,000.00
2019		2018 project	200,000.00		0.00		0.00	200,000.00	0.00	696.00	199,304.00	
2018	PARKS & REC.	ALDRICH ARENA BITUMINOUS										
		17138-660280-P032250	1,454,200.00		0.00		1,300,000.00		2,754,200.00	2,559,510.00	194,690.00	0.00
		2018 project	1,454,200.00		0.00		1,300,000.00		2,754,200.00	2,559,510.00	194,690.00	0.00
2014	PARKS & REC.	ALDRICH ARENA ELEVATOR										
		17301-660280-P032217	0.00		0.00		250,000.00		250,000.00	0.00	151,648.77	98,351.23
		Project funding approved by County Board in 2014.	0.00		0.00		250,000.00		250,000.00	0.00	151,648.77	98,351.23
2018	PARKS & REC.	ARENA REGULATORY COMPLIANCE										
		17138-660280-P032251	1,516,000.00		0.00		200,000.00		1,716,000.00	1,516,000.00	0.00	200,000.00
		17139-660280-P032251	1,738,450.00		0.00		400,000.00		2,138,450.00	0.00	0.00	2,138,450.00
2019		2018 and 2019 project	3,254,450.00		0.00		600,000.00	3,854,450.00	1,516,000.00	0.00	2,338,450.00	
2013	PARKS & REC.	BATTLE CREEK WINTER RECREATION										
		17129-660580-P032208	0.00		0.00		34,731.32		34,731.32	0.00	34,731.32	0.00
		17131-660580-P032208	0.00		0.00		8,840.49		8,840.49	0.00	8,840.49	0.00
2013		17301-660580-P032208	0.00		0.00		36,428.19	36,428.19	0.00	35,029.32	1,398.87	
2017		17137-660580-P032208	0.00		0.00		1,000,000.00		1,000,000.00	0.00	0.00	1,000,000.00
		Project approved on 9/17/2013.	0.00		0.00		1,080,000.00		1,080,000.00	0.00	78,601.13	1,001,398.87
2018	PARKS & REC.	BEAVER LAKE COUNTY PARK										
		17138-660280-P032244	100,000.00		0.00		0.00		100,000.00	0.00	0.00	100,000.00
		2018 project	100,000.00		0.00		0.00		100,000.00	0.00	0.00	100,000.00
2019	PARKS & REC.	BITUMINOUS PAVEMENT MAINTENANCE										
		17139-660580-P032255	1,396,485.00		0.00		0.00		1,396,485.00	0.00	0.00	1,396,485.00
		2019 project	1,396,485.00		0.00		0.00		1,396,485.00	0.00	0.00	1,396,485.00

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CIP		PROJECT TITLE/BUDGET CODES	FUNDING SOURCES					TOTAL	(Unexpended)	TOTAL	REMAINING			
YEAR	DEPARTMENT		BONDS	+	LEVY	+	OTHER	=	BUDGET	Encumbered	EXPENDED	FUNDING		
										-	06/30/19	-	06/30/19	=
	PARKS & REC.	CAPITAL ASSET MANAGEMENT-ICE ARENAS												
2010		17130-660280-P032170	423,005.39		0.00		0.00		423,005.39	0.00		423,005.39		0.00
2011		17131-660280-P032170	494,000.00		0.00		0.00		494,000.00	0.00		494,000.00		0.00
2012		17132-660280-P032170	205,020.37		0.00		88,031.65		293,052.02	0.00		293,052.02		0.00
2013		17133-660280-P032170	124,974.24		0.00		0.00		124,974.24	0.00		124,974.24		0.00
2015		17135-660280-P032170	607,000.00		0.00		29,999.80		636,999.80	30,529.48		559,507.59		46,962.73
2017		17137-660280-P032170	0.00		0.00		819,237.00		819,237.00	454,377.00		34,933.00		329,927.00
		The project is in progress with bonds issued in multiple years.	1,854,000.00		0.00		937,268.45		2,791,268.45	484,906.48		1,929,472.24		376,889.73
	PARKS & REC.	CAPITAL ASSET MANAGEMENT-PARKS												
2010		17130-660580-P032168	93,100.00		0.00		0.00		93,100.00	0.00		93,100.00		0.00
2011		17131-660580-P032168	50,000.00		0.00		0.00		50,000.00	0.00		50,000.00		0.00
2012		17132-660580-P032168	112,000.00		0.00		0.00		112,000.00	0.00		112,000.00		0.00
2013		17133-660580-P032168	57,500.00		0.00		0.00		57,500.00	0.00		57,500.00		0.00
2015		17135-660580-P032168	131,500.00		0.00		0.00		131,500.00	15,667.44		67,184.33		48,648.23
		The project is in progress with bonds issued in multiple years.	444,100.00		0.00		0.00		444,100.00	15,667.44		379,784.33		48,648.23
	PARKS & REC.	GREEN ICE INITIATIVE												
2018		17138-660280-P032252	385,000.00		0.00		0.00		385,000.00	385,000.00		0.00		0.00
2019		17139-660280-P032252	650,000.00		0.00		0.00		650,000.00	0.00		0.00		650,000.00
		2018 and 2019 project	1,035,000.00		0.00		0.00		1,035,000.00	385,000.00		0.00		650,000.00
	PARKS & REC.	HARDING, BIFF ADAMS ARENA, WHITE BEAR & ALDRICH ARENAS												
2010		17301-660280-P070064	0.00		0.00		327,165.45		327,165.45	0.00		174,998.97		152,166.48
2012		17301-660280-P070077	0.00		0.00		127,200.00		127,200.00	0.00		38,530.00		88,670.00
2013		17301-660280-P070085	0.00		0.00		65,000.00		65,000.00	0.00		19,928.68		45,071.32
2018		17301-660280-P070085	0.00		0.00		78,000.00		78,000.00	0.00		0.00		78,000.00
2016		17301-660280-P070098	0.00		0.00		125,000.00		125,000.00	50,000.00		0.00		75,000.00
2018		17301-660280-P070106	0.00		0.00		50,000.00		50,000.00	0.00		0.00		50,000.00
2018		17301-660280-P070107	0.00		0.00		50,000.00		50,000.00	0.00		0.00		50,000.00
		This project is funded from various private entity payments.	0.00		0.00		822,365.45		822,365.45	50,000.00		233,457.65		538,907.80
	PARKS & REC.	HIGHLAND PARKING LOT & DRAINAGE IMPROVEMENTS												
2016		17136-660280-P032225	740,300.00		0.00		0.00		740,300.00	0.00		76,513.10		663,786.90
		2016 project	740,300.00		0.00		0.00		740,300.00	0.00		76,513.10		663,786.90
	PARKS & REC.	ISLAND LAKE COUNTY PARK												
2018		17138-660580-P032243	248,000.00		0.00		0.00		248,000.00	0.00		0.00		248,000.00
		2016 project	248,000.00		0.00		0.00		248,000.00	0.00		0.00		248,000.00

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/19)

CIP			FUNDING SOURCES					TOTAL	(Unexpended)	TOTAL	TOTAL	REMAINING			
YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	BONDS	+	LEVY	+	OTHER	=	BUDGET	-	Encumbered 06/30/19	-	EXPENDED 06/30/19	=	FUNDING AVAILABLE 06/30/19
	PARKS & REC.	KELLER GOLF COURSE													
2011		17131-660380-P032179	1,000,000.00		0.00		633.45		1,000,633.45		0.00		994,333.45		6,300.00
2012		11101-660380-P032179	0.00		0.00		417,807.00		417,807.00		0.00		417,807.00		0.00
2012		17132-660380-P032179	10,613,000.00		0.00		117,058.62		10,730,058.62		0.00		10,730,058.62		0.00
2013		17301-660380-P032179	0.00		0.00		140,000.00		140,000.00		0.00		140,000.00		0.00
		The project is in progress with bonds issued in multiple years.	11,613,000.00		0.00		675,499.07		12,288,499.07		0.00		12,282,199.07		6,300.00
	PARKS & REC.	KELLER GOLF COURSE PRACTICE FACILITY													
2016		17136-660280-P032257	150,000.00		0.00		0.00		150,000.00		0.00		0.00		150,000.00
2017		17301-660380-P032257	0.00		0.00		641,000.00		641,000.00		0.00		347,512.34		293,487.66
		Approved in 2017.	150,000.00		0.00		641,000.00		791,000.00		0.00		347,512.34		443,487.66
	PARKS & REC.	LAKE OWASSO COUNTY PARK REDEVELOPMENT													
2016		17136-660580-P032226	1,415,000.00		0.00		14,825.00		1,429,825.00		27,163.63		1,242,289.53		160,371.84
2017		17301-660580-P032226	0.00		0.00		500,000.00		500,000.00		0.00		500,000.00		0.00
		2016 project	1,415,000.00		0.00		514,825.00		1,929,825.00		27,163.63		1,742,289.53		160,371.84
	PARKS & REC.	MANITOU RIDGE GOLF COURSE MAINTENANCE FACILITY													
2010		17130-660380-P032169	75,000.00		0.00		0.00		75,000.00		0.00		75,000.00		0.00
2012		17123-660380-P032169	40,948.57		0.00		0.00		40,948.57		0.00		40,948.57		0.00
2012		17126-660380-P032169	105,955.85		0.00		0.00		105,955.85		0.00		105,955.85		0.00
2012		17128-660380-P032169	103,095.58		0.00		0.00		103,095.58		0.00		103,095.58		0.00
2013		17133-660380-P032169	850,000.00		0.00		0.00		850,000.00		0.00		850,000.00		0.00
2014		17129-660380-P032169	79,000.00		0.00		0.00		79,000.00		0.00		79,000.00		0.00
2014		17130-660380-P032169	11,994.61		0.00		0.00		11,994.61		0.00		11,994.61		0.00
2014		17132-660380-P032169	46,979.63		0.00		0.00		46,979.63		0.00		46,979.63		0.00
2014		17133-660380-P032169	110,999.76		0.00		0.00		110,999.76		0.00		110,999.76		0.00
2014		17301-660380-P032169	0.00		0.00		50,000.00		50,000.00		0.00		25,901.64		24,098.36
		The project is in progress with bonds issued in multiple years.	1,423,974.00		0.00		50,000.00		1,473,974.00		0.00		1,449,875.64		24,098.36
	PARKS & REC.	NATURAL RESOURCE HABITAT													
2018		17138-660780-P032242	100,000.00		0.00		0.00		100,000.00		0.00		30,929.23		69,070.77
2019		17139-660780-P032242	100,000.00		0.00		0.00		100,000.00		0.00		0.00		100,000.00
		2018 and 2019 project	200,000.00		0.00		0.00		200,000.00		0.00		30,929.23		169,070.77
	PARKS & REC.	VADNAIS SPORTS CENTER PARKING LOT IMPROVEMENTS													
2019		17139-660280-P032245	581,523.00		0.00		0.00		581,523.00		0.00		0.00		581,523.00
		2019 project	581,523.00		0.00		0.00		581,523.00		0.00		0.00		581,523.00
	PROP. MGMT./ CORRECTIONS	JUVENILE FAMILY & JUSTICE CENTER EXPANSION													
2018		17138-350180-P032248	200,000.00		0.00		0.00		200,000.00		35,312.11		7,587.89		157,100.00
		2018 project	200,000.00		0.00		0.00		200,000.00		35,312.11		7,587.89		157,100.00

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/19)

CIP YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	FUNDING SOURCES			TOTAL BUDGET	(Unexpended) TOTAL Encumbered 06/30/19	TOTAL EXPENDED 06/30/19	REMAINING FUNDING AVAILABLE 06/30/19
			BONDS	+	LEVY + OTHER				
	PROP. MGMT./	<u>LIBRARY CONTINGENT</u>							
2013	LIBRARY	<u>17203-210380-P032059 (Shoreview Library bond issuance)</u>	0.00		0.00	47,867.25	47,867.25	0.00	47,867.25
		This is the balance from closed out Library projects and can be used for future Library projects/emergencies.	0.00		0.00	47,867.25	47,867.25	0.00	47,867.25
		<u>LIBRARY FURNITURE REPLACEMENT</u>							
2018	LIBRARY	<u>17201-650180-P032256</u>	0.00		0.00	34,620.83	34,620.83	0.00	34,620.83
2018	LIBRARY	<u>17204-650180-P032256</u>	0.00		0.00	8,400.00	8,400.00	0.00	8,400.00
2018	LIBRARY	<u>17205-650180-P032256</u>	0.00		0.00	56,979.17	56,979.17	0.00	56,979.17
2019	LIBRARY	<u>17203-650180-P032256</u>	0.00		0.00	15,073.23	15,073.23	0.00	15,073.23
2019	LIBRARY	<u>17205-650180-P032256</u>	0.00		0.00	84,926.77	84,926.77	0.00	84,926.77
		2018 and 2019 project	0.00		0.00	200,000.00	200,000.00	0.00	200,000.00
	PROP. MGMT./	<u>SHOREVIEW LIBRARY</u>							
2015	LIBRARY	<u>17205-350180-P032207</u>	15,240,914.00		0.00	1,857,727.00	17,098,641.00	23,515.99	16,454,926.30
2016	LIBRARY	<u>17205-350180-P032207</u>	0.00		0.00	606,500.00	606,500.00	0.00	288,178.11
2016	LIBRARY	<u>17205-650180-P032207</u>	0.00		0.00	400,000.00	400,000.00	20,000.00	359,676.87
		2015 project	15,240,914.00		0.00	2,864,227.00	18,105,141.00	43,515.99	17,102,781.28
	PROP. MGMT./	<u>EXHAUST & MONITORING EQUIPMENT</u>							
2016	PH555 CEDAR	<u>17127-350180-P032232</u>	0.00		0.00	25,240.00	25,240.00	25,240.00	0.00
2016	PH555 CEDAR	<u>17132-350180-P032232</u>	0.00		0.00	8,073.43	8,073.43	8,073.43	0.00
2016	PH555 CEDAR	<u>17301-350180-P032232</u>	0.00		0.00	66,686.57	66,686.57	66,686.57	0.00
		Project funding approved by County Board in 2016.	0.00		0.00	100,000.00	100,000.00	100,000.00	0.00
	PROP. MGMT.	<u>RIVERFRONT DECONSTRUCTION</u>							
2015		<u>17301-350180-P070088</u>	0.00		0.00	16,700,000.00	16,700,000.00	42,827.86	16,471,668.44
2016		<u>17301-350180-P070088</u>	0.00		0.00	300,000.00	300,000.00	6.19	291,443.86
2017		<u>17301-350180-P070088</u>	0.00		0.00	400,000.00	400,000.00	737.65	72,399.33
		2015 project	0.00		0.00	17,400,000.00	17,400,000.00	43,571.70	16,835,511.63
	PUBLIC HEALTH	<u>555 CEDAR STREET-VARIABLE AIR VOLUME CONTROLS</u>							
2014		<u>17134-580180-P032197</u>	103,393.00		0.00	0.00	103,393.00	0.00	5,343.34
		2014 project	103,393.00		0.00	0.00	103,393.00	0.00	5,343.34
	PUBLIC WORKS	<u>DRAINAGE SYSTEMS & STRUCTURES</u>							
2017		<u>17137-550480-P033370</u>	0.00		0.00	360,000.00	360,000.00	1,875.00	96,841.25
		2017 project	0.00		0.00	360,000.00	360,000.00	1,875.00	96,841.25

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/19)

CIP YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	FUNDING SOURCES				TOTAL BUDGET	(Unexpended) TOTAL Encumbered 06/30/19	TOTAL EXPENDED 06/30/19	REMAINING FUNDING AVAILABLE 06/30/19
			BONDS	+	LEVY	+	OTHER	=		
	PUBLIC WORKS	<u>EXTRAORDINARY BRIDGE REPAIRS</u>								
2001		<u>17118-550480-P033014</u>	30,000.00		0.00		0.00		30,000.00	0.00
2002		<u>17119-550480-P033014</u>	30,000.00		0.00		0.00		30,000.00	0.00
2007		<u>17127-550480-P033014</u>	60,000.00		0.00		0.00		60,000.00	0.00
2008		<u>17128-550480-P033014</u>	30,000.00		0.00		0.00		30,000.00	0.00
2009		<u>17129-550480-P033014</u>	30,000.00		0.00		0.00		30,000.00	0.00
2012		<u>17132-550480-P033014</u>	50,000.00		0.00		0.00		50,000.00	0.00
2013		<u>17133-550480-P033014</u>	50,000.00		0.00		0.00		50,000.00	0.00
2014		<u>17134-550480-P033014</u>	50,000.00		0.00		0.00		50,000.00	0.00
2015		<u>17135-550480-P033014</u>	50,000.00		0.00		0.00		50,000.00	0.00
2016		<u>17136-550480-P033014</u>	50,000.00		0.00		0.00		50,000.00	0.00
2017		<u>17137-550480-P033014</u>	0.00		0.00		50,000.00		50,000.00	0.00
		The project is in progress with bonds issued in multiple years.	430,000.00		0.00		50,000.00		480,000.00	4,361.44
	PUBLIC WORKS	<u>FACILITY SPACE PLANNING</u>								
2018		<u>17138-550180-P032246</u>	100,000.00		0.00		0.00		7,211.80	58,788.20
		2018 project	100,000.00		0.00		0.00		7,211.80	58,788.20
	PUBLIC WORKS	<u>TRAFFIC SIGNAL CONTROLLERS</u>								
2012		<u>17132-550480-P033316</u>	65,000.00		0.00		0.00		65,000.00	0.00
2013		<u>17133-550480-P033316</u>	65,000.00		0.00		0.00		65,000.00	0.00
2015		<u>17132-550480-P033316</u>	5,709.50		0.00		0.00		5,709.50	0.00
2015		<u>17301-550480-P033316</u>	28,520.50		0.00		0.00		28,520.50	0.00
2015		<u>17135-550480-P033316</u>	30,770.00		0.00		0.00		30,770.00	0.00
2017		<u>17137-550480-P033316</u>	0.00		0.00		130,000.00		0.00	127,921.22
		The project is in progress with bonds issued in multiple years.	195,000.00		0.00		130,000.00		0.00	322,921.22
	PUBLIC WORKS	<u>PAVEMENT RESURFACING / ROAD MAINTENANCE</u>								
2012		<u>17132-550480-P033074</u>	1,000,000.00		0.00		0.00		0.00	1,000,000.00
2013		<u>17133-550480-P033074</u>	2,000,000.00		0.00		0.00		0.00	2,000,000.00
2014		<u>17134-550480-P033074</u>	2,000,000.00		0.00		0.00		0.00	1,934,120.91
2015		<u>17135-550480-P033074</u>	2,000,000.00		0.00		0.00		0.00	2,000,000.00
2016		<u>17136-550480-P033074</u>	2,000,000.00		0.00		0.00	11,874.84	1,988,125.16	0.00
2017		<u>17137-550480-P033074</u>	0.00		0.00		2,000,000.00	0.00	1,950,164.49	49,835.51
2018		<u>17138-550480-P033074</u>	2,000,000.00		0.00		0.00	35,205.87	1,557,839.06	406,955.07
2019		<u>17139-550480-P033074</u>	2,000,000.00		0.00		0.00	0.00	0.00	2,000,000.00
		The project is in progress with bonds issued in multiple years.	13,000,000.00		0.00		2,000,000.00	47,080.71	12,430,249.62	2,522,669.67
	PUBLIC WORKS	<u>NEW EQUIPMENT ACQUISITION</u>								
2016		<u>17301-550380-P033181</u>	0.00		0.00		80,000.00	0.00	80,000.00	0.00
2017		<u>17301-550380-P033181</u>	0.00		0.00		80,000.00	0.00	80,000.00	0.00
2018		<u>17301-550380-P033181</u>	0.00		0.00		80,000.00	0.00	79,569.54	430.46
2019		<u>17301-550380-P033181</u>	0.00		0.00		80,000.00	0.00	0.00	80,000.00
		The project is in progress with bonds issued in multiple years.	0.00		0.00		320,000.00	0.00	239,569.54	80,430.46

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/19)

								(Unexpended)			REMAINING	
CIP			FUNDING SOURCES					TOTAL	TOTAL	TOTAL	FUNDING	
YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	BONDS	+	LEVY	+	OTHER	=	BUDGET	Encumbered	EXPENDED	AVAILABLE
										- 06/30/19	- 06/30/19	= 06/30/19
	SHERIFF	LAW ENFORCEMENT CENTER KITCHEN EQUIPMENT										
2014		17134-480180-P032200	101,611.00		0.00		0.00		101,611.00	0.00	101,611.00	0.00
2015		17135-480180-P032200	57,730.00		0.00		0.00		57,730.00	0.00	28,436.90	29,293.10
2016		17136-480180-P032200	29,700.00		0.00		0.00		29,700.00	0.00	0.00	29,700.00
2017		17137-480180-P032200	0.00		0.00		340,763.00		340,763.00	0.00	0.00	340,763.00
		The project is in progress with bonds issued in multiple years.	189,041.00		0.00		340,763.00		529,804.00	0.00	130,047.90	399,756.10
	SHERIFF	LAW ENFORCEMENT CENTER SAFETY & SECURITY										
2018		17138-480380-P032247	160,000.00		0.00		0.00		160,000.00	0.00	13,848.53	146,151.47
2019		17139-480380-P032247	800,000.00		0.00		0.00		800,000.00	0.00	0.00	800,000.00
		2018 project	960,000.00		0.00		0.00		960,000.00	0.00	13,848.53	946,151.47
	SHERIFF	LAW ENFORCEMENT CENTER SECURITY ACCESS										
2018		17138-480380-P032253	2,400,000.00		0.00		0.00		2,400,000.00	0.00	727,023.34	1,672,976.66
		2018 project	2,400,000.00		0.00		0.00		2,400,000.00	0.00	727,023.34	1,672,976.66
	SHERIFF	RADIOS REPLACEMENT										
2018		17138-480180-P032254	700,000.00		0.00		0.00		700,000.00	0.00	699,982.80	17.20
2019		17139-480180-P032254	700,000.00		0.00		0.00		700,000.00	0.00	0.00	700,000.00
		2018 project	1,400,000.00		0.00		0.00		1,400,000.00	0.00	699,982.80	700,017.20
	SHERIFF	SECURITY CAMERAS & EQUIPMENT at ADC & PATROL STATION										
2016		17136-480180-P032202	200,000.00		0.00		0.00		200,000.00	10,094.47	155,664.23	34,241.30
2017		17137-480180-P032202	0.00		0.00		130,000.00		130,000.00	0.00	0.00	130,000.00
		2016 project	200,000.00		0.00		130,000.00		330,000.00	10,094.47	155,664.23	164,241.30
	CO MANAGER	CONTINGENT ACCOUNTS										
2005	17301-210380-P031027	2005 Levy Contingent	0.00		26,511.87		0.00		26,511.87	0.00	0.00	26,511.87
2007	17301-210380-P031027	2007 Levy Contingent	0.00		80,245.03		0.00		80,245.03	0.00	0.00	80,245.03
2008	17301-210380-P031027	2008 Levy Contingent	0.00		78,216.43		0.00		78,216.43	0.00	0.00	78,216.43
2013	17301-210380-P031027	2013 Levy Contingent	0.00		73,429.64		0.00		73,429.64	0.00	0.00	73,429.64
2014	17301-210380-P031027	2014 Levy Contingent	0.00		46,209.46		0.00		46,209.46	0.00	0.00	46,209.46
2015	17301-210380-P031027	2015 Levy Contingent	0.00		184.52		0.00		184.52	0.00	0.00	184.52
2017	17301-210380-P031027	2017 Levy Contingent	0.00		10,000.00		0.00		10,000.00	0.00	0.00	10,000.00
2012	17132-210380-P032059	2012 Bond Contingent	14,574.08		0.00		0.00		14,574.08	0.00	0.00	14,574.08
2015	17135-210380-P032059	2015 Bond Contingent	14,998.39		0.00		0.00		14,998.39	0.00	0.00	14,998.39
2016	17136-210380-P032059	2016 Bond Contingent	127,563.00		0.00		0.00		127,563.00	0.00	0.00	127,563.00
2018	17138-210380-P032059	2018 Bond Contingent	210,119.50		0.00		0.00		210,119.50	0.00	0.00	210,119.50
		Total Contingent Accounts	367,254.97		314,796.95		0.00		682,051.92	0.00	0.00	682,051.92

The Capital Improvement Program Citizens' Advisory Committee (CIPAC) has encouraged the County to include a contingent account in the annual CIP Budget. These funds have been built up from unexpended CIP project funds over the years. CIPAC recommended that a total balance in the range of \$250,000-\$500,000 be retained for unanticipated or emergency requests.

Updated 7/01/19 by Finance Department

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Resolution
Board of
Ramsey County Commissioners

Presented By Commissioner McCarty Date February 9, 1987 No. 87-089
Attention:

Budget & Accounting; All Commissioners; Jacqueline Byrd; Terry Schutten

Page 1 of 3

WHEREAS, The Ramsey County Board of Commissioners desires to establish a Capital Improvement Program; and

WHEREAS, The purpose of the Capital Improvement Program is to provide an orderly and efficient long-term plan for acquiring necessary buildings, land, major equipment and other commodities of significant value which have a useful life of several years; Now, Therefore, Be It

RESOLVED, That the Ramsey County Board of Commissioners establishes the following goals:

- A. To establish a climate in which the opportunity for optimal decision-making occurs by proposers, users and evaluators of capital projects.
- B. To preserve the fiscal integrity of the County by undertaking a thorough analysis of each proposed capital project. This analysis shall include the long-range impact upon operating costs, capital costs, and potential revenue generation.
- C. To maintain a continuum of services - from the protection of life and maintaining the health, safety, and welfare of the residents and employees of Ramsey County to enhancing the County image, - through the preservation, replacement and/or consolidation of public facilities which provide the most efficient, economic, and effective service delivery possible; and

WHEREAS, The Ramsey County Board of Commissioners desires to establish Capital Improvement Program Policies; Now, Therefore, Be It

RESOLVED, That

- A. Citizen participation shall be strongly encouraged throughout the process of developing and adopting the Capital Improvement Program.

Resolution

Board of

Ramsey County Commissioners

Presented By Commissioner McCarty Date February 9, 1987 No. 87-089
Attention:

Budget & Accounting;

Page 2 of 3

- B. The Capital Improvement Program shall include all of the capital improvement projects requested. Each project shall have funding sources delineated, such as bond proceeds, special tax levies, state or federal grants, donations, special assessments, etc.
- C. Capital projects should be financed to the greatest extent possible through user fees and assessment districts where direct benefit to the user results from the construction of the project (examples are golf courses, nursing homes, watershed districts, etc.).
- D. Grants or private funds should be secured to finance projects whenever possible.
- E. The County should continue its cooperative efforts with other agencies in relation to Capital Improvement projects (examples are the Waste-to-Energy Plant with Washington County; Lake Como restoration project with the City of St. Paul, etc.).
- F. All projects will be reviewed and analyzed as to the overall priority and relative importance according to the following priority order:
- | | |
|-------------------------------|-------------------------------|
| 1. Protect Life/Safety | 6. Protect Property |
| 2. Maintain Public Health | 7. Provide Public Service |
| 3. Replace Facility | 8. Provide Public Convenience |
| 4. Maintain Physical Property | 9. Enhance County Image |
| 5. Reduce Operating Costs | |
- G. Projects which may take more than one year to complete and have already received funding approval for the first year by the County Board, will be given priority consideration in subsequent years;

Resolution
Board of
Ramsey County Commissioners

Presented By Commissioner McCarty Date February 9, 1987 No. 87-089
Attention:

Budget & Accounting;

Page 3 of 3

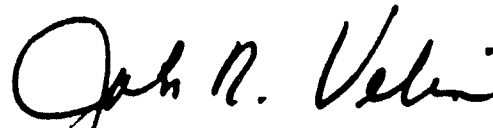
WHEREAS, The Ramsey County Board of Commissioners desires to establish a Capital Improvement Program that is a multi-year planning instrument used to identify needed capital projects and to coordinate financing and timing of improvements in a way that maximizes the return to the public; Now, Therefore, Be It

RESOLVED, That:

- A. Each year, the head of each County department, agency, and interested citizens requesting funds for capital improvements from the Board of County Commissioners shall submit their requests for the next ensuing year and for four additional years to the Executive Director at a time set by the Executive Director, using the Capital Improvement Request Forms established and approved by the Executive Director.
- B. The Executive Director shall examine each Capital Improvement Request, meet with each requesting entity, evaluate and prioritize each project, and recommend financing of these projects to the County Board.
- C. Not later than the second Monday in August of each year, the Executive Director shall submit the CAPITAL IMPROVEMENT BUDGET AND PLAN to the County Board.
- D. After submission to the County Board, the County Board shall hold public hearings on the CAPITAL IMPROVEMENT BUDGET AND PLAN. Citizen participation is strongly encouraged throughout the process of developing and adopting the CAPITAL IMPROVEMENT BUDGET AND PLAN.
- E. After the public hearings, the County Board may adopt the CAPITAL IMPROVEMENT BUDGET AND PLAN with or without amendment. The County Board shall adopt the CAPITAL IMPROVEMENT BUDGET AND PLAN by October 10th of each year, pursuant to Minnesota Statutes 275.07.

Diane Ahrens, Chairperson

By


Chief Clerk - County Board

Resolution

Board of
Ramsey County Commissioners

Presented By Commissioner Hunt Date March 23, 1987 No. 87-162
Attention:

Budget & Accounting; Commissioner Ruby Hunt; Tom Ryan, Legislative Lobbyist


WHEREAS, The Draft Ramsey County Capital Improvement Program, Policy and Procedures document, describing the program's mission statement, policies, responsibilities, planning and procedures, strongly encourages citizen participation; and

WHEREAS, Citizen participation in the capital improvement planning process is best assured through a broad-based citizens' advisory committee; Now, Therefore, Be It

RESOLVED, The Board of Ramsey County Commissioners hereby creates a fourteen-member Capital Improvement Program Citizens' Advisory Committee, to be composed of two residents from each of the seven county commissioner districts appointed by the appropriate county commissioner; and Be It Further

RESOLVED, Nominations for appointment to the citizens' advisory committee may be made by any group or interested individual, including, but not limited to, neighborhood groups, community councils, city councils, and members of the legislative delegation.

Diane Ahrens, Chair

By 
Chief Clerk - County Board

Resolution
Board of
Ramsey County Commissioners

Presented By Commissioner Schaber Date March 21, 1989 No. 89-256
Attention: Budget & Accounting

Page 1 of 2

WHEREAS, Capital Improvement Projects in the past were for a single purpose, such as a nursing home or jail, and involved only one department; and

WHEREAS, Previously, the County Board normally retained a project manager to oversee the budget and administrative procedures of the project; approved all contracts and change order; and authorized payments to contractors to ensure property management of the projects; and

WHEREAS, The County now has a five-year ongoing capital improvement program which involves almost all of the County departments and agencies for which the budget and administrative procedures need to be delineated; Now, Therefore, Be It

RESOLVED, That the same budgetary and administrative procedures used for the operating budget also be used for the capital improvement program; and Be It Further

RESOLVED, That department heads, or their designee, serve as the project representative and be responsible for managing the projects for their department; and Be It Further

RESOLVED, That agencies such as Minnesota Landmarks, Historical Society, etc., be responsible for soliciting bids and awarding contracts for their projects; that bond proceeds for agency projects be disbursed under either of the following two methods:

1. The agency makes the payment to the vendor and requests reimbursement of County Bond proceeds on a regular basis; or
2. The agency recommends approval of the invoices, prepares the disbursement document and the County makes a direct payment to the vendor from the bond proceeds.

Resolution
Board of
Ramsey County Commissioners

Presented By Commissioner Schaber Date March 21, 1989 No. 89-256
Attention: Budget & Accounting

Page 2 of 2

and, Be It Further

RESOLVED, That the Executive Director is authorized to approve supplemental agreements and/or change orders equal to 10 percent of the contract amount or \$25,000, whichever is less, as long as funds are available within the project budget; and Be It Further

RESOLVED, That Resolution 89-224, dated February 28, 1989, be the control authority for road projects in the capital improvement program; and Be It Further

RESOLVED, That actions approved by the Executive Director will be reported annually to the County Board; and Be It Further

RESOLVED, That requests for additional funds of \$25,000 or more from the Contingent Account or other sources will be presented to the CIP Advisory Committee for their recommendation, and then to the County Board for approval.

Hal A. Norgard, Chairman

By *Donnie Schaber*
Chief Clerk - County Board

Resolution

Board of

Ramsey County Commissioners

Presented By: Commissioner McDonough Date: December 16, 2008 No. 2008-382

Attention: Budgeting and Accounting
CIPAC

=====

WHEREAS, The Capital Improvement Program Citizens' Advisory Committee (CIPAC) provides citizen participation throughout the process of developing and adopting the Capital Improvement Program (CIP); and

WHEREAS, During the 2008-2013 CIP Budget Hearing in August 2007, the Ramsey County Board of Commissioners discussed changes in the CIP since the inception of the program more than twenty years ago; and

WHEREAS, The Ramsey County Board of Commissioners requested the CIPAC review the history of the CIP, best practices, current policies and procedures, and recommend improvements; and

WHEREAS, The CIPAC devoted several of its 2007 and 2008 meetings to review the CIP and develop recommendations; and

WHEREAS, The CIPAC developed recommendations for improvements in the planning, budgeting, and financing of the Ramsey County Capital Improvement Program; Now, Therefore, Be It

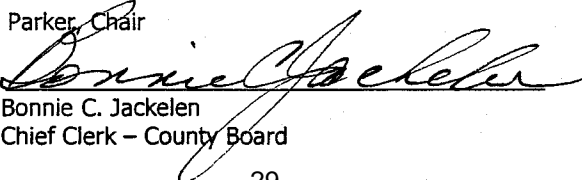
RESOLVED, The Ramsey County Board of Commissioners hereby accepts the Capital Improvement Program Recommendations report from the Capital Improvement Program Citizens' Advisory Committee (CIPAC); and Be It Further

RESOLVED, The Ramsey County Board of Commissioners hereby directs staff to implement the CIPAC recommendations as soon as practicable within the budget constraints.

Ramsey County Board of Commissioners

	YEA	NAY	OTHER
Tony Bennett	X		
Toni Carter	X		
Jim McDonough	X		
Rafael Ortega	X		
Victoria Reinhardt			Absent
Janice Rettman	X		
Jan Parker	X		

Jan Parker, Chair

By: 
Bonnie C. Jackelen
Chief Clerk - County Board

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ADMINISTRATIVE PROCEDURES
CAPITAL IMPROVEMENT PROGRAM PROJECTS
Approved by County Board Resolution 1996-121

1. Funds remaining in completed or canceled Capital Improvement Program projects will be periodically closed to the appropriate contingent accounts, after review with the Department/Agencies, and made available to finance other approved County projects.
2. Financing of shortages in previously approved projects will be as follows:
 - a. If funds are available in a Department's/Agency's open Capital Improvement Program projects and the shortage is less than \$25,000, a budget transfer can be processed administratively.
 - b. If funds are available in a Department's/Agency's open Capital Improvement Program projects and the shortage is \$25,000 or greater, the request for additional funds will be presented to the Capital Improvement Program Advisory Committee for recommendation and the County Board for approval.
 - c. If funds are not available in a Department's/Agency's open Capital Improvement Program projects, a request for contingent funds, if available, or other sources, will be presented to the Capital Improvement Program Advisory Committee for recommendation and the County Board for approval, regardless of the amount of the shortage.
3. Requests for funding of emergency/unanticipated projects during a plan year, not originally financed through the Capital Improvement Program, must be presented to the Capital Improvement Program Advisory Committee for recommendation and to the County Board for approval. The minimum project request is \$25,000. Projects under \$25,000 should be financed using operating budget funds.
4. Departments/Agencies must demonstrate a good faith effort to expend allocated project funds in a timely manner. Within 18 months of availability of project funds, Departments/Agencies must be able to show documented progress toward completion of their projects, or the project funds will be returned to the contingent account to finance future projects.

ADMINISTRATIVE PROCEDURES
CAPITAL IMPROVEMENT PROGRAM PROJECTS
Approved by County Board Resolution 2008-382

5. Distinguish between “routine” and “non-routine” capital projects and focus most Capital Improvement Program Citizens’ Advisory Committee (CIPAC) effort on “non-routine” projects.
6. Separate road and bridge capital projects from other non-public works projects for review and financing.
7. Expand the use of Internal Service Funds to account for the costs of buildings and grounds that are currently in operating department budgets such as Parks & Recreation and Medical Examiner. Use the Comprehensive Capital Assets and Management Preservation Plan (CCAMPP) budget to establish these funds.
8. Increase the minimum amount for a capital project to be considered for the CIP to \$50,000.
9. Establish a goal to maintain the CIP Contingent Reserve Account at \$200,000 to \$250,000 for unanticipated or emergency requests.
10. Develop a longer range facilities and infra structure plan.

RAMSEY COUNTY HOME RULE CHARTER
(Effective November 6, 1992)

Section 9.05 Bonding

Ramsey County, by ordinance and without an election, may issue general or special bonds, notes, obligations, or evidence of indebtedness for any authorized corporate purpose. Such indebtedness may otherwise be issued on such terms, and at such rate or rates as the County Board shall determine consistent with Minnesota Statutes relating to public indebtedness.

The proceeds of indebtedness shall be applied to the purpose for which the indebtedness is issued and may be applied to the payment of any necessary, desirable, or incidental expenses related thereto.

Notwithstanding any provision of this charter, the County may issue indebtedness for emergency borrowing as provided in Chapter 10. The certificates of indebtedness for emergency borrowing shall not be included in the net debt of the County.

The aggregate principal amount of indebtedness of the County outstanding at any time shall not exceed the statutory limitations on indebtedness under Minnesota Statutes, Chapter 475, for which purpose there shall not be counted any indebtedness except from the calculation of net debt by general or special law.

Section 10.05 Capital Improvement Plans

A. The County Board shall prepare a five-year capital improvements plan to include:

1. A clear, general summary of its contents;
2. A list of all capital improvements costing over a specified dollar amount designated by the County Board which are proposed to be undertaken during the next five ensuing fiscal years with appropriate information to show the necessity for these improvements;
3. Cost estimates, method of financing, and recommended time schedules for each of these improvements;
4. The estimated cost of operating and maintaining the facilities to be constructed or acquired; and
5. The estimated cost for debt service for capital expenditures. These will be financed from current revenues in the ensuing fiscal year and shall be included in the budget as well as in the capital program. Appropriations for such expenditures shall be included in the budget.

B. Hearings, Date for Adoption, Submission of Capital Budget

1. Annually, the County Board shall cause to be prepared a recommended capital improvements budget for the ensuing fiscal year. The proposed budget shall then become a public record.
2. The above information shall be revised and extended each year with regard to capital improvements still ending or in the process of construction or acquisition.

C. Adoption of Capital Budget

1. The capital budget shall be adopted by resolution of the County Board.

DESCRIPTION OF CAPITAL IMPROVEMENT PROGRAM BUDGETING PROCESS

The Ramsey County Board of Commissioners adopted Resolution 87-089, dated February 8, 1987, which established the basic policies and procedures to be used in establishing a Capital Improvement Program (CIP) Budget and Plan for Ramsey County. County Board Resolution 87-162, dated March 23, 1987, established a 14-member Capital Improvement Program Citizens Advisory Committee (CIPAC) to provide citizen input to the County Board and County Manager.

Legislation - The 1988 Minnesota Legislature approved Chapter 519, titled “Counties Building Funds, Capital Improvement Bonds” giving Minnesota Counties the ability to bond for Capital Improvement Programs. The law required that the Counties’ Capital Improvement Program Budget and Plan be approved by the Minnesota Department of Trade and Economic Development (TED). This authority was used for the CIP Plans from 1989 through 1993.

Ramsey County Home Rule Charter - On November 5, 1990, Ramsey County voters approved a Home Rule Charter, effective November 6, 1992. The Charter requires the establishment of a 5-year Capital Improvement Program Plan and authorizes bonding and levy authority to finance the plan. The 2020-2025 CIP Plan recommendations are made using these authorities and complying with the Charter requirements.

Administrative Procedures - In January, 1995, the County Manager established the administrative procedures and created the forms necessary for County departments, other agencies, and interested citizens to request Capital Improvement Projects for 2020 through 2025. The forms, general policies, and procedures were distributed November 16, 2018, with a due date of December 26, 2018.

Workbook and Presentations - From January 2019 to March 2019, the County Manager’s staff assembled the departments’ requests into a CIP workbook. The CIPAC and County Manager staff used this workbook during department and agency head presentations on March 21 and April 4, 2019.

County Manager Rating Process - In March, the County Manager’s staff used the rating system created in 1988, to rate 20 project requests. The rating system assigned weighted points to the nine criteria established by the County Board in Resolution 87-089. Eight County staff rated the requested projects.

Capital Improvement Program Advisory Committee Rating Process - Also in March, the Capital Improvement Program Advisory Committee members each rated projects into five groups, first 4, second 4, etc., and fifth group of 4. Projects were assigned points based on the group each rater placed them in and the total points tabulated. 12 CIPAC members rated the requested projects.

Combined Rank - The ratings for each project from both the CIPAC and County staff were then statistically combined to prioritize the projects overall into a “Combined Rank,” agreed to by the CIPAC and County Manager. On May 2, 2019, the CIPAC met to discuss the priorities established and recommend projects for funding to the County Board.

Approval Process - On August 6, 2019, the 2020-2021 proposed budget, including the 2020-2025 Capital Improvement Program Plan was presented to the County Board. The County Board will hold a Public Hearing on November 25, 2019, to receive public comment on the proposed 2020-2021 Operating Budget and 2020-2025 CIP Plan, and approve them with or without changes.

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2020-2025 CAPITAL IMPROVEMENT PROGRAM

GLOSSARY OF TERMS

Building Improvements-Property Management – Rent paid by departments to Property Management to fund periodic repair and maintenance such as carpet replacement and painting. Property Management manages and collects rent on most, but not all, county owned facilities.

Building & Grounds Improvements/Repairs – County levy to fund periodic repair and maintenance such as carpet replacement and painting for buildings not managed directly by Property Management. This is formerly known as Comprehensive Capital Assets and Management Preservation Plan (CCAMPP).

Capital – Assets that have a useful life beyond a single fixed period.

Capital Improvement - Acquisition or betterment of public lands, buildings, or other improvements within the County for the purpose of a County Courthouse, administrative building, health or social service facility, correctional facility, jail, law enforcement center, hospital, morgue, library, park, and roads and bridges. An improvement must have an expected useful life of one or more years to qualify. “Capital Improvement” does not include light rail transit or any activity related to it.

Capital Improvement Program (CIP) – Policies, procedures, plans and budgets established to address capital needs.

County Manager Rating - The County Manager rating system is based on the criteria outlined in County Board Resolution #87-089 (February 9, 1987). The criteria, in order of priority, are:

	<u>Weighting Percentage</u>
1. Protect Life/Public Safety/Public Health	25%
2. Replace Facility/Maintain Facility	22%
3. Reduce Operating/Energy Costs	20%
4. Protect Property	10%
5. Provide Public Service	10%
6. Provide Public Convenience	7%
7. Enhance County Image	6%

Each project can receive a point value ranging from 0 to 4 for each of the 7 rating criteria. Each of the rating criteria has a weighting percentage assigned to it in order of importance. The weighting percentage is multiplied by the point value for each of the criteria to determine the actual rating points for each of the criteria for each project.

CIPAC - The Capital Improvement Program (Citizens) Advisory Committee. The County Board established this Committee in order to obtain citizen input on the Capital Improvement Program. It is comprised of up to 14 members, two from each of the seven County Commissioner districts.

CIPAC Rating - Capital Improvement Program Advisory Committee Rating. Each committee member independently rated XX regular project requests. The projects were divided into groups of four projects each. Points were assigned to each project as follows:

Rating Group		Points Assigned
First	4	5
Second	4	4
Third	4	3
Fourth	4	2
Fifth	4	1

Combined Rank - A statistically valid method developed to combine the CIPAC and County Manager ratings into one ranking used to set overall project request priorities for the six-year 2020-2025 Capital Improvement Program.

County Bonds - Project requests, which use “County Bonds” as a financing source, refer to the proceeds of the General Obligation Bonds to be issued under the capital improvement bonding authority in the Ramsey County Home Rule Charter.

Major Capital (non-regular) Project – A capital project request related to building construction, reconstruction, or purchase exceeding \$1,000,000. These projects are not rated using the regular rating processes, but are considered for current or future funding based on projected debt levels. CIPAC members' written comments are included in the CIP budget document. Major Capital Projects can also be classified as Non-routine Capital Projects.

Non-routine Capital Project – Capital projects which are new, replacement, major enhancement, major renovation or refurbishment projects with a useful life of 10 years or more and cost \$50,000 or more.

Regular Capital (non-major) Project - A capital project request not related to the construction or purchase of a major building for \$50,000 or more and up to \$1,000,000. These projects are generally related to remodeling, reconstruction, road construction, and replacement of capital assets. Regular Capital Projects can also be classified as Non-routine or Routine Capital Projects.

Road Reconstruction - The complete removal of the entire existing roadbed and underlying undesirable soils. The reconstructed roadway could include new sewer, curbs, and pavement.

Routine Capital Project – Capital projects for planned, predictable life cycle maintenance projects with a life or more than one year and up to 10 years.

Transportation Improvement and Deficient Bridge Programs (TIP) – Public Works program to monitor conditions of transportation network of County roads, based on technical analysis in the Pavement Management Report, prioritization, and funds available.

COMBINED RANK ORDER

CAPITAL IMPROVEMENT REGULAR PROJECTS (2020 - 2025)

PRO- JECT NO.	PAGE NO.	Dept. Priority	DEPT NAME	PROJECT TITLE	CIPAC RANK	CM RANK	COM- BINED RANK	2020 COUNTY PROPOSED		2021 COUNTY PROPOSED		2020/2021 PROPOSED FUNDING SOURCES					2020/2021 PROPOSED TOTAL
								Source	Amount	Source	Amount	COUNTY	CO-OTHER	FEDERAL	STATE	OTHER	
				BOND ISSUANCE COSTS	NR	NR	NR	B	61,103	B	48,412	109,515	-	-	-	-	109,515
38	305	1	SHERIFF	SAFETY & SECURITY ENHANCEMENTS-ADULT DETENTION CTR.	1	1	1	B	275,000	B	275,000	550,000	-	-	-	-	550,000
10	125	1	PARKS & REC	NORTH OWASSO BOULEVARD COST SHARE	6	4	2	B	490,000	B	0	490,000	-	-	-	-	490,000
4	93	2	LANDMARK CENTER	REPLACE ELECTRIC PANELS	9	3	3	B	0	B	239,400	239,400	-	-	-	-	239,400
25	247	1	PROPERTY MGMT	ADA ASSESSMENT REPORT	3	9	4	B	126,400	B	126,400	252,800	-	-	-	-	252,800
16	151	7	PARKS & REC	PLAYGROUND REPLACEMENTS	11	2	5	B	0	B	300,000	300,000	-	-	-	-	300,000
3	91	1	LANDMARK CENTER	REPLACE CARPETING	8	10	6	B	148,700	B	0	148,700	-	-	-	-	148,700
12	135	3	PARKS & REC	NATURAL RESOURCE HABITAT RESTORATION	12	7	7	B	100,000	B	100,000	200,000	-	-	-	-	200,000
14	141	5	PARKS & REC	BITUMINOUS PROJECTS	14	5	8	B	263,797	B	107,238	371,035	-	-	-	-	371,035
27	261	1	PROP TAX, RECORDS	PAYMENT PROCESSOR	2	17	9	B	50,000	B	0	50,000	-	-	-	-	50,000
26	249	2	PROPERTY MGMT	PUBLIC FACING BUILDING SIGNAGE PROGRAM	5	15	10	B	100,000	B	0	100,000	-	-	-	-	100,000
11	131	2	PARKS & REC	CAMPUS MASTER PLAN	10	11	11	B	200,000	B	0	200,000	-	-	-	-	200,000
15	147	6	PARKS & REC	CAPITAL ASSET MANAGEMENT-ARENAS	15	6	12	B	185,000	B	225,000	410,000	-	-	-	-	410,000
28	263	2	PROP TAX, RECORDS	ELECTRONIC POLLBOOKS	4	18	13	CONT	242,550	B	0	242,550	-	-	-	-	242,550
9	113	1	LIBRARY	DIGITAL SERVICES PROGRAM & STAFF SPACES	7	16	14	LIB CONT	59,000	B	0	59,000	-	-	-	-	59,000
18	163	9	PARKS & REC	ADA IMPLEMENTATION-COUNTY FACILITIES	17	8	15	B	0	B	400,000	200,000	-	-	200,000	-	400,000
39	307	2	SHERIFF	FURNITURE REPLACEMENT	16	13	16	B *	0	B	378,550	378,550	-	-	-	-	378,550
17	161	8	PARKS & REC	ASH TREE REMOVAL AND REPLACEMENT	19	12	17	B	0	B	0	0	-	-	-	-	-
13	137	4	PARKS & REC	BATTLE CREEK WINTER RECREATION AREA	18	14	18	B	0	B	0	0	-	-	-	-	-
2	83	1	EMERGENCY MGMT	EMERGENCY POWER - PLATO BUILDING	13	20	19	B	0	B	0	0	-	-	-	-	-
19	203	10	PARKS & REC	WOODVIEW OFF LEASH DOG AREA MASTER PLAN	20	19	20	B	0	B	0	0	-	-	-	-	-
1	75	1	EMERGENCY COMM	CAD REPLACEMENT	NR	NR	NR	ECFB	800,000	ECFB	800,000	0	1,600,000	-	-	-	1,600,000
5	95	3	LANDMARK CENTER	FIRE SYSTEM UPDATE	NR	NR	NR	-	0	-	0	0	-	-	-	-	0
6	97	4	LANDMARK CENTER	UPDATE ENERGY MANAGEMENT SYSTEM	NR	NR	NR	-	0	-	0	0	-	-	-	-	0
7	99	5	LANDMARK CENTER	REPLACE DIMMER PANELS	NR	NR	NR	-	0	-	0	0	-	-	-	-	0
8	101	6	LANDMARK CENTER	REPLACE MAIN VERTICAL PIPING	NR	NR	NR	-	0	-	0	0	-	-	-	-	0
20	211	11	PARKS & REC	SATELLITE MAINTENANCE FACILITY	NR	NR	NR	S, O	0	S, O	0	0	-	-	-	-	-
21	215	12	PARKS & REC	POPLAR LAKE COUNTY PARK MASTER PLAN	NR	NR	NR	S, O	0	S, O	0	0	-	-	-	-	-
22	223	13	PARKS & REC	CAPITAL ASSET MANAGEMENT-PARKS	NR	NR	NR	S, O	0	S, O	0	0	-	-	-	-	-
23	227	14	PARKS & REC	GREEN ICE	NR	NR	NR	S, O	0	S, O	0	0	-	-	-	-	-
24	231	15	PARKS & REC	REGIONAL PARK & TRAIL CIP/LEGACY	NR	NR	NR	S, O	2,916,220	S, O	1,510,557	0	-	-	1,418,000	3,008,777	4,426,777
29	277	1	PUBLIC WORKS	PAVEMENT PRESERVATION	NR	NR	NR	S, O	6,800,000	S, O	6,800,000	4,000,000	-	-	-	9,600,000	13,600,000
30	279	2	PUBLIC WORKS	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	NR	NR	NR	S, O	8,697,000	S, O	40,206,000	0	-	1,019,000	7,500,000	40,384,000	48,903,000
31	281	3	PUBLIC WORKS	TRAFFIC SIGNAL UPGRADES	NR	NR	NR	S, O	700,000	S, O	700,000	0	-	-	-	1,400,000	1,400,000
32	283	4	PUBLIC WORKS	DRAINAGE SYSTEMS & STRUCTURES	NR	NR	NR	S, O	600,000	S, O	600,000	0	-	-	-	1,200,000	1,200,000
33	285	5	PUBLIC WORKS	COMPREHENSIVE BRIDGE MAINTENANCE	NR	NR	NR	S, O	600,000	S, O	600,000	0	-	-	-	1,200,000	1,200,000
34	287	6	PUBLIC WORKS	PEDESTRIAN & BIKE FACILITIES	NR	NR	NR	S, O	700,000	S, O	700,000	0	-	-	-	1,400,000	1,400,000
35	289	7	PUBLIC WORKS	ADA COMPLIANCE	NR	NR	NR	S, O	600,000	S, O	600,000	0	-	-	-	1,200,000	1,200,000
36	291	8	PUBLIC WORKS	ROADWAY APPURTENANCES	NR	NR	NR	S, O	600,000	S, O	600,000	0	-	-	-	1,200,000	1,200,000
37	293	9	PUBLIC WORKS	NEW EQUIPMENT	NR	NR	NR	S, O	80,000	S, O	80,000	0	-	-	160,000	-	160,000
				TOTAL REGULAR PROJECTS					25,394,770		55,396,557	8,301,550	1,600,000	1,019,000	9,278,000	60,592,777	80,791,327

Financing: (B)=CIP Bonds; (*)=Funding at a reduced level from requested; (CONT)= CIP Contingent (LIB CONT)= Library CIP Contingent;(ECFB)=Emergency Communic. Fund Balance; (F)=Federal Funding; (S)=State Funding; (O)=Other Funding such as Wheelage Tax

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CIP REGULAR PROJECTS - \$4,000,000 CIP BONDS + \$21,394,770 - OTHER FUNDING - 2020

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2020 FUNDING SOURCE						2020 TOTAL PROPOSED	
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER		
		EMERGENCY COMMUNICATIONS									
1	75	CAD REPLACEMENT	Not Ranked	-	-	800,000	(1)	-	-	-	800,000
		TOTAL EMERGENCY COMMUNCATIONS		-	-	800,000		-	-	-	800,000
		LANDMARK CENTER									
3	91	REPLACE CARPETING	6	148,700	-	-		-	-	-	148,700
		TOTAL LANDMARK CENTER		148,700	-	-		-	-	-	148,700
		LIBRARY									
9	113	DIGITAL SERVICES PROGRAM & STAFF SPACES	14	-	-	59,000	(2)	-	-	-	59,000
		TOTAL LIBRARY		-	-	59,000		-	-	-	59,000
		PARKS & RECREATION									
10	125	NORTH OWASSO BOULEVARD COST SHARE	2	490,000	-	-		-	-	-	490,000
11	131	CAMPUS MASTER PLAN	11	200,000	-	-		-	-	-	200,000
12	135	NATURAL RESOURCE HABITAT RESTORATION	7	100,000	-	-		-	-	-	100,000
14	141	BITUMINOUS PROJECTS	8	263,797	-	-		-	-	-	263,797
15	147	CAPITAL ASSET MANAGEMENT-ARENAS	12	185,000	-	-		-	-	-	185,000
24	231	REGIONAL PARK & TRAIL CIP/LEGACY	Not Ranked	-	-	-		-	1,418,000	1,498,220	2,916,220
		TOTAL PARKS & RECREATION		1,238,797	-	-		-	1,418,000	1,498,220	4,155,017
		PROPERTY MANAGEMENT									
25	247	ADA ASSESSMENT REPORT	4	126,400	-	-		-	-	-	126,400
26	249	PUBLIC FACING BUILDING SIGNAGE PROGRAM	10	100,000	-	-		-	-	-	100,000
		TOTAL PROPERTY MANAGEMENT		226,400	-	-		-	-	-	226,400
		PROPERTY TAX, RECORDS, and ELECTION SERVICES									
27	261	PAYMENT PROCESSOR	9	50,000	-	-		-	-	-	50,000
28	263	ELECTRONIC POLLBOOKS	13	-	-	242,550	(3)	-	-	-	242,550
		TOTAL PROPERTY TAX, RECORDS, and ELECTION SERVICES		50,000	-	242,550		-	-	-	292,550
		PUBLIC WORKS									
29	277	PAVEMENT PRESERVATION	Not Ranked	2,000,000	-	-		-	-	4,800,000	(4) 6,800,000
30	279	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	Not Ranked	-	-	-		1,019,000	-	7,678,000	8,697,000
31	281	TRAFFIC SIGNAL UPGRADES	Not Ranked	-	-	-		-	-	700,000	(4) 700,000
32	283	DRAINAGE SYSTEMS & STRUCTURES	Not Ranked	-	-	-		-	-	600,000	(4) 600,000
33	285	COMPREHENSIVE BRIDGE MAINTENANCE	Not Ranked	-	-	-		-	-	600,000	(4) 600,000
34	287	PEDESTRIAN & BIKE FACILITIES	Not Ranked	-	-	-		-	-	700,000	(4) 700,000
35	289	ADA COMPLIANCE	Not Ranked	-	-	-		-	-	600,000	(4) 600,000
36	291	ROADWAY APPURTENANCES	Not Ranked	-	-	-		-	-	600,000	(4) 600,000
37	293	NEW EQUIPMENT	Not Ranked	-	-	-		-	80,000	-	80,000
		TOTAL PUBLIC WORKS		2,000,000	-	-		1,019,000	80,000	16,278,000	19,377,000
		SHERIFF									
38	305	SAFETY & SECURITY ENHANCEMENTS-ADULT DETENTION CTR.	1	275,000	-	-		-	-	-	275,000
		TOTAL SHERIFF		275,000	-	-		-	-	-	275,000

(1) Emergency Communications fund balance

(2) Library Capital Contingent account and Shoreview Library Capital project

(3) Capital Contingent account (non-Library)

(4) Contains Wheelage Excise Tax

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT FOR 2020-2021

SCHEDULE 1
(Continued)

CIP REGULAR PROJECTS - \$4,000,000 CIP BONDS + \$21,394,770 - OTHER FUNDING - 2020

OTHER

-----	BOND ISSUANCE COSTS	Not Ranked	61,103	-	-	-	-	-	61,103
	TOTAL OTHER		61,103	-	-	-	-	-	61,103
	TOTAL CIP REGULAR PROJECTS BONDS		<u>4,000,000</u>	<u>-</u>	<u>1,101,550</u>	<u>1,019,000</u>	<u>1,498,000</u>	<u>17,776,220</u>	<u>25,394,770</u>

CIP MAJOR PROJECTS - \$15,900,000 CIP BONDS + \$2,000,000 OTHER FUNDING - 2020

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2020 FUNDING SOURCE						2020 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		MAJOR PROJECTS								
-----	703	WELCOMING FACILITIES	Not Ranked	5,000,000	-	-	-	-	-	5,000,000
-----	435	GOLF STUDY PROJECTS	Not Ranked	3,677,311	-	-	-	-	-	3,677,311
-----	663	COUNTY BUILDING IMPROVEMENTS	Not Ranked	2,500,000	-	-	-	-	-	2,500,000
-----	383	RAMSEY COUNTY LIBRARY-MAPLEWOOD REMODEL	Not Ranked	1,000,000	-	-	-	-	-	1,000,000
-----	695	METRO SQUARE EXTERIOR ENVELOPE	Not Ranked	265,000	-	-	-	-	-	265,000
-----	651	HIGHLAND PARKING LOT	Not Ranked	275,000	-	-	-	-	-	275,000
-----	687	METRO SQUARE ESCALATOR/STAIRCASE - REMOVAL/INSTALLATION	Not Ranked	1,121,280	-	-	-	-	-	1,121,280
-----	373	PROGRAM AND PRESERVATION EXPANSION AT GIBBS FARM	Not Ranked	1,100,000	-	-	-	-	2,000,000	3,100,000
-----	727	RADIOS REPLACEMENT	Not Ranked	900,000	-	-	-	-	-	900,000
		TOTAL MAJOR PROJECTS		<u>15,838,591</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,000,000</u>	<u>17,838,591</u>
		OTHER								
-----	67	BOND ISSUANCE COSTS	Not Ranked	41,409	-	-	-	-	-	41,409
-----		BOND ISSUANCE COSTS-Maplewood Library Remodel	Not Ranked	20,000	-	-	-	-	-	20,000
		TOTAL OTHER		<u>61,409</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>61,409</u>
		TOTAL CIP MAJOR PROJECTS BONDS		<u>15,900,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,000,000</u>	<u>17,900,000</u>

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT FOR 2020-2021

SCHEDULE 1
(Continued)

MULTI-MODAL PLANNING PROJECTS - \$43,200,000 - 2020												
PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2020 FUNDING SOURCE							2020 TOTAL PROPOSED	
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER			
-----	371	MULTI-MODAL PLANNING PROJECTS										
		REGIONAL RAILROAD AUTHORITY PROJECTS	Not Ranked	-	-	8,200,000	(1)	-	-	35,000,000	(2)	43,200,000
		TOTAL MULTI-MODAL PLANNING PROJECTS		-	-	8,200,000		-	-	35,000,000		43,200,000

BUILDING IMPROVEMENTS/REPAIRS - \$1,100,000 LEVY + \$617,471 OTHER FUNDING - 2020											
PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2020 FUNDING SOURCE						2020 TOTAL PROPOSED	
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER		
		BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)									
-----	335	BLDG IMPROVEMENTS-EXTENSION BARN	Not Ranked	-	33,320	-	-	-	-	33,320	
-----	339	BLDG IMPROVEMENTS-LANDMARK CENTER	Not Ranked	-	199,800	-	-	-	-	199,800	
-----	343	BLDG IMPROVEMENTS-PARKS	Not Ranked	-	866,880	-		592,471	25,000	1,484,351	
		TOTAL BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)			-	1,100,000	-	-	592,471	25,000	1,717,471

BUILDING IMPROVEMENTS - \$22,230,093 RENTAL REVENUES and FUND BALANCES - 2020										
PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2020 FUNDING SOURCE						2020 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT								
-----	311	BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION	Not Ranked	-	-	404,800	(3)	-	-	404,800
-----	315	BLDG IMPROVEMENTS - LIBRARIES	Not Ranked	-	-	425,000	(3)	-	-	425,000
-----	319	BLDG IMPROVEMENTS - CH/CH	Not Ranked	-	-	3,001,000	(3)	-	-	3,001,000
-----	323	BLDG IMPROVEMENTS - GENERAL BUILDING FUND	Not Ranked	-	-	18,399,293	(3)	-	-	18,399,293
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	22,230,093		-	-	22,230,093

(1) Regional Railroad Authority Levy

(2) Transit Sales Tax

(3) Dedicated Rental Revenues and Fund Balance from Building Funds

SUMMARY BY FUNDING AND ACCOUNT CLASSIFICATION FOR 2020

CIP		2020 FUNDING SOURCE							2020	
PROJECT	PAGE	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	TOTAL PROPOSED
NO.	NO.									
		CIP REGULAR PROJECT BONDS								-
		Building Additions, Renovations, Repairs		560,100	-	-	-	-	-	560,100
		Improvements Other Than Buildings		1,378,797	-	1,101,550	-	1,498,000	1,498,220	5,476,567
		County Roads		2,000,000	-	-	1,019,000	-	16,278,000	19,297,000
		Bond Issuance Costs		61,103	-	-	-	-	-	61,103
		TOTAL CIP REGULAR PROJECTS BONDS		4,000,000	-	1,101,550	1,019,000	1,498,000	17,776,220	25,394,770
		CIP MAJOR PROJECT BONDS								
		Major Projects		15,838,591	-	-	-	-	2,000,000	17,838,591
		Bond Issuance Costs		61,409	-	-	-	-	-	61,409
		TOTAL CIP MAJOR PROJECTS BONDS		15,900,000	-	-	-	-	2,000,000	17,900,000
		MULTI-MODAL PLANNING PROJECTS								
		Regional Railroad Authority Projects		-	-	8,200,000	-	-	35,000,000	43,200,000
		TOTAL MULTI-MODAL PLANNING PROJECTS		-	-	8,200,000	-	-	35,000,000	43,200,000
		BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)								
		Building Lifecycle Maintenance		-	1,100,000	-	-	592,471	25,000	1,717,471
		TOTAL BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)		-	1,100,000	-	-	592,471	25,000	1,717,471
		BUILDNG IMPROVEMENTS - PROPERTY MANAGEMENT								
		Building Additions, Renovations, Repairs		-	-	22,230,093	-	-	-	22,230,093
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	22,230,093	-	-	-	22,230,093
		TOTAL CIP PROJECTS PROPOSED FOR FUNDING IN 2020		19,900,000	1,100,000	31,531,643	1,019,000	2,090,471	54,801,220	110,442,334

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT FOR 2020-2021

SCHEDULE 1
(Continued)

CIP REGULAR PROJECTS - \$4,000,000 CIP BONDS + \$51,396,557 OTHER FUNDING - 2021

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2021 FUNDING SOURCE						2021 TOTAL PROPOSED	
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER		
		EMERGENCY COMMUNICATIONS									
1	75	CAD REPLACEMENT	Not Ranked	-	-	800,000	(1)	-	-	-	800,000
		TOTAL EMERGENCY COMMUNICATIONS		-	-	800,000		-	-	-	800,000
		LANDMARK CENTER									
4	93	REPLACE ELECTRIC PANELS	3	239,400	-	-		-	-	-	239,400
		TOTAL LANDMARK CENTER		239,400	-	-		-	-	-	239,400
		PARKS & RECREATION									
12	135	NATURAL RESOURCE HABITAT RESTORATION	7	100,000	-	-		-	-	-	100,000
14	141	BITUMINOUS PROJECTS	8	107,238	-	-		-	-	-	107,238
15	147	CAPITAL ASSET MANAGEMENT-ARENAS	12	225,000	-	-		-	-	-	225,000
16	151	PLAYGROUND REPLACEMENTS	5	300,000	-	-		-	-	-	300,000
18	163	ADA IMPLEMENTATION-COUNTY FACILITIES	15	200,000	-	-		-	200,000	-	400,000
24	231	REGIONAL PARK & TRAIL CIP/LEGACY	Not Ranked	-	-	-		-	-	1,510,557	1,510,557
		TOTAL PARKS & RECREATION		932,238	-	-		-	200,000	1,510,557	2,642,795
		PROPERTY MANAGEMENT									
25	247	ADA ASSESSMENT REPORT	4	126,400	-	-		-	-	-	126,400
		TOTAL PROPERTY MANAGEMENT		126,400	-	-		-	-	-	126,400
		PUBLIC WORKS									
29	277	PAVEMENT PRESERVATION	Not Ranked	2,000,000	-	-		-	-	4,800,000	(2) 6,800,000
30	279	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	Not Ranked	-	-	-		-	7,500,000	32,706,000	40,206,000
31	281	TRAFFIC SIGNAL UPGRADES	Not Ranked	-	-	-		-	-	700,000	(2) 700,000
32	283	DRAINAGE SYSTEMS & STRUCTURES	Not Ranked	-	-	-		-	-	600,000	(2) 600,000
33	285	COMPREHENSIVE BRIDGE MAINTENANCE	Not Ranked	-	-	-		-	-	600,000	(2) 600,000
34	287	PEDESTRIAN & BIKE FACILITIES	Not Ranked	-	-	-		-	-	700,000	(2) 700,000
35	289	ADA COMPLIANCE	Not Ranked	-	-	-		-	-	600,000	(2) 600,000
36	291	ROADWAY APPURTENANCES	Not Ranked	-	-	-		-	-	600,000	(2) 600,000
37	293	NEW EQUIPMENT	Not Ranked	-	-	-		-	80,000	-	80,000
		TOTAL PUBLIC WORKS		2,000,000	-	-		-	7,580,000	41,306,000	50,886,000
		SHERIFF									
38	305	SAFETY & SECURITY ENHANCEMENTS-ADULT DETENTION CTR.	1	275,000	-	-		-	-	-	275,000
39	307	FURNITURE REPLACEMENT	16	378,550	-	-		-	-	-	378,550
		TOTAL SHERIFF		653,550	-	-		-	-	-	653,550
		OTHER									
-----		BOND ISSUANCE COSTS	Not Ranked	48,412	-	-		-	-	-	48,412
		TOTAL OTHER		48,412	-	-		-	-	-	48,412
		TOTAL CIP REGULAR PROJECTS BONDS		4,000,000	-	800,000		-	7,780,000	42,816,557	55,396,557

(1) Emergency Communications fund balance

(2) Contains Wheelage Excise Tax

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT FOR 2020-2021

SCHEDULE 1
(Continued)

CIP MAJOR PROJECTS - \$15,700,000 CIP BONDS + \$10,094,903 OTHER FUNDING - 2021

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2021 FUNDING SOURCE						2021 TOTAL PROPOSED	
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER		
		MAJOR PROJECTS									
-----	703	WELCOMING FACILITIES	Not Ranked	2,500,000	-	-	-	-	-	2,500,000	
-----	435	GOLF STUDY PROJECTS	Not Ranked	2,432,935	-	-	-	-	-	2,432,935	
-----	663	COUNTY BUILDING IMPROVEMENTS	Not Ranked	2,500,000	-	-	-	-	-	2,500,000	
-----	383	RAMSEY COUNTY LIBRARY-MAPLEWOOD REMODEL	Not Ranked	2,769,005	-	-	-	-	-	2,769,005	
-----	695	METRO SQUARE EXTERIOR ENVELOPE	Not Ranked	2,500,000	-	-	-	-	-	2,500,000	
-----	651	HIGHLAND PARKING LOT	Not Ranked	1,900,809	-	-	-	-	-	1,900,809	
-----	603	BITUMINOUS PAVEMENT MAINTENANCE PROJECT	Not Ranked	1,000,000	-	-	-	-	-	1,000,000	
-----	373	PROGRAM AND PRESERVATION EXPANSION AT GIBBS FARM	Not Ranked	-	-	-	-	7,094,903	3,000,000	10,094,903	
		TOTAL MAJOR PROJECTS		15,602,749	-	-	-	7,094,903	3,000,000	25,697,652	
		OTHER									
-----		BOND ISSUANCE COSTS	Not Ranked	66,256	-	-	-	-	-	66,256	
-----		BOND ISSUANCE COSTS-Maplewood Library Remodel	Not Ranked	30,995	-	-	-	-	-	30,995	
		TOTAL OTHER		97,251	-	-	-	-	-	97,251	
		TOTAL CIP MAJOR PROJECTS BONDS			15,700,000	-	-	-	7,094,903	3,000,000	- 25,794,903

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT FOR 2020-2021

SCHEDULE 1
(Continued)

MULTI-MODAL PLANNING PROJECTS - \$40,450,000 - 2021											
PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2021 FUNDING SOURCE							2021 TOTAL
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER		
	371	MULTI-MODAL PLANNING PROJECTS									-
-----		REGIONAL RAILROAD AUTHORITY PROJECTS	Not Ranked	-	-	7,450,000	(1)	-	-	33,000,000	(2) 40,450,000
		TOTAL MULTI-MODAL PLANNING PROJECTS		-	-	7,450,000		-	-	33,000,000	40,450,000

BUILDING IMPROVEMENTS/REPAIRS - \$1,100,000 LEVY + \$380,420 OTHER FUNDING - 2021

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2021 FUNDING SOURCE						2021 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)								
-----	335	BLDG IMPROVEMENTS-EXTENSION BARN	NOT RATED	-	33,320	-	-	-	-	33,320
-----	339	BLDG IMPROVEMENTS-LANDMARK CENTER	NOT RATED	-	199,800	-	-	-	-	199,800
-----	343	BLDG IMPROVEMENTS-PARKS	NOT RATED	-	866,880	-	-	355,420	25,000	1,247,300
		TOTAL BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)		-	1,100,000	-	-	355,420	25,000	1,480,420

BUILDING IMPROVEMENTS - \$8,848,300 RENTAL REVENUES and FUND BALANCES - 2021

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2021 FUNDING SOURCE						2021 TOTAL PROPOSED	
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER		
		BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT									
-----	311	BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION	NOT RATED	-	-	455,400	(3)	-	-	-	455,400
-----	315	BLDG IMPROVEMENTS - LIBRARIES	NOT RATED	-	-	185,000	(3)	-	-	-	185,000
-----	319	BLDG IMPROVEMENTS - CH/CH	NOT RATED	-	-	725,000	(3)	-	-	-	725,000
-----	323	BLDG IMPROVEMENTS - GENERAL BUILDING FUND	NOT RATED	-	-	7,482,900	(3)	-	-	-	7,482,900
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	8,848,300		-	-	-	8,848,300

(1) Regional Railroad Authority Levy

(2) Transit Sales Tax

(3) Dedicated Rental Revenues and Fund Balance from Building Funds

SUMMARY BY FUNDING AND ACCOUNT CLASSIFICATION FOR 2021

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2021 FUNDING SOURCE						2021 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		CIP REGULAR PROJECT BONDS								-
		Building Additions, Renovations, Repairs		1,065,800	-	-	-	200,000	-	1,265,800
		Improvements Other Than Buildings		885,788	-	800,000	-	80,000	1,510,557	3,276,345
		County Roads		2,000,000	-	-	-	7,500,000	41,306,000	50,806,000
		Bond Issuance Costs		48,412	-	-	-	-	-	48,412
		TOTAL CIP REGULAR PROJECTS BONDS		4,000,000	-	800,000	-	7,780,000	42,816,557	55,396,557
		CIP MAJOR PROJECT BONDS								
		Major Projects		15,602,749	-	-	-	7,094,903	3,000,000	25,697,652
		Bond Issuance Costs		97,251	-	-	-	-	-	97,251
		TOTAL CIP MAJOR PROJECTS BONDS		15,700,000	-	-	-	7,094,903	3,000,000	25,794,903
		MULTI-MODAL PLANNING PROJECTS								
		Regional Railroad Authority Projects		-	-	7,450,000	-	-	33,000,000	40,450,000
		TOTAL MULTI-MODAL PLANNING PROJECTS		-	-	7,450,000	-	-	33,000,000	40,450,000
		BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)								
		Building Lifecycle Maintenance		-	1,100,000	-	-	355,420	25,000	1,480,420
		TOTAL BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)		-	1,100,000	-	-	355,420	25,000	1,480,420
		BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT								
		Building Additions, Renovations, Repairs		-	-	8,848,300	-	-	-	8,848,300
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	8,848,300	-	-	-	8,848,300
		TOTAL CIP PROJECTS PROPOSED FOR FUNDING IN 2021		19,700,000	1,100,000	17,098,300	-	15,230,323	78,841,557	131,970,180

SUMMARY OF PROJECTS BY DEPARTMENT FOR 2020 - 2021

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2020-2021 FUNDING SOURCE						2020-2021 TOTAL
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	PROPOSED
MAJOR PROJECTS										
-----	703	WELCOMING FACILITIES	Not Ranked	7,500,000	-	-	-	-	-	7,500,000
-----	435	GOLF STUDY PROJECTS	Not Ranked	6,110,246	-	-	-	-	-	6,110,246
-----	663	COUNTY BUILDING IMPROVEMENTS	Not Ranked	5,000,000	-	-	-	-	-	5,000,000
-----	383	RAMSEY COUNTY LIBRARY-MAPLEWOOD REMODEL	Not Ranked	3,769,005	-	-	-	-	-	3,769,005
-----	695	METRO SQUARE EXTERIOR ENVELOPE	Not Ranked	2,765,000	-	-	-	-	-	2,765,000
-----	651	HIGHLAND PARKING LOT	Not Ranked	2,175,809	-	-	-	-	-	2,175,809
-----	687	METRO SQUARE ESCALATOR/STAIRCASE - REMOVAL/INSTALLATION	Not Ranked	1,121,280	-	-	-	-	-	1,121,280
-----	373	PROGRAM AND PRESERVATION EXPANSION AT GIBBS FARM	Not Ranked	1,100,000	-	-	-	7,094,903	5,000,000	13,194,903
-----	603	BITUMINOUS PAVEMENT MAINTENANCE PROJECT	Not Ranked	1,000,000	-	-	-	-	-	1,000,000
-----	727	RADIOS REPLACEMENT	Not Ranked	900,000	-	-	-	-	-	900,000
TOTAL				31,441,340	-	-	-	7,094,903	5,000,000	43,536,243
EMERGENCY COMMUNICATIONS										
1	75	CAD REPLACEMENT	Not Ranked	-	-	1,600,000	-	-	-	1,600,000
TOTAL EMERGENCY COMMUNICATIONS				-	-	1,600,000	-	-	-	1,600,000
LANDMARK CENTER										
3	91	REPLACE CARPETING	6	148,700	-	-	-	-	-	148,700
4	91	REPLACE ELECTRIC PANELS	3	239,400	-	-	-	-	-	239,400
TOTAL LANDMARK CENTER				388,100	-	-	-	-	-	388,100
LIBRARY										
9	113	DIGITAL SERVICES PROGRAM & STAFF SPACES	14	-	-	59,000	-	-	-	59,000
TOTAL LIBRARY				-	-	59,000	-	-	-	59,000
PARKS & RECREATION										
10	125	NORTH OWASSO BOULEVARD COST SHARE	2	490,000	-	-	-	-	-	490,000
11	131	CAMPUS MASTER PLAN	11	200,000	-	-	-	-	-	200,000
12	135	NATURAL RESOURCE HABITAT RESTORATION	7	200,000	-	-	-	-	-	200,000
14	141	BITUMINOUS PROJECTS	8	371,035	-	-	-	-	-	371,035
15	147	CAPITAL ASSET MANAGEMENT-ARENAS	12	410,000	-	-	-	-	-	410,000
16	151	PLAYGROUND REPLACEMENTS	5	300,000	-	-	-	-	-	300,000
18	163	ADA IMPLEMENTATION-COUNTY FACILITIES	15	200,000	-	-	-	200,000	-	400,000
24	231	REGIONAL PARK & TRAIL CIP/LEGACY	Not Ranked	-	-	-	-	1,418,000	3,008,777	4,426,777
TOTAL PARKS & RECREATION				2,171,035	-	-	-	1,618,000	3,008,777	6,797,812

SUMMARY OF PROJECTS BY DEPARTMENT FOR 2020 - 2021

CIP		2020-2021 FUNDING SOURCE								2020-2021
PROJECT NO.	PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	TOTAL PROPOSED
PROPERTY MANAGEMENT										
25	247	ADA ASSESSMENT REPORT	4	252,800	-	-	-	-	-	252,800
26	249	PUBLIC FACING BUILDING SIGNAGE PROGRAM	10	100,000	-	-	-	-	-	100,000
TOTAL PROPERTY MANAGEMENT				352,800	-	-	-	-	-	352,800
PROPERTY TAX, RECORDS, and ELECTION SERVICES										
27	261	PAYMENT PROCESSOR	9	50,000	-	-	-	-	-	50,000
28	263	ELECTRONIC POLLBOOKS	13	-	-	242,550	-	-	-	242,550
TOTAL PROPERTY TAX, RECORDS, and ELECTION SERVICES				50,000	-	242,550	-	-	-	292,550
PUBLIC WORKS										
29	277	PAVEMENT PRESERVATION	Not Ranked	4,000,000	-	-	-	-	9,600,000	(4) 13,600,000
30	279	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	Not Ranked	-	-	-	1,019,000	7,500,000	40,384,000	- 48,903,000
31	281	TRAFFIC SIGNAL UPGRADES	Not Ranked	-	-	-	-	-	1,400,000	- 1,400,000
32	283	DRAINAGE SYSTEMS & STRUCTURES	Not Ranked	-	-	-	-	-	1,200,000	- 1,200,000
33	285	COMPREHENSIVE BRIDGE MAINTENANCE	Not Ranked	-	-	-	-	-	1,200,000	- 1,200,000
34	287	PEDESTRIAN & BIKE FACILITIES	Not Ranked	-	-	-	-	-	1,400,000	- 1,400,000
35	289	ADA COMPLIANCE	Not Ranked	-	-	-	-	-	1,200,000	- 1,200,000
36	291	ROADWAY APPURTENANCES	Not Ranked	-	-	-	-	-	1,200,000	- 1,200,000
37	293	NEW EQUIPMENT	Not Ranked	-	-	-	-	160,000	-	- 160,000
TOTAL PUBLIC WORKS				4,000,000	-	-	1,019,000	7,660,000	57,584,000	- 70,263,000
SHERIFF										
38	305	SAFETY & SECURITY ENHANCEMENTS-ADULT DETENTION CTR.	1	550,000	-	-	-	-	-	550,000
39	307	FURNITURE REPLACEMENT	16	378,550	-	-	-	-	-	378,550
TOTAL SHERIFF				928,550	-	-	-	-	-	928,550
MULTI-MODAL PLANNING PROJECTS										
-----	-	REGIONAL RAILROAD AUTHORITY PROJECTS	NOT RATED	-	-	15,650,000	-	-	68,000,000	83,650,000
TOTAL MULTI-MODAL PLANNING PROJECTS				-	-	15,650,000	-	-	68,000,000	83,650,000
BUILDING IMPROVEMENTS/REPAIRS										
-----	335	BLDG IMPROVEMENTS-EXTENSION BARN	NOT RATED	-	66,640	-	-	-	-	66,640
-----	339	BLDG IMPROVEMENTS-LANDMARK CENTER	NOT RATED	-	399,600	-	-	-	-	399,600
-----	343	BLDG IMPROVEMENTS-PARKS	NOT RATED	-	1,733,760	-	-	947,891	50,000	2,731,651
TOTAL BUILDING IMPROVEMENTS/REPAIRS				-	2,200,000	-	-	947,891	50,000	3,197,891
BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT										
-----	311	BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION	NOT RATED	-	-	860,200	-	-	-	860,200
-----	315	BLDG IMPROVEMENTS - LIBRARIES	NOT RATED	-	-	610,000	-	-	-	610,000
-----	319	BLDG IMPROVEMENTS - CH/CH	NOT RATED	-	-	3,726,000	-	-	-	3,726,000
-----	323	BLDG IMPROVEMENTS - GENERAL BUILDING FUND	NOT RATED	-	-	25,882,193	-	-	-	25,882,193
TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT				-	-	31,078,393	-	-	-	31,078,393
OTHER										
-----	-	BOND ISSUANCE COSTS	NOT RATED	217,180	-	-	-	-	-	217,180
-----	-	BOND ISSUANCE COSTS-Maplewood Library Remodel	NOT RATED	50,995	-	-	-	-	-	50,995
				268,175	-	-	-	-	-	268,175
TOTAL CIP PROJECTS PROPOSED FUNDING FOR 2020 - 2021				39,600,000	2,200,000	48,629,943	1,019,000	17,320,794	133,642,777	242,412,514

CAPITAL IMPROVEMENT PROJECTS REQUESTED BY DEPARTMENT (2020 - 2025)

SCHEDULE 2
(Continued)

PRO- JECT NO.	PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	CIPAC RANK	CM RANK	COM- BINED RANK	YEARS						TOTAL ALL YEARS
						2020	2021	2022	2023	2024	2025	
		EMERGENCY COMMUNICATIONS										
1	75	CAD REPLACEMENT				800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
		TOTAL EMERGENCY COMMUNICATIONS				800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
		EMERGENCY MANAGEMENT & HOMELAND SECURITY										
2	83	EMERGENCY POWER - PLATO BUILDING				60,000	350,000	-	-	-	-	410,000
		TOTAL EMERGENCY MANAGEMENT & HOMELAND SECURITY				60,000	350,000	-	-	-	-	410,000
		LANDMARK CENTER										
3	91	REPLACE CARPETING				148,700	-	-	-	-	-	148,700
4	93	REPLACE ELECTRIC PANELS				-	239,400	-	-	-	-	239,400
5	95	FIRE SYSTEM UPDATE				-	-	135,000	135,000	-	-	270,000
6	97	UPDATE ENERGY MANAGEMENT SYSTEM				-	-	-	85,000	-	-	85,000
7	99	REPLACE DIMMER PANELS				-	-	-	-	146,000	-	146,000
8	101	REPLACE MAIN VERTICAL PIPING				-	-	-	-	-	150,000	150,000
		TOTAL LANDMARK CENTER				148,700	239,400	135,000	220,000	146,000	150,000	1,039,100
		LIBRARY										
9	113	DIGITAL SERVICES PROGRAM & STAFF SPACES				59,000	-	-	-	-	-	59,000
		TOTAL LIBRARY				59,000	-	-	-	-	-	59,000
		PARKS & RECREATION										
10	125	NORTH OWASSO BOULEVARD COST SHARE				490,000	-	-	-	-	-	490,000
11	131	CAMPUS MASTER PLAN				200,000	-	-	-	-	-	200,000
12	135	NATURAL RESOURCE HABITAT RESTORATION				100,000	100,000	100,000	100,000	100,000	100,000	600,000
13	137	BATTLE CREEK WINTER RECREATION AREA				-	200,000	-	-	-	-	200,000
14	141	BITUMINOUS PROJECTS				263,797	107,238	263,603	373,283	856,508	406,388	2,270,817
15	147	CAPITAL ASSET MANAGEMENT-ARENAS				185,000	225,000	995,000	990,000	233,000	368,000	2,996,000
16	151	PLAYGROUND REPLACEMENTS				-	300,000	600,000	600,000	300,000	300,000	2,100,000
17	161	ASH TREE REMOVAL AND REPLACEMENT				75,000	75,000	75,000	75,000	75,000	75,000	450,000
18	163	ADA IMPLEMENTATION-COUNTY FACILITIES				200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
19	203	WOODVIEW OFF LEASH DOG AREA MASTER PLAN				-	75,000	-	-	-	-	75,000
20	211	SATELLITE MAINTENANCE FACILITY				-	-	983,000	983,000	-	-	1,966,000
21	215	POPLAR LAKE COUNTY PARK MASTER PLAN				-	-	300,000	-	-	-	300,000
22	223	CAPITAL ASSET MANAGEMENT-PARKS				-	-	-	-	100,000	-	100,000
23	227	GREEN ICE				-	-	-	-	-	871,062	871,062
24	231	REGIONAL PARK & TRAIL CIP/LEGACY				2,916,220	1,510,557	3,072,925	1,654,925	3,072,925	1,654,925	13,882,477
		TOTAL PARKS & RECREATION				4,430,017	2,792,795	6,589,528	4,976,208	4,937,433	3,975,375	27,701,356
		PROPERTY MANAGEMENT										
25	247	ADA ASSESSMENT REPORT				126,400	126,400	-	-	-	-	252,800
26	249	PUBLIC FACING BUILDING SIGNAGE PROGRAM				100,000	-	-	-	-	-	100,000
		TOTAL PROPERTY MANAGEMENT				226,400	126,400	-	-	-	-	352,800
		PROPERTY TAX, RECORDS & ELECTION SERVICES										
27	261	PAYMENT PROCESSOR				50,000	-	-	-	-	-	50,000
28	263	ELECTRONIC POLLBOOKS				242,550	-	-	-	-	750,000	992,550
		TOTAL PROPERTY TAX, RECORDS & ELECTION SERVICES				292,550	-	-	-	-	750,000	1,042,550

CAPITAL IMPROVEMENT PROJECTS REQUESTED BY DEPARTMENT (2020 - 2025)

SCHEDULE 2
(Continued)

PRO- JECT NO.	PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	CIPAC RANK	CM RANK	COM- BINED RANK	YEARS						TOTAL ALL YEARS
						2020	2021	2022	2023	2024	2025	
		PUBLIC WORKS										
29	277	PAVEMENT PRESERVATION				6,800,000	6,800,000	6,800,000	6,800,000	6,800,000	6,800,000	40,800,000
30	279	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION				8,697,000	40,206,000	24,134,000	26,668,000	-	-	99,705,000
31	281	TRAFFIC SIGNAL UPGRADES				700,000	700,000	700,000	700,000	700,000	700,000	4,200,000
32	283	DRAINAGE SYSTEMS & STRUCTURES				600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
33	285	COMPREHENSIVE BRIDGE MAINTENANCE				600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
34	287	PEDESTRIAN & BIKE FACILITIES				700,000	700,000	700,000	700,000	700,000	700,000	4,200,000
35	289	ADA COMPLIANCE				600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
36	291	ROADWAY APPURTENANCES				600,000	600,000	600,000	600,000	600,000	600,000	3,600,000
37	293	NEW EQUIPMENT				80,000	80,000	80,000	80,000	80,000	80,000	480,000
		TOTAL PUBLIC WORKS				19,377,000	50,886,000	34,814,000	37,348,000	10,680,000	10,680,000	163,785,000
		SHERIFF										
38	305	SAFETY & SECURITY ENHANCEMENTS-ADULT DETENTION CTR.				275,000	275,000	275,000	-	-	-	825,000
39	307	FURNITURE REPLACEMENT				330,000	136,000	-	-	-	-	466,000
		TOTAL SHERIFF				605,000	411,000	275,000	-	-	-	1,291,000
		BUILDING IMPROVEMENTS - PROPERTY MGMT										
311		BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION				404,800	455,400	5,550,000	332,000	678,000	505,000	7,925,200
315		BLDG IMPROVEMENTS - LIBRARIES				425,000	185,000	395,000	215,000	170,000	70,000	1,460,000
319		BLDG IMPROVEMENTS - CH/CH				3,001,000	725,000	1,210,000	1,195,000	3,485,000	1,180,000	10,796,000
323		BLDG IMPROVEMENTS - GENERAL BUILDING FUND				18,399,293	7,482,900	5,090,900	4,834,500	3,623,600	7,108,000	46,539,193
		TOTAL BUILDING IMPROVEMENTS				22,230,093	8,848,300	12,245,900	6,576,500	7,956,600	8,863,000	66,720,393
		BUILDING IMPROVEMENTS/REPAIRS										
335		BLDG IMPROVEMENTS-EXTENSION BARN				1,082,300	165,100	182,000	90,000	45,000	51,000	1,615,400
339		BLDG IMPROVEMENTS-LANDMARK CENTER				1,307,696	450,000	562,000	290,000	236,000	380,000	3,225,696
343		BLDG IMPROVEMENTS-PARKS				1,104,851	759,017	639,593	679,880	735,029	760,463	4,678,833
		TOTAL BUILDING IMPROVEMENTS (CCAMPP)				3,494,847	1,374,117	1,383,593	1,059,880	1,016,029	1,191,463	9,519,929
		MAJOR PROJECTS										
373		PROGRAM AND PRESERVATION EXPANSION AT GIBBS FARM				3,100,000	16,089,806	1,060,000	250,000	-	-	20,499,806
383		RAMSEY COUNTY LIBRARY-MAPLEWOOD REMODEL				3,769,005	-	-	-	-	-	3,769,005
435		GOLF STUDY PROJECTS				3,677,311	2,432,935	2,500,000	-	2,952,000	-	11,562,246
651		HIGHLAND PARKING LOT				2,175,809	-	-	-	-	-	2,175,809
603		BITUMINOUS PAVEMENT MAINTENANCE PROJECT				-	1,396,485	260,974	105,688	259,512	373,279	2,395,938
593		PARKS ADMINISTRATION BUILDING RENOVATION				-	-	220,500	3,722,864	-	-	3,943,364
581		VADNAIS LAKES TRAIL				-	-	-	-	4,667,120	-	4,667,120
593		ARENA REGULATORY COMPLIANCE				-	-	-	-	-	4,138,818	4,138,818
663		COUNTY BUILDING IMPROVEMENTS				6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	36,000,000
671		ECONOMIC DEVELOPMENT INITIATIVE				20,000,000	20,000,000	20,000,000	-	-	-	60,000,000
679		EXTENSION BARN REMODEL				9,200,000	-	-	-	-	-	9,200,000
687		METRO SQUARE ESCALATOR/STAIRCASE - REMOVAL/INSTALLATION				1,121,280	-	-	-	-	-	1,121,280
695		METRO SQUARE EXTERIOR ENVELOPE				265,000	4,866,800	-	-	-	-	5,131,800
703		WELCOMING FACILITIES				5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	30,000,000
711		VOTING SYSTEM REPLACEMENT				-	2,800,000	-	-	-	-	2,800,000
719		PUBLIC WORKS FACILITY IMPROVEMENTS				-	-	-	5,000,000	-	-	5,000,000
727		RADIOS REPLACEMENT				900,000	-	-	-	-	-	900,000
		TOTAL MAJOR PROJECTS				55,208,405	58,586,026	35,041,474	20,078,552	18,878,632	15,512,097	203,305,186
		TOTAL CAPITAL IMPROVEMENT PROJECTS REQUESTED				106,932,012	124,414,038	91,284,495	71,059,140	44,414,694	41,921,935	480,026,314

<p style="text-align: center;">RAMSEY COUNTY CAPITAL IMPROVEMENT PROGRAM 2020 - 2025 SUMMARY - PROJECTED BONDING AND CAPITAL IMPROVEMENT FUND LEVIES</p>

<p style="text-align: center;">Projected Annual CIP Bonding</p>
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	Regular Projects (A)	Major Projects (B)	Total
2020	\$ 4,000,000	\$ 20,000,000	\$ 24,000,000
2021	4,000,000	20,000,000	24,000,000
2022	4,000,000	10,000,000	14,000,000
2023	4,000,000	10,000,000	14,000,000
2024	4,000,000	10,000,000	14,000,000
2025	4,000,000	10,000,000	14,000,000
Total	\$ 24,000,000	\$ 80,000,000	\$ 104,000,000

<p style="text-align: center;">Estimated Tax Levies</p>
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	Debt Service on Outstanding Bond Issues (A)	Debt Service - Projected Bond Issues			Revenues and Fund Balance Appropriated (D)	Total Annual Levies
		Regular CIP (B)	Major Projects (C)	Total		
2020	\$ 22,224,418	\$ 481,000	\$ 1,471,635	\$ 1,952,635	\$ (3,477,052)	\$ 20,700,000
2021	21,111,165	962,000	2,943,270	3,905,270	(4,316,434)	20,700,000
2022	18,281,424	1,443,000	3,679,088	5,122,088	(1,374,793)	22,028,719
2023	14,172,345	1,924,000	4,414,906	6,338,906	(1,367,843)	19,143,409
2024	13,330,395	2,405,000	5,150,724	7,555,724	(1,370,443)	19,515,677
2025	12,958,145	2,886,000	5,886,542	8,772,542	(1,372,343)	20,358,345

(A) Includes debt service on outstanding bonds issued thru 2019, and \$19,965,000 of General Facilities bonds not yet issued.

(B) Debt Service for \$4,000,000 of Regular project bonding annually 2020 thru 2025, and included in proposed budget.

(C) Debt Service for Major project bonding of \$20,000,000 in both 2020 and 2021 and \$10,000,000 annually 2022 thru 2025, included in proposed budget.

(D) Includes Debt Service Fund balance use of \$1,807,985 in 2020 and \$2,940,292 in 2021 to maintain levy and included in proposed budget.

Ramsey County
Current and Projected Debt Service Tax Levies
County and Suburban

Budget Year	COUNTY						SUBURBAN				TOTAL
	CURRENT	PROJECTED			Revenues and Fund Balance Appropriated (D)	Countywide Existing & Projected Tax Levies	CURRENT	PROJECTED	Revenues and Fund Balance Appropriated	Suburban Existing & Projected Tax Levies	Total Existing & Projected Tax Levies
	Debt Service Outstanding Bond Issues (A)	Debt Service on Bonds for Regular CIP (B)	Debt Service on Bonds for Major Projects (C)	Total Projected Additional Debt Service			Current Library Debt Service	Debt Service on Bonds for Major Projects (E)			
2020	\$ 22,224,418	\$ 481,000	\$ 1,471,635	\$ 1,952,635	\$ (3,477,052)	\$ 20,700,000	\$ 2,960,950	\$ 73,582	\$ (351,400)	\$ 2,683,132	\$ 23,383,132
2021	21,111,165	962,000	2,943,270	3,905,270	(4,316,434)	20,700,000	2,969,600	311,282	(351,400)	2,929,482	23,629,482
2022	18,281,424	1,443,000	3,679,088	5,122,088	(1,374,793)	22,028,719	2,969,100	311,282	(351,400)	2,928,982	24,957,701
2023	14,172,345	1,924,000	4,414,906	6,338,906	(1,367,843)	19,143,409	2,974,250	311,282	(351,400)	2,934,132	22,077,541
2024	13,330,395	2,405,000	5,150,724	7,555,724	(1,370,443)	19,515,677	2,307,969	311,282	(351,400)	2,267,851	21,783,527
2025	12,958,145	2,886,000	5,886,542	8,772,542	(1,372,343)	20,358,345	2,304,019	311,282	(351,400)	2,263,901	22,622,245
2026	10,954,242	3,367,000	6,622,360	9,989,360	(1,373,255)	19,570,347	2,315,219	311,282	(351,400)	2,275,101	21,845,448
2027	9,738,469	3,848,000	7,358,178	11,206,178	(1,368,085)	19,576,562	2,317,919	311,282	(351,400)	2,277,801	21,854,363
2028	8,720,469	4,329,000	8,093,996	12,422,996	(1,127,635)	20,015,830	2,318,819	311,282	(351,400)	2,278,701	22,294,531
2029	8,610,109	4,810,000	8,829,814	13,639,814	(1,126,635)	21,123,288	1,311,863	311,282	(351,400)	1,271,745	22,395,032
2030	7,539,351	5,291,000	9,565,632	14,856,632	(1,125,035)	21,270,948	1,318,225	311,282	(351,400)	1,278,107	22,549,055

(A) Includes debt service on outstanding bonds issued thru 2019, and \$19,965,000 of General Facilities bonds not yet issued.

(B) Debt Service for \$4,000,000 of Regular project bonding annually 2020 thru 2030, and included in proposed 2020-2021 budget.

(C) Debt Service for Major project bonding of \$20,000,000 in 2020 and 2021, and \$10,000,000 annually 2022 thru 2030, and included in proposed 2020-2021 budget.

(D) Includes Debt Service Fund balance use of \$1,807,985 in 2020 and \$2,940,292 in 2021 to maintain levy and included in proposed 2020-2021 budget.

(E) Includes debt service for bonding of \$1,000,000 in 2020 and \$3,230,152 in 2021, both for a Maplewood Library project and included in proposed 2020-2021 budget.

CURRENT OUTSTANDING NET DEBT

	2018 Actual	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Outstanding Net Debt (Existing)	153,320,000	143,020,000	135,375,000	117,960,000	100,905,000	85,935,000	74,520,000	64,190,000	53,845,000	45,065,000	37,205,000
Expected CIP Bonding		10,600,000									
<u>Less Principal Retired Each Year</u>											
General County Debt - Principal retired	(8,650,000)	(16,250,000)	(15,340,000)	(14,885,000)	(12,710,000)	(9,070,000)	(8,560,000)	(8,510,000)	(6,870,000)	(5,890,000)	(5,330,000)
Library Debt - Principal retired	(1,650,000)	(1,995,000)	(2,075,000)	(2,170,000)	(2,260,000)	(2,345,000)	(1,770,000)	(1,835,000)	(1,910,000)	(1,970,000)	(2,030,000)
Outstanding Net Debt (budget year-end)	\$ 143,020,000	\$ 135,375,000	\$ 117,960,000	\$ 100,905,000	\$ 85,935,000	\$ 74,520,000	\$ 64,190,000	\$ 53,845,000	\$ 45,065,000	\$ 37,205,000	\$ 29,845,000

Note: Outstanding Net Debt is total outstanding debt less debt supported by pledged revenues.

Debt supported by pledged revenues includes 2001A GO Notes (Pedestrian Tunnel), 2012C State Aid Street Bonds, and 2016A GO Solid Waste Facility Revenue Bonds.

ANNUAL DEBT SERVICE TAX LEVY

	2018 Actual	2019 Budget	2020 Proposed	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
General County Debt Service	\$ 21,467,770	\$ 22,280,553	\$ 20,805,358	\$ 19,692,105	\$ 16,862,364	\$ 12,753,285	\$ 11,911,335	\$ 11,539,085	\$ 9,485,182	\$ 8,269,409	\$ 7,251,221
Library Debt Service	2,567,388	2,958,100	2,960,950	2,969,600	2,969,100	2,974,250	2,307,969	2,304,019	2,315,219	2,317,919	2,318,819
Total Debt Service Tax Levy	24,035,158	25,238,653	23,766,308	22,661,705	19,831,464	15,727,535	14,219,304	13,843,104	11,800,401	10,587,328	9,570,040
<u>Less Fund Balance & Revenues Available for Appropriation:</u>											
Debt Service Fund Balance	-	-	1,563,710	2,384,038	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Library Debt Service Fund Balance	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Nursing Home Revenues	95,010	95,010	95,010	95,010	95,010	95,010	95,010	95,010	95,010	95,010	95,010
Mounds View ISD Lease Payments - Library	251,400	251,400	251,400	251,400	251,400	251,400	251,400	251,400	251,400	251,400	251,400
IRS Credit on BABs - County	45,770	-	-	-	-	-	-	-	-	-	-
IRS Credit on BABs - Library	166,665	-	-	-	-	-	-	-	-	-	-
Lake Owasso Per Diem revenues	290,450	294,750	292,125	-	-	-	-	-	-	-	-
County State Aid Revenues	255,858	251,658	252,458	253,158	248,758	244,358	244,958	245,458	245,570	245,400	-
Resource Recovery	1,031,125	1,030,525	1,029,475	1,027,975	1,031,025	1,028,475	1,030,475	1,031,875	1,032,675	1,027,675	1,032,625
Total Fund Balance & Revenues	2,236,278	2,023,343	3,584,177	4,111,580	2,726,193	2,719,243	2,721,843	2,723,743	2,724,655	2,719,485	2,479,035
<u>Net Tax Levy</u>											
General County	20,700,000	20,700,000	20,700,000	20,700,000	14,487,571	10,385,443	9,540,893	9,166,743	7,111,927	5,901,324	5,123,586
Library	2,049,323	2,606,700	2,609,550	2,618,200	2,617,700	2,622,850	1,956,569	1,952,619	1,963,819	1,966,519	1,967,419
Net Tax Levy	\$ 22,749,323	\$ 23,306,700	\$ 23,309,550	\$ 23,318,200	\$ 17,105,271	\$ 13,008,293	\$ 11,497,461	\$ 11,119,361	\$ 9,075,746	\$ 7,867,843	\$ 7,091,005

CURRENT NET DEBT AS PERCENTAGE OF ESTIMATED MARKET VALUE

	2018 Actual	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Outstanding Current Net Debt	\$ 143,020,000	\$ 135,375,000	\$ 117,960,000	\$ 100,905,000	\$ 85,935,000	\$ 74,520,000	\$ 64,190,000	\$ 53,845,000	\$ 45,065,000	\$ 37,205,000	\$ 29,845,000
Ramsey County Estimated Market Value (A)	\$50,203,834,900	\$53,700,170,500	\$55,311,175,615	\$56,970,510,883	\$58,679,626,209	\$60,440,014,995	\$62,253,215,445	\$64,120,811,908	\$66,044,436,265	\$68,025,769,353	\$70,066,542,434
Outstanding Current Net Debt as Percent of Estimated Market Value	0.285%	0.252%	0.213%	0.177%	0.146%	0.123%	0.103%	0.084%	0.068%	0.055%	0.043%

State Statute: 2016 MN. Statutes, Section 475.53, Sub. 1 states "no municipality shall incur or be subject to a net debt in excess of three percent of the Estimated Market Value of taxable property in the municipality."

County Policy: County net debt should not rise above the low debt burden level of three percent of Estimated Market Value.

Rating Agency Evaluation: Standard and Poor's considers Net Debt as Percentage of Estimated Market Value of less than 3% as a positive factor. Moody's considers this measurement Strong if less than 1.75% and Very Strong if less than .75%.

(A) Estimated Market Value figures for 2018 and 2019 come from the Ramsey County Assessor's office. 2020 and later is projected with 3% annual increase.

CURRENT ANNUAL DEBT SERVICE AS PERCENTAGE OF BUDGET

	2018 Actual	2019 Budgeted	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Net County Budget - General Operations (B)	\$713,986,394	\$737,799,770	\$752,555,765	\$767,606,880	\$782,959,018	\$798,618,198	\$814,590,562	\$830,882,373	\$847,500,020	\$864,450,020	\$881,739,020
Debt Service Budget	24,035,158	25,238,653	23,766,308	22,661,705	19,831,464	15,727,535	14,219,304	13,843,104	11,800,401	10,587,328	9,570,040
Total General Operations plus Debt Service	\$738,021,552	\$763,038,423	\$776,322,073	\$790,268,585	\$802,790,482	\$814,345,733	\$828,809,866	\$844,725,477	\$859,300,421	\$875,037,348	\$891,309,060
Annual Debt Service on Current Debt	\$24,035,158	\$25,238,653	\$23,766,308	\$22,661,705	\$19,831,464	\$15,727,535	\$14,219,304	\$13,843,104	\$11,800,401	\$10,587,328	\$9,570,040
Debt Service as Percent of Budget	3.260%	3.310%	3.060%	2.870%	2.470%	1.930%	1.720%	1.640%	1.370%	1.210%	1.070%

County Policy: Annual Debt Service as a Percentage of Budget shall not rise above 8%.

Rating Agency Evaluation: Standard and Poor's classifies the County's debt profile as Very Strong. To achieve this classification, Debt Service as a Percentage of Budget should be less than 8%. Moody's classifies the County's debt profile as conservative and manageable, but is not currently including Debt Service as a Percentage of Budget as a quantifying factor in their methodology.

(B) Net County Budget - General Operations figures for 2020 and later are projected with 2% annual increase.

POTENTIAL FUTURE CAPITAL IMPROVEMENT PROJECTS

NOTE: THIS SCHEDULE IS FOR PROJECTION PURPOSES ONLY

	Project Amount	Bond Issue Size (A)	Annual Debt Service	Increase in Debt as a Percent of Market Value (B)	Increase in Debt Service as Percent of Budget (B)
REGULAR CIP PROJECTS					
2020 Capital Improvement Program	3,950,000	4,000,000	481,000	0.008%	0.07%
2021 Capital Improvement Program	3,950,000	4,000,000	481,000	0.008%	0.07%
2022 Capital Improvement Program	3,950,000	4,000,000	481,000	0.008%	0.07%
2023 Capital Improvement Program	3,950,000	4,000,000	481,000	0.008%	0.07%
2024 Capital Improvement Program	3,950,000	4,000,000	481,000	0.008%	0.07%
2025 Capital Improvement Program	3,950,000	4,000,000	481,000	0.008%	0.07%
2026 Capital Improvement Program	3,950,000	4,000,000	481,000	0.008%	0.07%
2027 Capital Improvement Program	3,950,000	4,000,000	481,000	0.008%	0.07%
2028 Capital Improvement Program	3,950,000	4,000,000	481,000	0.008%	0.07%
Total Future Regular CIP Projects	\$35,550,000	\$36,000,000	\$4,329,000	0.072%	0.63%
UNDESIGNATED AND MAJOR CIP PROJECTS					
2020 Capital Improvement Program	\$19,600,000	20,000,000	1,471,636	0.040%	0.20% #
2021 Capital Improvement Program	\$19,600,000	20,000,000	1,471,636	0.040%	0.20% #
2022 Capital Improvement Program	\$9,800,000	10,000,000	735,818	0.020%	0.10%
2023 Capital Improvement Program	\$9,800,000	10,000,000	735,818	0.020%	0.10% #
2024 Capital Improvement Program	\$9,800,000	10,000,000	735,818	0.020%	0.10%
2025 Capital Improvement Program	\$9,800,000	10,000,000	735,818	0.020%	0.10% #
2026 Capital Improvement Program	\$9,800,000	10,000,000	735,818	0.020%	0.10% #
2027 Capital Improvement Program	\$9,800,000	10,000,000	735,818	0.020%	0.10% #
2028 Capital Improvement Program	\$9,800,000	10,000,000	735,818	0.020%	0.10% #
Total Future Major CIP Projects	\$107,800,000	\$110,000,000	\$8,093,998	0.220%	1.10% #
TOTAL ALL PROJECTS	\$143,350,000	\$146,000,000	\$12,422,998	0.292%	1.73%

(A) Bond Issuance Assumptions:

Regular CIP Projects - \$4,000,000 of 10 year bonds @ 3.5% annually; Major Projects - \$10,000,000 of 20 year bonds @ 4.00% annually. Includes estimates for issuance costs.

(B) Other Assumptions:

2018 Market Value - \$50,203,834,900; 2018 Budget - \$713,986,394

WORKSHEET - IMPACT OF FUTURE CIP PROJECTS ON PROJECTED DEBT OUTSTANDING

NOTE: THIS SCHEDULE IS FOR PROJECTION PURPOSES ONLY

	2018 Actual	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Current County Net Debt	\$ 143,020,000	\$ 135,375,000	\$ 117,960,000	\$ 100,905,000	\$ 85,935,000	\$ 74,520,000	\$ 64,190,000	\$ 53,845,000	\$ 45,065,000	\$ 37,205,000	\$ 29,845,000
POTENTIAL FUTURE BOND ISSUES											
REGULAR CIP PROJECTS											
2020 Capital Improvement Program			4,000,000	3,600,000	3,200,000	2,800,000	2,400,000	2,000,000	1,600,000	1,200,000	800,000
2021 Capital Improvement Program				4,000,000	3,600,000	3,200,000	2,800,000	2,400,000	2,000,000	1,600,000	1,200,000
2022 Capital Improvement Program					4,000,000	3,600,000	3,200,000	2,800,000	2,400,000	2,000,000	1,600,000
2023 Capital Improvement Program						4,000,000	3,600,000	3,200,000	2,800,000	2,400,000	2,000,000
2024 Capital Improvement Program							4,000,000	3,600,000	3,200,000	2,800,000	2,400,000
2025 Capital Improvement Program								4,000,000	3,600,000	3,200,000	2,800,000
2026 Capital Improvement Program									4,000,000	3,600,000	3,200,000
2027 Capital Improvement Program										4,000,000	3,600,000
2028 Capital Improvement Program											4,000,000
Total Future Regular CIP Projects	\$ -	\$ -	\$ 4,000,000	\$ 7,600,000	\$ 10,800,000	\$ 13,600,000	\$ 16,000,000	\$ 18,000,000	\$ 19,600,000	\$ 20,800,000	\$ 21,600,000
UNDESIGNATED AND MAJOR CIP PROJECTS											
2020 Capital Improvement Program			20,000,000	19,000,000	18,000,000	17,000,000	16,000,000	15,000,000	14,000,000	13,000,000	12,000,000
2021 Capital Improvement Program				20,000,000	19,000,000	18,000,000	17,000,000	16,000,000	15,000,000	14,000,000	13,000,000
2022 Capital Improvement Program					10,000,000	9,500,000	9,000,000	8,500,000	8,000,000	7,500,000	7,000,000
2023 Capital Improvement Program						10,000,000	9,500,000	9,000,000	8,500,000	8,000,000	7,500,000
2024 Capital Improvement Program							10,000,000	9,500,000	9,000,000	8,500,000	8,000,000
2025 Capital Improvement Program								10,000,000	9,500,000	9,000,000	8,500,000
2026 Capital Improvement Program									10,000,000	9,500,000	9,000,000
2027 Capital Improvement Program										10,000,000	9,500,000
2028 Capital Improvement Program											10,000,000
Total Future Major CIP Projects	\$ -	\$ -	\$ 20,000,000	\$ 39,000,000	\$ 47,000,000	\$ 54,500,000	\$ 61,500,000	\$ 68,000,000	\$ 74,000,000	\$ 79,500,000	\$ 84,500,000
TOTAL PROJECTED OUTSTANDING DEBT	\$ 143,020,000	\$ 135,375,000	\$ 141,960,000	\$ 147,505,000	\$ 143,735,000	\$ 142,620,000	\$ 141,690,000	\$ 139,845,000	\$ 138,665,000	\$ 137,505,000	\$ 135,945,000

WORKSHEET - IMPACT OF FUTURE CIP PROJECTS ON PROJECTED DEBT SERVICE TAX LEVY

NOTE: THIS SCHEDULE IS FOR PROJECTION PURPOSES ONLY

	2018 Actual	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Current Estimated Debt Service Tax Levy	\$22,749,323	\$23,306,700	\$23,309,550	\$23,318,200	\$17,105,271	\$13,008,293	\$11,497,461	\$11,119,361	\$9,075,746	\$7,867,843	\$7,091,005
POTENTIAL FUTURE BOND ISSUES											
REGULAR CIP PROJECTS											
2020 Capital Improvement Program			481,000	481,000	481,000	481,000	481,000	481,000	481,000	481,000	481,000
2021 Capital Improvement Program				481,000	481,000	481,000	481,000	481,000	481,000	481,000	481,000
2022 Capital Improvement Program					481,000	481,000	481,000	481,000	481,000	481,000	481,000
2023 Capital Improvement Program						481,000	481,000	481,000	481,000	481,000	481,000
2024 Capital Improvement Program							481,000	481,000	481,000	481,000	481,000
2025 Capital Improvement Program								481,000	481,000	481,000	481,000
2026 Capital Improvement Program									481,000	481,000	481,000
2027 Capital Improvement Program										481,000	481,000
2028 Capital Improvement Program											481,000
Total Future Regular CIP Projects	\$ -	\$ -	\$ 481,000	\$ 962,000	\$ 1,443,000	\$ 1,924,000	\$ 2,405,000	\$ 2,886,000	\$ 3,367,000	\$ 3,848,000	\$ 4,329,000
UNDESIGNATED AND MAJOR CIP PROJECTS											
2020 Capital Improvement Program			1,471,636	1,471,636	1,471,636	1,471,636	1,471,636	1,471,636	1,471,636	1,471,636	1,471,636
2021 Capital Improvement Program				1,471,636	1,471,636	1,471,636	1,471,636	1,471,636	1,471,636	1,471,636	1,471,636
2022 Capital Improvement Program					735,818	735,818	735,818	735,818	735,818	735,818	735,818
2023 Capital Improvement Program						735,818	735,818	735,818	735,818	735,818	735,818
2024 Capital Improvement Program							735,818	735,818	735,818	735,818	735,818
2025 Capital Improvement Program								735,818	735,818	735,818	735,818
2026 Capital Improvement Program									735,818	735,818	735,818
2027 Capital Improvement Program										735,818	735,818
2028 Capital Improvement Program											735,818
Total Future Major CIP Projects	-	-	1,471,636	2,943,272	3,679,090	4,414,908	5,150,726	5,886,544	6,622,362	7,358,180	8,093,998
TOTAL PROJECTED TAX LEVY	\$ 22,749,323	\$ 23,306,700	\$ 25,262,186	\$ 27,223,472	\$ 22,227,361	\$ 19,347,201	\$ 19,053,187	\$ 19,891,905	\$ 19,065,108	\$ 19,074,023	\$ 19,514,003

WORKSHEET - IMPACT OF FUTURE CIP PROJECTS ON NET DEBT AS PERCENTAGE OF ESTIMATED MARKET VALUE

NOTE: THIS SCHEDULE IS FOR PROJECTION PURPOSES ONLY

	2018 Actual	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Outstanding Net Debt as % of Estimated Market Value	0.285%	0.252%	0.213%	0.177%	0.146%	0.123%	0.103%	0.084%	0.068%	0.055%	0.043%
POTENTIAL FUTURE BOND ISSUES											
REGULAR CIP PROJECTS											
2020 Capital Improvement Program			0.008%	0.008%	0.008%	0.008%	0.008%	0.008%	0.008%	0.008%	0.008%
2021 Capital Improvement Program				0.008%	0.008%	0.008%	0.008%	0.008%	0.008%	0.008%	0.008%
2022 Capital Improvement Program					0.008%	0.008%	0.008%	0.008%	0.008%	0.008%	0.008%
2023 Capital Improvement Program						0.008%	0.008%	0.008%	0.008%	0.008%	0.008%
2024 Capital Improvement Program							0.008%	0.008%	0.008%	0.008%	0.008%
2025 Capital Improvement Program								0.008%	0.008%	0.008%	0.008%
2026 Capital Improvement Program									0.008%	0.008%	0.008%
2027 Capital Improvement Program										0.008%	0.008%
2028 Capital Improvement Program											0.008%
Total Future Regular CIP Projects		0.000%	0.008%	0.016%	0.024%	0.032%	0.040%	0.048%	0.056%	0.064%	0.072%
UNDESIGNATED AND MAJOR CIP PROJECTS											
2020 Capital Improvement Program			0.040%	0.040%	0.040%	0.040%	0.040%	0.040%	0.040%	0.040%	0.040%
2021 Capital Improvement Program				0.040%	0.040%	0.040%	0.040%	0.040%	0.040%	0.040%	0.040%
2022 Capital Improvement Program					0.020%	0.020%	0.020%	0.020%	0.020%	0.020%	0.020%
2023 Capital Improvement Program						0.020%	0.020%	0.020%	0.020%	0.020%	0.020%
2024 Capital Improvement Program							0.020%	0.020%	0.020%	0.020%	0.020%
2025 Capital Improvement Program								0.020%	0.020%	0.020%	0.020%
2026 Capital Improvement Program									0.020%	0.020%	0.020%
2027 Capital Improvement Program										0.020%	0.020%
2028 Capital Improvement Program											0.020%
Total Future Major CIP Projects		0.000%	0.040%	0.080%	0.100%	0.120%	0.140%	0.160%	0.180%	0.200%	0.220%
TOTAL NET DEBT AS % OF ESTIMATED MARKET VALUE (A)	0.285%	0.252%	0.261%	0.273%	0.270%	0.275%	0.283%	0.292%	0.304%	0.319%	0.335%

(A) Projection uses a 3% annual increase in market value from 2020 to 2028.

WORKSHEET - IMPACT OF FUTURE CIP PROJECTS ON DEBT SERVICE AS PERCENT OF BUDGET

NOTE: THIS SCHEDULE IS FOR PROJECTION PURPOSES ONLY

	2018 Actual	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Current Debt Service as % of Budget	3.26%	3.31%	3.06%	2.87%	2.47%	1.93%	1.72%	1.64%	1.37%	1.21%	1.07%
<u>POTENTIAL FUTURE BOND ISSUES</u>											
<u>REGULAR CIP PROJECTS</u>											
2020 Capital Improvement Program			0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%
2021 Capital Improvement Program				0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%
2022 Capital Improvement Program					0.07%	0.07%	0.07%	0.07%	0.07%	0.07%	0.07%
2023 Capital Improvement Program						0.07%	0.07%	0.07%	0.07%	0.07%	0.07%
2024 Capital Improvement Program							0.07%	0.07%	0.07%	0.07%	0.07%
2025 Capital Improvement Program								0.07%	0.07%	0.07%	0.07%
2026 Capital Improvement Program									0.07%	0.07%	0.07%
2027 Capital Improvement Program										0.07%	0.07%
2028 Capital Improvement Program											0.07%
Total Future Regular CIP Projects		0.00%	0.07%	0.14%	0.21%	0.28%	0.35%	0.42%	0.49%	0.56%	0.63%
<u>UNDESIGNATED AND MAJOR CIP PROJECTS</u>											
2020 Capital Improvement Program			0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
2021 Capital Improvement Program				0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%	0.20%
2022 Capital Improvement Program					0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
2023 Capital Improvement Program						0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
2024 Capital Improvement Program							0.10%	0.10%	0.10%	0.10%	0.10%
2025 Capital Improvement Program								0.10%	0.10%	0.10%	0.10%
2026 Capital Improvement Program									0.10%	0.10%	0.10%
2027 Capital Improvement Program										0.10%	0.10%
2028 Capital Improvement Program											0.10%
Total Future Major CIP Projects		0.00%	0.20%	0.40%	0.50%	0.60%	0.70%	0.80%	0.90%	1.00%	1.10%
TOTAL DEBT SERVICE AS % OF BUDGET (A)	3.26%	3.31%	3.33%	3.41%	3.18%	2.81%	2.77%	2.86%	2.76%	2.77%	2.80%

(A) Annual Projected increase in Net Budget for General Operations is 2.0%, based on past historcial increases.

SUMMARY - IMPACTS OF FUTURE CIP PROJECTS ON DEBT INDICATORS

	2018 Actual	2019 Budget	2020 Projected	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
TOTAL NET DEBT AS PERCENT OF ESTIMATED MARKET VALUE	0.285%	0.252%	0.261%	0.273%	0.270%	0.275%	0.283%	0.292%	0.304%	0.319%	0.335%

State Statute: 2016 MN. Statutes, Section 475.53, Sub. 1 states "no municipality shall incur or be subject to a net debt in excess of three percent of the estimated market value of taxable property in the municipality."

County Policy: County net debt should not rise above the low debt burden level of three percent of estimated market value.

Rating Agency Evaluation: Standard and Poor's considers Net Debt as Percentage of Estimated Market Value of less than 3% as a positive factor. Moody's considers this measurement Strong if less than 1.75% and Very Strong if less than .75%.

TOTAL DEBT SERVICE AS PERCENT OF BUDGET	3.26%	3.31%	3.33%	3.41%	3.18%	2.81%	2.77%	2.86%	2.76%	2.77%	2.80%
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County Policy: Annual Debt Service as a Percentage of Budget shall not rise above 8%.

Rating Agency Evaluation: Standard and Poor's classifies Ramsey County's debt profile as Very Strong. To achieve this classification, Debt Service as a Percentage of Budget should be less than 8%. Moody's classifies the County's debt profile as conservative and manageable, but is not currently including Debt Service as a Percentage of Budget as a major quantifying factor in their methodology. Moody's previous methodology considered 0-5% as Low.

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Finance Department - 210380

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	268,175	122,512	145,663	-	-	-	-
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	268,175	122,512	145,663	-	-	-	-

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Finance Department - 210380

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
	Bond Issuance Costs	268,175	122,512	145,663	-	-	-	-
TOTALS (Last Page Only)		268,175	122,512	145,663	-	-	-	-

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANK **NR**

Department Name & Code #: <u>Finance Department - 210380</u>	Project Title or Item: <u>Bond Issuance Costs</u>	NON-ROUTINE (New/Renovation) <u>X</u> Or ROUTINE (Maintenance) <u> </u>	Yes <u> </u>	No <u> </u>
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Account:	441201 <u> </u>	441212 <u> </u>	Dept Priority			
	441202 <u> </u>	OTHER <u>421109</u>	Number:	<u> </u>	CIPAC Rating <u>Not Rated</u>	CM Rating <u>Not Rated</u>

PROJECT DESCRIPTION:

To provide funds for estimated costs incurred in issuing general obligation bonds. These costs include bond rating fees, bond counsel services, financial advisor services, underwriter discount, and document printing. Any funds not needed for issuance costs will be transferred to a Contingent Account for the Capital Improvement Program.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 268,175	\$ 122,512	\$ 145,663	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 268,175	\$ 122,512	\$ 145,663	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Finance Department

Date of Estimate: Feb-11

NARRATIVE JUSTIFICATION:

The appropriation is needed in order to pay for financial advisor, underwriter discount, bond counsel services and costs of two bond ratings that are incurred in issuing bonds. Estimated costs are for the Regular Projects bond issuance and for the Major Projects bond issuance.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u> </u>	<u> </u>		<u> </u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u> </u>	<u> </u>		<u> </u>	<u> </u>
5. Reduce Operating Costs	<u> </u>	<u> </u>		<u> </u>	<u> </u>
6. Protect Property	<u> </u>	<u> </u>		<u> </u>	<u> </u>
			7. Provide Public Service	<u> </u>	<u> </u>
			8. Provide Public Convenience	<u> </u>	<u> </u>
			9. Enhance County Image	<u> </u>	<u> </u>

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only) _____

Department Name &

Code #: Finance - 210380

Project Title or

Item: Bond Issuance Costs

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes___ No___ When? _____
If project was funded, are carryover funds available? Yes___ No___
Year(s) and amounts budgeted and expended Year(s) _____ Account Code _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: _____

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

Not applicable.

COUNTY MANAGER COMMENTS:

County Manager proposes financing the bond issuance costs of \$122,512 in 2020 and \$145,663 in 2021 from bond proceeds.

DEPARTMENT SUMMARY



Emergency Communications
Scott A. Williams

388 13th St, St Paul, MN
651-266-7700

DEPARTMENT OVERVIEW

County Vision: A vibrant community where all are valued and thrive.

County Mission: A county of excellence working with you to enhance our quality of life.

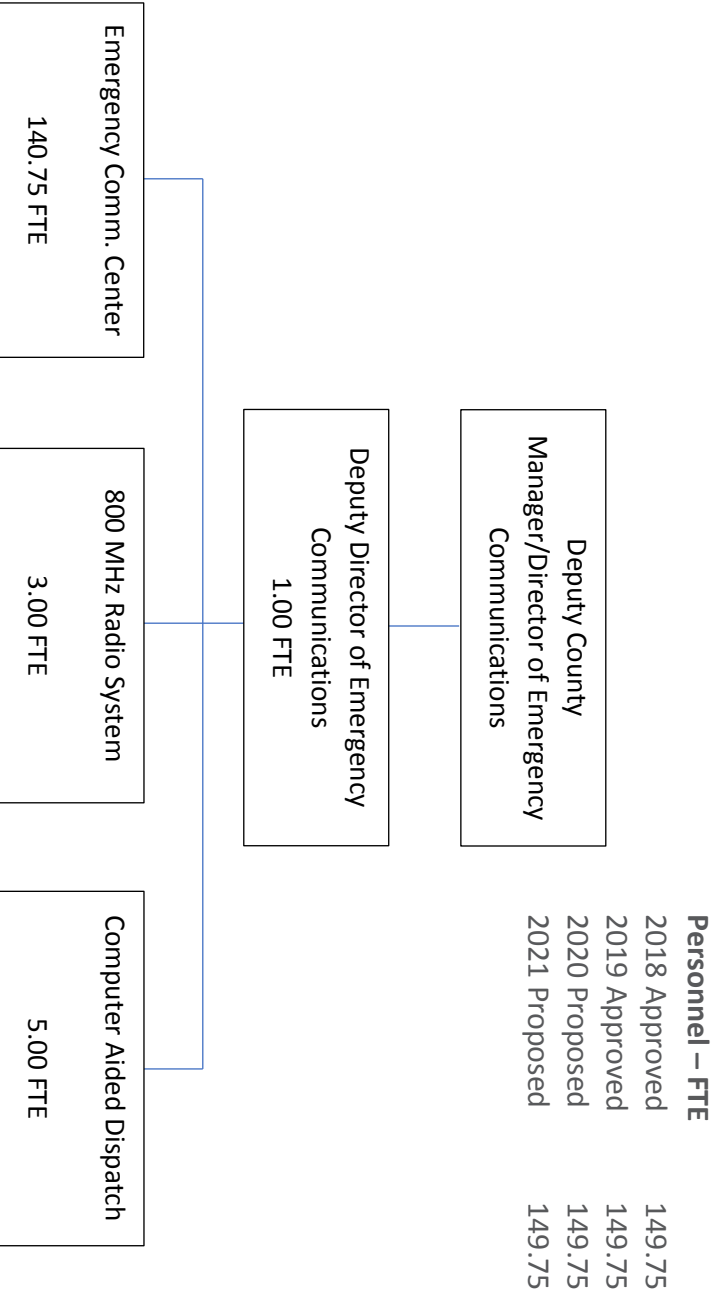
DEPARTMENT OVERVIEW

The Department of Emergency Communications strives to provide emergency communications services to all Ramsey County communities and first responders in a manner that, from the customer’s experience, is a seamless continuum of public safety service between county, city, and state resources. This requires close operational and technical cooperation with our 20 public safety police, fire, and emergency medical partner agencies throughout the County.

The Department manages and maintains critical public safety communications and allied technology systems that are used by first responders throughout the County and are integrated with interrelated systems in the region.

The County’s 24/7/365 public safety call center handles over one million telephone calls per year and is the largest in the state. Serving approximately 9 percent of the state’s population, the Department receives 11 percent of the state’s 9-1-1 call volume.

DEPARTMENT 2019 AND 2020 ORGANIZATIONAL CHART



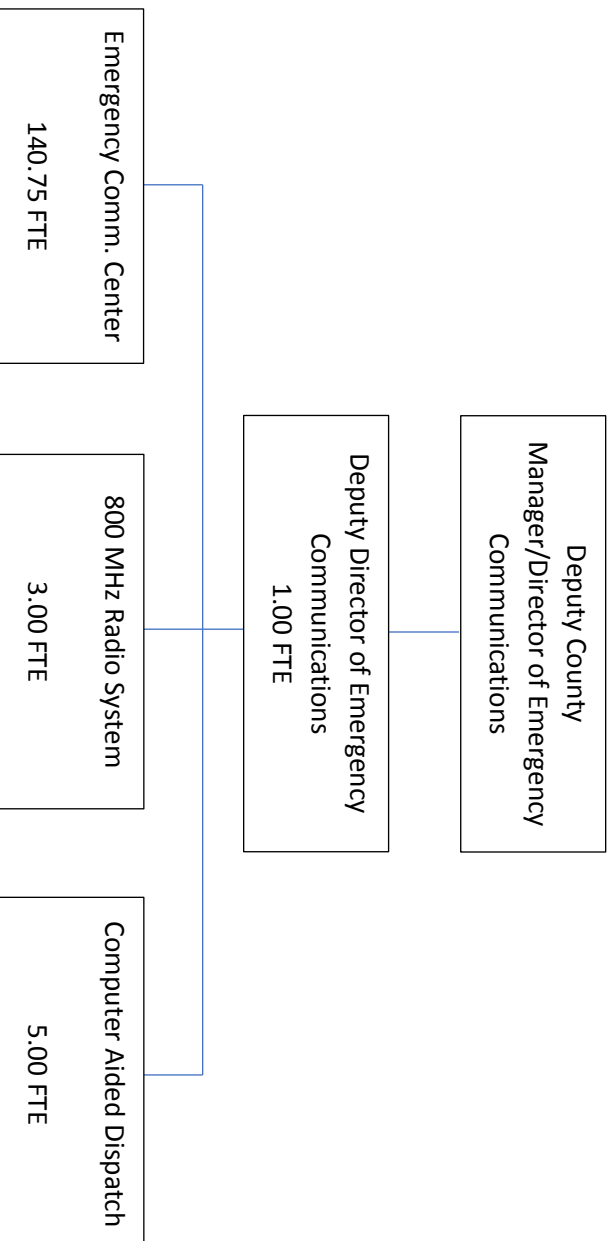
DEPARTMENT SUMMARY



Emergency Communications
Scott A. Williams

388 13th St, St Paul, MN
651-266-7700

DEPARTMENT OVERVIEW



PROGRAMS AND SERVICES

- Answer 9-1-1 and non-emergency telephone and text “calls” arriving at the Ramsey County Emergency Communications Center (ECC).
- Provide multi-agency dispatching services for law enforcement, fire, and emergency medical responders, who provide the public safety services that protect people and property in the County.
- Manage and maintain public safety technology systems, including: The computer aided dispatch system (CAD), 9-1-1 telephone system, fire station alerting system, emergency mass notification system, and the public safety interoperable radio system, supporting over 4,700 mobile and portable 800 MHz radio users.

SUMMARY OF COMMUNITY ENGAGEMENT ACTIVITIES

The Department participated in 116 community events, tours of the ECC, and media events in 2018. Our proactive outreach events focus on building trust and confidence in our services and in those of our partner agencies. We inform people of our services, provide an understanding of what to expect when calling 9-1-1, and familiarize residents with public safety operations and procedures. Finally, we capitalize on outreach events to gather community feedback to improve our services, better understand the perspectives and challenges of the communities we serve, and to recruit for entry level 9-1-1 telecommunicator positions.

DEPARTMENT SUMMARY



Emergency Communications
Scott A. Williams

388 13th St, St Paul, MN
651-266-7700

DEPARTMENT OVERVIEW

METHODS FOR ADVANCING RACIAL EQUITY IN THE BUDGETING PROCESS

The Emergency Communications Department's primary contact with residents is via the telephone when answering calls for public safety emergency and administrative assistance. Telecommunicators must quickly answer calls, gather essential information needed to send the right help to the location of an emergency, often from callers having a traumatic experience, and then answer the next call without hesitation or delay. The most important way to ensure equity in the budgeting process is to provide adequate staffing for the Emergency Communications Center so that all communities in Ramsey County receive prompt service. This budget provides for adequate staffing to meet the goal of fast call answering times for all residents.

Approximately one percent of all emergency and non-emergency calls received at the ECC are from non-English speakers and require language translation. The language barrier confronting those calling the ECC for public safety services, creates a disparity of service delivery to those not English fluent in our county; their call is answered quickly, but their experience is much different due to the need for translation.

Over the past couple of years, the Department has been far more active in community engagement to expand recruitment of multilingual employees. However, for more targeted recruitment of individuals with the specific language and cultural fluencies needed at the ECC, the Department will be exploring options to conduct more focused recruitment efforts directed at bilingual candidates for 9-1-1 telecommunicator positions, including the use of community engagement contractors available on county master contracts.

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CHALLENGES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Turnover and retention of employees, particularly those who have been with the department for a short time, continues to be a challenge. The primary reason employees leave is the challenge of managing a work/life balance on a 24x7x365 schedule, particularly for employees who have younger children. Although the turnover rate improved slightly in 2018, the percentage of employees with a second language slipped. Parents with younger children are a prime demographic for telecommunicator candidates with second language ability.

OPPORTUNITIES THAT MAY IMPACT DEPARTMENT PERFORMANCE

After several years of operating short staffed, the ECC achieved full staffing in 2019 after revising recruiting and training strategies to increase the number of new employees that can be onboarded and trained. Being at full staffing allows employees to have a better work/life balance because less overtime is required and there are more opportunities to use vacation time. Some of the turnover in past years has been driven by the number of overtime hours required to fill shifts. With overtime reduced, the ECC may see a lower baseline for turnover.

A state-of-the-art Computer Aided Dispatch system continues to prove its value with innovative data interfaces that have direct benefit to the public. PulsePoint, a smart phone-based app that allows users to sign up to receive alerts of nearby victim of sudden cardiac arrest, was made possible in 2019 through an interface with our CAD system. CAD system data continues to provide a rich source of information that can be used by ECC, police department, and fire

DEPARTMENT SUMMARY



Emergency Communications
Scott A. Williams

388 13th St, St Paul, MN
651-266-7700

DEPARTMENT OVERVIEW

department managers to better deploy resources. A dataset of CAD incident records is now being posted continuously to the county's open data portal, giving the public insight into police, fire and EMS responses in their communities.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Goal: Well-being: As a strategy, Emergency Communications has prioritized answer 9-1-1 calls within established public safety standards by telecommunicator and ensuring a significant percentage of staff speak another language. ECC call answering times have rebounded from just barely making the standard to exceeding the standard. This improvement was due primarily to filling vacant positions and operating close to full staffing. It should be noted that the National Emergency Number Association, which sets performance standards, recently revised the basic call answering standard from 90% of 9-1-1 calls answered in 10 seconds during the busy hour to 95% of 9-1-1 calls answered within 15 seconds. Considering foreign language speaking capacity, although the percent of staff identifying as a person of color went up by one percent from 2017 to 2018, the number of staff with second language ability dropped from 18% to 15%.

Goal: Opportunity: Emergency Communications contributes to the county-wide opportunity goal through our staff recruitment and retainment efforts. Strategies focus on increasing ethnic and racial diversity, as well as improving retention through peer support and employee recognition. The percent of turnover for line staff dropped from 30% to 27% from 2017 to 2018. This drop was due in part to operating closer to full staffing levels. Additionally, expanding local community outreach efforts has increased our visibility with potential recruits who identify as persons of color and/or American Indian, with emphasis on second language ability.

Objective	Strategy	Measure	2018	2019	2020	2021	2040
			Actual	Estimate	Estimate	Estimate	Target
Protect people and property by attaining and sustaining national emergency call handling standards and promptly connecting callers to public safety assistance.	Answer 9-1-1 calls within established public safety standards by staff operators, 18% of whom are fluent in a second language.	Percent of 9-1-1 calls answered within 15 seconds.	98%	98%	98%	98%	98%
Protect people and property by attaining and sustaining national emergency call handling standards and promptly connecting callers to public safety assistance.	Answer 9-1-1 calls within established public safety standards by staff operators, 18% of whom are fluent in a second language.	Share of line staff with second language ability	15%	16%	18%	20%	35%
Recruit talented employees that represent the communities we serve by residency, ethnicity, and language ability.	Expand local community outreach efforts to increase our visibility with potential recruits who identify as persons of color and/or American Indian, with emphasis on second language ability.	Percent of staff identifying as a person of color	23%	23%	25%	27%	37%
Retain and develop current employees by reducing turnover	Improve retention through peer support and employee recognition initiatives.	Percent of annual line employee turnover	27%	26%	25%	24%	20%

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Emergency Communications 490103

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Dept Fund Balance)	4,800,000	800,000	800,000	800,000	800,000	800,000	800,000
TOTALS (Must agree with Summary by Project)	\$ 4,800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Emergency Communications 490103

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
	1 CAD Replacement	\$ 4,800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
TOTALS (Last Page Only)		\$ 4,800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name & <u>Emergency Communications</u>	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	<u> </u>
Code #: <u>(EMCOM) 490103</u>	Item: <u>CAD Replacement/Upgrade</u>	Or ROUTINE (Maintenance)	<u> </u>	<u> </u>
<hr/>				
Account: 441201 <u>x</u> 441212 <u> </u>	Dept Priority			
441202 <u> </u> OTHER <u> </u>	Number: <u>1</u>	CM Ranking <u>not ranked</u>	CIPAC Ranking <u>not ranked</u>	

PROJECT DESCRIPTION:

Per the JPA with Cities receiving dispatch services, the County and the Cities share contributions to the CAD upkeep and replacement funds on a 60%/40% basis for future replacement and ongoing enhancements of the County's CAD's core system. The annual contribution to the replacement fund totals \$350,000 for future CAD replacement, \$150,000 for ongoing hardware replacement, and \$300,000 for ongoing licenses and enhancements.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING						
		2020	2021	2022	2023	2024	2025	
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal Funds	\$ -	-	-	-	-	-	-	
State Funds	\$ -	-	-	-	-	-	-	
Other (Dept Fund Balance):	\$ 4,800,000	800,000	800,000	800,000	800,000	800,000	800,000	
Totals (Project/Item Funding)	\$ 4,800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	

Who Prepared Cost Estimate: Included in CAD users Agreement

Date of Estimate: 11/12/2013

NARRATIVE JUSTIFICATION:

With the County purchase of a new CAD system, Cities using dispatch services executed a Joint Powers Agreement to help fund overtime, the future purchase of a replacement CAD system, as well as provide funds for required and desired equipment, licenses, and enhancements to the CAD system for improved public safety operations, as recommended by agency chiefs and the Dispatch Policy Committee, comprised of locally elected officials, including the County Sheriff.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	<u> </u>		<u>X</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	<u> </u>		<u> </u>	<u>X</u>
5. Reduce Operating Costs/Energy Costs	<u> </u>	<u>X</u>		<u> </u>	<u>X</u>
6. Protect Property	<u>X</u>	<u> </u>		<u> </u>	<u> </u>
			7. Provide Public Service	<u>X</u>	<u> </u>
			8. Provide Public Convenience	<u> </u>	<u>X</u>
			9. Enhance County Image	<u> </u>	<u>X</u>

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name & Emergency Communications

Project Title or

Code #: (EMCOM) 490103

Item: CAD Replacement/Upgrade

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The County is legally bound by the Joint Powers Agreement to maintain the CAD Replacement/Upgrade Fund. CAD equipment has a useful life range from four to seven years.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <input checked="" type="checkbox"/> x	No <input type="checkbox"/>	When? 2016-2021 CIP Plan Major Project Request for 2019 was amended for inclusion
If project was funded, are carryover funds available?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/> x	into 2016-2017 CIP Budget
Year(s) and amounts budgeted and expended	Year(s) 2016 and 2017		Budgeted/Expended \$1,054,331

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

N/A

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY COSTS.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

N/A

Estimated Useful Life: hardware replacement required every 4 to 7 years with CAD system replacement estimated between 2023 and 2025.

Estimated Payback Period: N/A (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rate this project for funding.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project for \$800,000 in 2020 and \$800,000 in 2021 using Emergency Communications fund balance.

DEPARTMENT SUMMARY



Emergency Management & Homeland Security
Judson M. Freed, MA CEM

90 W. Plato Blvd., Saint Paul MN 55107
651-266-1020

DEPARTMENT OVERVIEW

County Vision: A vibrant community where all are valued and thrive.

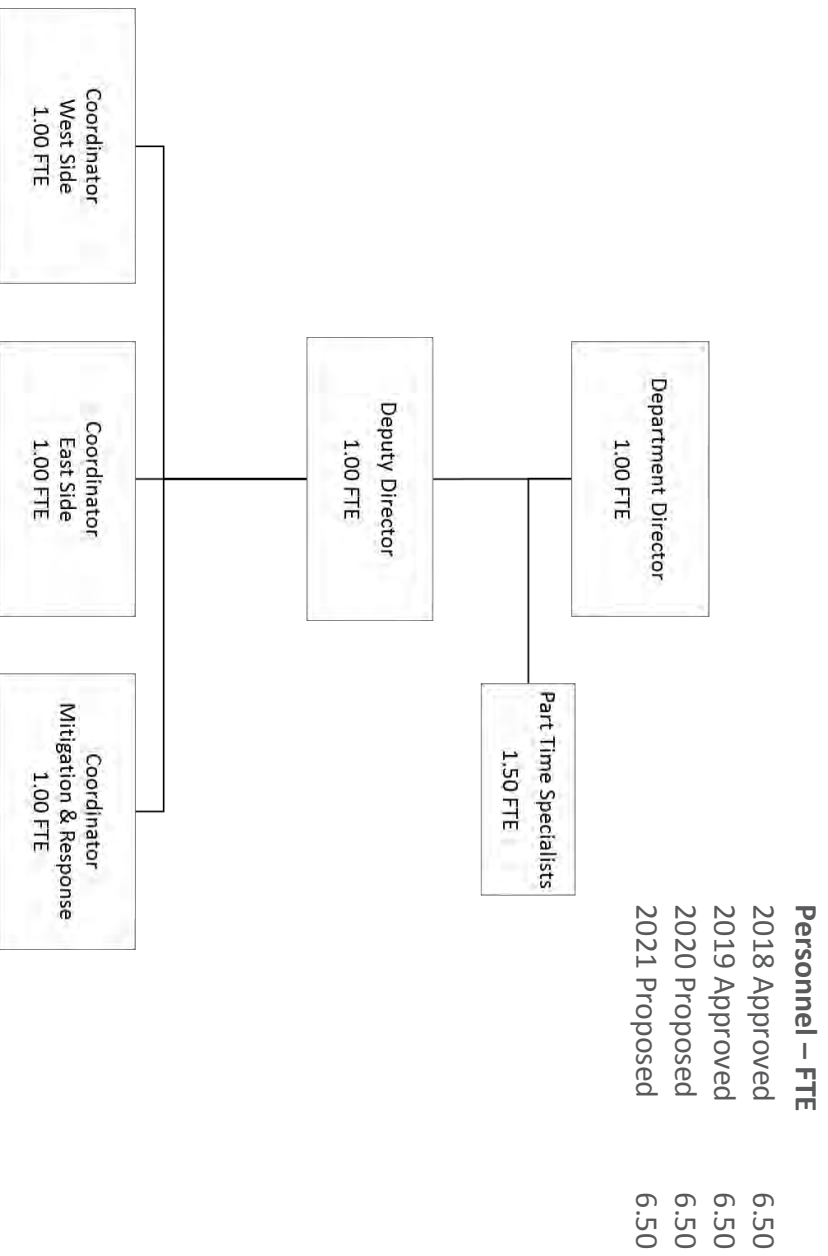
County Mission: A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Emergency Management and Homeland Security (EMHS) conducts ongoing hazards analysis and coordinates public safety efforts to prevent, plan for, respond to, mitigate and recover from all-hazards disasters and large or complex emergencies, including acts of terrorism. EMHS responsibilities also include the creation, coordination, maintenance and operation of the county's Continuity of Operations Plans; working to enhance employee and visitor safety in county buildings; and programming to increase overall resilience of Ramsey County and our municipal partners.

In October 2017, EMHS became the first County in the upper Midwest to receive national accreditation for our Emergency Management program. Accreditation requires meeting and maintaining 64 specific, measurable standards and only 32 counties in the U.S. have been able to achieve this level of performance.

DEPARTMENT 2019 AND 2020 ORGANIZATIONAL CHART



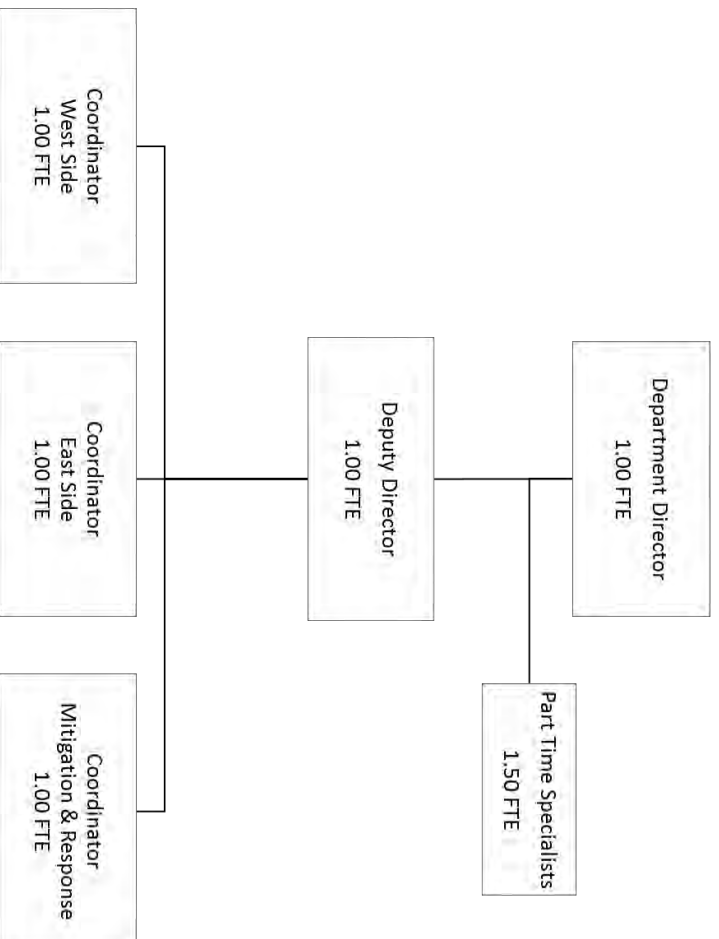
DEPARTMENT SUMMARY



Emergency Management & Homeland Security
Judson M. Freed, MA CEM

90 W. Plato Blvd., Saint Paul MN 55107
651-266-1020

DEPARTMENT OVERVIEW



PROGRAMS AND SERVICES

- Prevention, Planning, Response, Recovery and Mitigation of hazards and threats
- Continuity of Operations Planning
- Continuity of Governance Planning
- Disaster Response and Recovery
-

SUMMARY OF COMMUNITY ENGAGEMENT ACTIVITIES

In 2018, EMHS began an ambitious major project in concert with the University of Minnesota to identify and map social vulnerability issues that might affect the county's resilience in the face of emergency and disaster. The project continued in 2019 and will provide methods of modeling vulnerabilities.

In 2020 EMHS will utilize these models to identify communities at greatest risk and to work with those communities to identify how best to provide useful information before, during and after a disaster to help them increase community resilience, and best methods for providing emergency information and direction.

While this project continues, EMHS also continues more traditional means of outreach. These include public meetings and providing information at public gatherings such as the County Fair, Winter and Summer Storm Awareness, and ongoing social media outreach to our residents.

DEPARTMENT SUMMARY



Emergency Management & Homeland Security
Judson M. Freed, MA CEM

90 W. Plato Blvd., Saint Paul MN 55107
651-266-1020

DEPARTMENT OVERVIEW

METHODS FOR ADVANCING RACIAL EQUITY IN THE BUDGETING PROCESS

EMHS' mission is to foster resilience in Ramsey County through development of a community-wide culture of preparedness and the coordination of public safety efforts to prevent, plan for, respond to, mitigate and recover from all hazards, disasters and emergencies – whether natural or human-caused, accidental or intentional.

This mission requires our department to work with communities across the county that have many cultural approaches and understandings. To accomplish this, we are working to develop different strategies that work best in these diverse communities.

While the overall goal is the same for all of the county, the means to achieve resilience must vary in ways that are culturally relevant. In part, we work towards this goal by providing open and transparent access to information, training, and simple methods. We are active throughout the county as we go to many scenes of many situations – not merely waiting in the background until catastrophic event occur.

Our department is significantly involved with the state and federal legislatures to gain awareness of law and policy changes that might impact both the provision of service and the perception of service delivery by our department and the other public safety entities in the county. We work with the other departments of Ramsey County to ensure that they are each capable of continuing to operate and provide services to all of our communities despite emergencies – thus benefiting the individuals served by all of the county. Our aim is to be a trusted agent on a daily basis, so that we can influence the outcome of those rare disastrous times.

2

CHALLENGES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Three major challenges continue to put success at risk:

The ever-changing nature of the evolving risks and threats facing Ramsey County is the first such challenge. Natural hazards will always be a major risk for the county. As we experience new climate realities we plan for significant storms and other issues occurring with greater regularity. This has resulted in increased workload for all staff and a need for rapid analysis of increasing amounts of data and the acquisition of new and enhanced skills by both EMHS staff and our first responder partners.

Ramsey County also faces rapidly evolving human-caused threats and hazards. This category includes both technological risks and hostile, criminal and terrorist threat. EMHS is constantly involved in analysis and anticipation as well as the development of new methods and plans to cope with these issues. The new requirements and laws form the federal and state government mean that there is an exponentially expanding set of expertise and effort required of existing staff.

While the threat environment continues to grow, EMHS remains heavily dependent on federal grants passed through to us by the state. 4.5 of the 6.5 allocated FTE (69%) staff are solely funded by federal grant. Virtually all training for staff and for our first responder partners in the county for these risks is completely funded by grants. Communications, technology and response equipment are 100% grant funded. Any interruption or reduction in these grants will result in immediate service interruption.

DEPARTMENT SUMMARY



Emergency Management & Homeland Security
Judson M. Freed, MA CEM

90 W. Plato Blvd., Saint Paul MN 55107
651-266-1020

DEPARTMENT OVERVIEW

OPPORTUNITIES THAT MAY IMPACT DEPARTMENT PERFORMANCE

In 2017, EMHS worked to achieve National Accreditation through the Emergency Management Accreditation Program (EMAP). Accreditation provides objective assessment of the county's capabilities to prevent, plan for, respond to, recover from and mitigate against emergencies and disasters. EMAP provides standards and measures to guide our efforts and measure progress and capability. Throughout 2020 and beyond, EMHS will use these standards to continue to assure capability.

EMHS' joint resilience project with the University of Minnesota will provide opportunities to better focus efforts on areas in which impacts will be most effective. Our goal is efforts and concentrated spending on the most needed areas, maximizing the limited funding available.

EMHS personnel are nationally recognized as leaders and innovators in the emergency management profession. Through leadership roles in the National Association of Counties and the International Association of Emergency Managers as well as the Association of Threat Assessment Professionals and other organizations, EMHS is able to help shape national policy and to anticipate changes with as much advance warning as practicable.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Goal: Well-being: The Emergency Management & Homeland Security Office monitors their compliance of requirements and best practices as strategy to impact Ramsey County's well-being goal. Compliance with the 18 federal requirements of SARA Title III has been an ongoing concentration for the department. Since 2003, Ramsey County has met 100% of these requirements.

Goal: Prosperity: EMHS is working with the University of Minnesota on resilience measures impacting social vulnerabilities in order to bring preparedness and emergency response information to the whole community –thus enabling Ramsey County to meet the needs of all of our residents during times of crisis in a timely fashion.

Objective	Strategy	Measure	2018	2019	2020	2021	2040
			Actual	Estimate	Estimate	Estimate	Target
Maintain operational excellence in comprehensive emergency management programs in Ramsey County.	Measure our compliance of requirements and best practices.	SARA Compliance	100%	100%	100%	100%	100%
Maintain operational excellence in comprehensive emergency management programs in Ramsey County.	Measure our compliance of requirements and best practices.	PLANS UPDATED	100%	100%	100%	100%	100%
Launch Resilient Communities Project with the University of Minnesota to build community resilience to emergencies through identification and mapping of social vulnerabilities at the neighborhood level.	Identify data sources and vulnerabilities, then gather, analyze and use GIS tools to map the data at the block level (with U of M researchers).	Social Vulnerability project with U of M	Identification of project	Analysis and verification	Identify implementation methods	Implement	Maintain

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # EMHS/Property Management

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 410,000	\$ 60,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 410,000	\$ 60,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # EMHS/Property Management

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
	1 Emergency Power - Plato Building	\$ 410,000	\$ 60,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -
TOTALS (Last Page Only)		\$ 410,000	\$ 60,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **19**

Department Name & EMHS/Property Management	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	___
Code #: Fund: 11101	Item: Emergency Power - Plato Building		<u>X</u>	___
<hr/>				
Account: 441201___ 441212___	Dept Priority			
441202___ OTHER <u>X</u>	Number: <u>1</u>	CM Ranking <u>20</u>	CIPAC Ranking <u>13</u>	

PROJECT DESCRIPTION:

This project will provide short-term emergency power for the Plato Building Ramsey County facility at 90 W Plato Blvd. This building houses many departments: 1. PR & R – Tax Services, Elections, Records Office, Assessor’s Office; 2. Public Health; 3. Veteran Services; 4. Corrections; 5. Emergency Management & Homeland Security; and 6. Property Management. The departments in this building provide vital services to Ramsey County and should be considered for back-up power. This funding request includes an estimate for engineering study and projected costs estimate for the emergency generator and building retro fit based on an estimate for a project Property Management is currently working on. Both the Emergency Management & Homeland Security and Public Health operates their Department Operation Centers (DOC) from this building and it is an essential service to operate with full power.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 410,000	\$ 60,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 410,000	\$ 60,000	\$ 350,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Internal Estimate only based on Property Management project experience (TBD)

Date of Estimate: _____

NARRATIVE JUSTIFICATION:

Emergency power is needed for the Plato Building in order to: 1) keep employees and all department customers safe and secure; 2) keep department operation centers working; 3) keep taxation and elections open; and 4) generate budgeted revenue for the programs.
Since opening in 2008 the facility has experienced several power outages, last in 2018. The outages: ranged between approximately a half-hour to 4 hours in length. Xcel Energy could provide no warnings of the outage or any reliable estimates as to when power would be restored. During the outages, emergency lighting (battery powered) atlasts for a maximum of 30 minutes. All other building systems (HVAC, lighting, computers, telephones, door security, and camera surveillance) go down.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	<u>X</u>	___	9. Enhance County Image	<u>X</u>	___
6. Protect Property	<u>X</u>	___			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name & EMHS/Property Management

Project Title or

Code #: Fund: 11101

Item: Emergency Power - Plato Building

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Emergency power is needed for the Plato Building in order to: 1) keep employees and all department customers safe and secure; 2) keep department operation centers working; 3) keep taxation and elections open; and 4) generate budgeted revenue for the programs.
During the outages, emergency lighting (battery powered) atlasts for a maximum of 30 minutes. All other building systems (HVAC, lighting, computers, telephones, door security, and camera surveillance) go down, customers and employees have to leave and County revenue cannot be generated.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes No X When?
If project was funded, are carryover funds available? Yes No
Year(s) and amounts budgeted and expended Year(s) Budgeted/Expended

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

The emergency power study by the selected engineering firm will estimate future operating costs for the backup generator.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY COSTS.)

The emergency power study by the selected engineering firm will estimate impact on energy efficiency and renewal energy.

IMPACT ON FUTURE REVENUES: (Be Specific!)

The projected revenue for 2018 from these departments is approximately \$1.5 Billion dollars annually. Continued interruptions in the availability of these departments will impact the associated revenues.

Estimated Useful Life: 7 years

Estimated Payback Period: 0 years (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC does not recommend financing this project in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager does not propose financing this project in 2020 or 2021.

DEPARTMENT SUMMARY



Landmark Center

Amy Mino, Executive Director

75 Fifth Street W, Suite 404

651-292-3233

DEPARTMENT OVERVIEW

County Vision: A vibrant community where all are valued and thrive.

County Mission: A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Minnesota Landmarks, an incorporated, nonprofit organization, preserves and manages Landmark Center, on behalf of Ramsey County, its owner, as a dynamic, historic cultural center for the citizens of the county and the broader community. Minnesota Landmarks initiates programs and partnerships that celebrate the cultural diversity and collective history of the community and provides a central gathering place for people, organizations and activities that enhance the quality of life in our community.

True to its original charter, Minnesota Landmarks is committed to preserving, managing and adaptively reusing historic properties in creative ways.

PROGRAMS AND SERVICES

Minnesota Landmarks carries out its mission through:

- Preserving, managing and developing the beauty and artistic nature of Landmark Center in its role as a premier central gathering place, in partnership with Ramsey County and for community use;
- Implementing an annual calendar of accessible, quality programs that educate and enhance the experience of visitors and celebrate the cultural life and history of our region;
- Overseeing both public and private capital investments in Landmark Center to ensure its future as a state, local and national landmark.
- Raising private funds to support Landmark Center as an historic building and cultural arts center for the community.

DEPARTMENT SUMMARY



Landmark Center

Amy Mino, Executive Director

75 Fifth Street W, Suite 404

651-292-3233

DEPARTMENT OVERVIEW

GOALS & STRATEGIES

Strength individual, family and community health, safety and well-being.

- Provide a wide range of accessible social, historical, artistic and cultural activities within Landmark Center that help educate and engage residents and enhance our quality of life.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty.

- Leverage private investment in Landmark Center to support active community engagement activities.
- Support local artists, arts organizations and other micro-business through providing space for them to sell or promote their products and engage the public.
- **Enhance access to opportunity and mobility for all residents and businesses.**
 - Provide an accessible arts and cultural center in the heart of the downtown area.
 - Provide educational programming that support personal growth and development.

Model forward-thinking investment, fiscal accountability and transparency.

- Provide Landmark Center as a cost effective and well maintained community resource.
- Leverage external funding to maximize the leverage of county funded dollars.

DEPARTMENT SUMMARY

Landmark Center
Amy Mino, Executive Director



75 Fifth Street W, Suite 404
651-292-3233

DEPARTMENT OVERVIEW

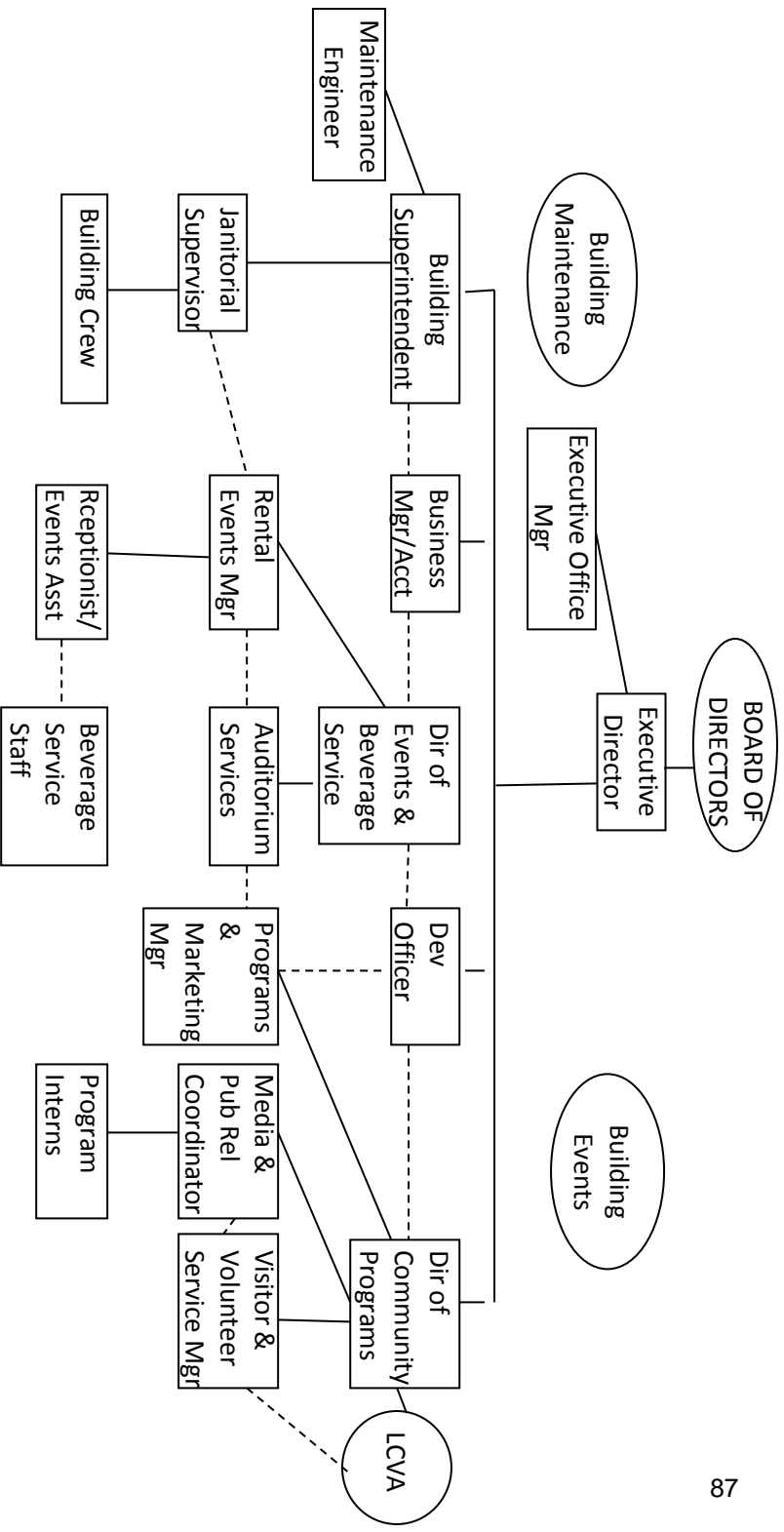
2017 ORGANIZATION CHART

Personnel FTE listed are building operations only.

Minnesota Landmarks employs another 8 FTEs in other areas of its operating budget.

No County Employees

MINNESOTA LANDMARKS ORGANIZATIONAL CHART *Organizational Structure As of August 2016*



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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Landmark Center #720101

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 1,039,100	\$ 148,700	\$ 239,400	\$ 135,000	\$ 220,000	\$ 146,000	\$ 150,000
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 1,039,100	\$ 148,700	\$ 239,400	\$ 135,000	\$ 220,000	\$ 146,000	\$ 150,000

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Landmark Center #720101

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
	1 Replace Carpeting - Landmark Center	\$ 148,700	\$ 148,700	\$ -	\$ -	\$ -	\$ -	\$ -
	2 Replace Electric Panels	239,400	-	239,400	-	-	-	-
	3 Fire System Update	270,000	-	-	135,000	135,000	-	-
	4 Update Energy Mgmt System	85,000	-	-	-	85,000	-	-
	5 Replace LC Dimmer Panels	146,000	-	-	-	-	146,000	-
	6 Replace LC Main Vertical Piping	150,000	-	-	-	-	-	150,000
TOTALS (Last Page Only)		\$ 1,039,100	\$ 148,700	\$ 239,400	\$ 135,000	\$ 220,000	\$ 146,000	\$ 150,000



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 6

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		Or ROUTINE (Maintenance)	<u>X</u>	___
Code #: <u>Landmark Center #720101</u>	Item: <u>Replace Carpeting - Landmark Center</u>		___	<u>X</u>
<hr/>				
Account: 441201___ 441212___	Dept Priority	CM Ranking	CIPAC Ranking	
441202_X___ OTHER_____	Number: <u>1</u>	<u>10</u>	<u>8</u>	

PROJECT DESCRIPTION:

Replacement of two floors of carpeting within Landmark Center (first floor and basement level).

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING							
		2020	2021	2022	2023	2024	2025		
County Funds	\$ 148,700	\$ 148,700	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Funds	\$ -	-	-	-	-	-	-		
State Funds	\$ -	-	-	-	-	-	-		
Other (Specify):	\$ -	-	-	-	-	-	-		
Totals (Project/Item Funding)	\$ 148,700	\$ 148,700	\$ -	\$ -	\$ -	\$ -	\$ -		

Who Prepared Cost Estimate: CBL Floors

Date of Estimate: Jan-17

NARRATIVE JUSTIFICATION:

The first floor is the most heavily trafficked area of Landmark Center and also the most heavily used by special events. It is the area most visited by the public and the premier site in the building for community programs, weddings and parties. Its life expectancy is approximately 10-12 year (last replaced in 2007). The basement level was last replaced in 2001 and will have seen nearly 20 years of use by replacement time. This floor includes the F. K. Weyerhaeuser Auditorium and the Ramsey County Historical Society Research Center, both used regularly for events and by the public.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	___	<u>X</u>	9. Enhance County Image	<u>X</u>	___
6. Protect Property	___	<u>X</u>			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Replace Carpeting - Landmark Center

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The first floor carpeting sustains significant use with large events. Any tear or ruffling could cause tripping and physical damage to the guest. The basement level carpeting is showing the wear and tear of 20 years of use and cleaning. Beauty and image of the building will be maintained by funding this project.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No When? 2018-2023 CIP Plan

If project was funded, are carryover funds available? Yes No

Year(s) and amounts budgeted and expended Year(s) Account Code

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Not expected, although the event rental income that supports the annual maintenance of the building could be impacted if the Cortile is considered too shabby to rent.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

No impact expected.

IMPACT ON FUTURE REVENUES: (Be Specific!)

New carpeting would enhance the sales quality of the Cortile in a competitive market and support Landmark Center as a beautiful space and historic building.

Estimated Useful Life: 10-12 years (first floor); 20 years (basement)

Estimated Payback Period: (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$148,700 in 2020.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 3

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		Or ROUTINE (Maintenance)	<u>X</u>	___
Code #: <u>Landmark Center #720101</u>	Item: <u>Replace Electric Panels</u>		___	<u>X</u>
<hr/>				
Account: 441201___ 441212___	Dept Priority	CM Ranking	CIPAC Ranking	
441202_X___ OTHER_____	Number: <u>2</u>	<u>3</u>	<u>9</u>	

PROJECT DESCRIPTION:

Replacement of Landmark Center electrical panels.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING											
		2020		2021		2022		2023		2024		2025	
County Funds	\$ 239,400	\$	-	\$	239,400	\$	-	\$	-	\$	-	\$	-
Federal Funds	\$ -		-		-		-		-		-		-
State Funds	\$ -		-		-		-		-		-		-
Other (Specify):	\$ -		-		-		-		-		-		-
Totals (Project/Item Funding)	\$ 239,400	\$	-	\$	239,400	\$	-	\$	-	\$	-	\$	-

Who Prepared Cost Estimate: Collins Electric

Date of Estimate: 12/21/2018

NARRATIVE JUSTIFICATION:

The building's electrical panels (24 total) date to the 1970s and early 1980s. The maintenance crew has replaced breakers for the electrical panels for the next several years, and the parts are nearly impossible to get. There is a need to replace the panels before the current supplies run out. The project will also bring the system up to code.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	___	<u>X</u>	7. Provide Public Service	<u>X</u>	<u>X</u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	<u>X</u>	___	9. Enhance County Image	___	<u>X</u>
6. Protect Property	<u>X</u>	___			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Replace Electric Panels

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Once the supply runs out, parts cannot be replaced since the panels are outdated and obsolete. There could be a loss of electricity in the building, which would impact operations in the building.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No When? 2018-2023 CIP Plan

If project was funded, are carryover funds available? Yes No

Year(s) and amounts budgeted and expended Year(s) Account Code

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

New panels would reduce maintenance costs in the first several years.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

Not anticipated. The project will update obsolete equipment but is not anticipated to improve energy efficiency.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Timely replacement would deter any break in the scheduling of programs and events, allowing for continued programming and event revenues.

Estimated Useful Life: 40 years

Estimated Payback Period: not determined (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2021 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$239,400 in 2021.

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2018-2023)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &		Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: Landmark Center #720101		Item: Fire System Update	Or ROUTINE (Maintenance)	X	
Account: 441201	441212	Dept Priority			
441202_X	OTHER	Number: 3	CM Ranking not ranked	CIPAC Ranking not ranked	

PROJECT DESCRIPTION:

Replacement of the Landmark Center fire panel and the controller panel for the fire pump, servicing the fire system for the building.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING											
		2020		2021		2022		2023		2024		2025	
County Funds	\$ 270,000	\$	-	\$	-	\$	135,000	\$	135,000	\$	-	\$	-
Federal Funds	\$ -		-		-		-		-		-		-
State Funds	\$ -		-		-		-		-		-		-
Other (Specify):	\$ -		-		-		-		-		-		-
Totals (Project/Item Funding)	\$ 270,000	\$	-	\$	-	\$	135,000	\$	135,000	\$	-	\$	-

Who Prepared Cost Estimate: MN Landmarks Maintenance staff

Date of Estimate: 12/26/2018

NARRATIVE JUSTIFICATION:

This project would replace the fire panel and the fire pump controller and update the fire system, including wiring, smoke detectors, beam detectors, flow switches, and other fire-related equipment. The current panel was installed in 1995 and last updated in 2005.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	X		7. Provide Public Service		X
3 & 4. Replace Facility or Maintain Physical Property	X		8. Provide Public Convenience		X
5. Reduce Operating Costs/Energy Costs		X	9. Enhance County Image		X
6. Protect Property	X				

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2018-2023)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Fire System Update

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

None determined at this time.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?

Yes X

No

When? 2018-2023 CIP Plan

If project was funded, are carryover funds available?

Yes

No

Year(s) and amounts budgeted and expended

Year(s)

Account Code

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Small savings are anticipated in operating costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

No impact anticipated.

IMPACT ON FUTURE REVENUES: (Be Specific!)

None determined at this time.

Estimated Useful Life: 15-20 years

Estimated Payback Period: not determined (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2020 or 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	___
		Or ROUTINE (Maintenance)	___	<u>X</u>
Code #: <u>Landmark Center #720101</u>		Item: <u>Update Energy Mgmt System</u>		
<hr/>				
Account:	441201___ 441212___	Dept Priority		
	441202_X___ OTHER___	Number: <u>4</u>	CM Ranking <u>not ranked</u>	CIPAC Ranking <u>not ranked</u>

PROJECT DESCRIPTION:

Update of the Landmark Center Energy Management System (EMS). This project would replace the communications panel, computer and software but continue to use the current motor control and other equipment.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 85,000	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 85,000	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -

Who Prepared Cost Estimate: Landmark Center Maintenance Staff

Date of Estimate: 12/26/2018

NARRATIVE JUSTIFICATION:

The full Energy Management System was most recently updated in 1997 and, while software upgrades have been made in recent years, the system is reaching its life expectancy. Replacement of the communications panel, computer and software would make the system faster, more accurate, and easier to maintain. Parts of the old system are becoming obsolete.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	___	<u>X</u>	7. Provide Public Service	___	<u>X</u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	___	<u>X</u>
5. Reduce Operating Costs/Energy Costs	<u>X</u>	___	9. Enhance County Image	___	<u>X</u>
6. Protect Property	___	<u>X</u>			

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Update Energy Mgmt System

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The cost of maintaining the old system will be higher, and parts may not be available in the future.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No When? 2018-2023 CIP Plan

If project was funded, are carryover funds available? Yes No

Year(s) and amounts budgeted and expended Year(s) Account Code

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Not determined at this time, but we anticipate there could be energy efficiency aspects of updating the old system.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

Not determined at this time, but we anticipate there could be energy efficiency aspects of updating the old system.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Not determined at this time.

Estimated Useful Life: 15 years

Estimated Payback Period: not determined (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2020 or 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		Or ROUTINE (Maintenance)	<u>X</u>	___
Code #: <u>Landmark Center #720101</u>	Item: <u>Replace LC Dimmer Panels</u>		___	<u>X</u>
<hr/>				
Account: 441201___ 441212___	Dept Priority	CM Ranking	CIPAC Ranking	
441202_X___ OTHER_____	Number: <u>5</u>	<u>not ranked</u>	<u>not ranked</u>	

PROJECT DESCRIPTION:

Replace of Landmark Center dimmer control panels.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 146,000	\$ -	\$ -	\$ -	\$ -	\$ 146,000	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 146,000	\$ -	\$ -	\$ -	\$ -	\$ 146,000	\$ -

Who Prepared Cost Estimate: Collins Electric

Date of Estimate: 12/21/2018

NARRATIVE JUSTIFICATION:

The building's dimmer panels (5 total) date to 2001 and will be 23 years old.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	___	<u>X</u>	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	___	<u>X</u>	9. Enhance County Image	___	<u>X</u>
6. Protect Property	___	<u>X</u>			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Replace LC Dimmer Panels

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Not determined at this time.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes___ No_ X When? _____
If project was funded, are carryover funds available? Yes___ No___
Year(s) and amounts budgeted and expended Year(s) _____ Account Code _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Not determined at this time.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

There may be electric rebates related to updating the dimmer system controls but electric costs would not be significantly impacted.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Not determined at this time.

Estimated Useful Life: 20-25 years

Estimated Payback Period: not determined (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2020 or 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
Code #: <u>Landmark Center #720101</u>	Item: <u>Replace LC Main Vertical Piping</u>		<u>X</u>	—
			—	<u>X</u>
Account: 441201 <u> </u> 441212 <u> </u> Dept Priority Number: <u> 6 </u> CM Ranking <u>not ranked</u> CIPAC Ranking <u>not ranked</u>				

PROJECT DESCRIPTION:

Replacement of the main hot and chilled water piping in Landmark Center.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Who Prepared Cost Estimate: Landmark Center Maintenance Staff

Date of Estimate: 12/20/2018

NARRATIVE JUSTIFICATION:

This project would replace the primary hot and chilled water piping in Landmark Center from the sub-basement level to the sixth floor. The pipes are from the mid-1970s and over 40 years old. Due to age, the pipes have a great possibility of developing a leak.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	—	7. Provide Public Service	<u>X</u>	—
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	—	8. Provide Public Convenience	<u>X</u>	—
5. Reduce Operating Costs/Energy Costs	—	<u>X</u>	9. Enhance County Image	<u>X</u>	—
6. Protect Property	—	<u>X</u>			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Replace LC Main Vertical Piping

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Piping may develop a leak, causing a loss of heating or cooling in the building, as well as possible collateral damage throughout the building from the leak itself.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes___ No_ X When? _____
If project was funded, are carryover funds available? Yes___ No___
Year(s) and amounts budgeted and expended Year(s) _____ Account Code _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Replacement will allow the heating and cooling system to continue to run efficiently and less likely to develop leaks that would need to be addressed by staff.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

None anticipated.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Loss of heating or cooling in the building would cause a loss of revenue from the building from both short-term and long-term rentals.

Estimated Useful Life: 50 years

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2020 or 2021.

DEPARTMENT SUMMARY



Ramsey County Library
Jill Boldenow, Library Director

4560 N Victoria St, Shoreview, MN 55126
651-486-2200

DEPARTMENT OVERVIEW

County Vision: A vibrant community where all are valued and thrive.

County Mission: A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Ramsey County Library is a system of seven public libraries in suburban Ramsey County. One of these, the Ramsey County Library in Roseville, maintains the highest circulation of all public libraries in the state of Minnesota. The Library is also in the business of technology, offering public computers, Wi-Fi, makerspace labs, databases, and e-books. Each week, the Library offers an average of eighty free programs, ranging from storytimes for babies and children, to teen tech camps, and lectures and workshops for adults. A seven-member Board of Trustees appointed by the Ramsey County Board of Commissioners governs the Library. Operational funding comes primarily from a suburban-only property tax levy. The Library serves 1.5 million onsite visitors and 3.4 million web visitors annually (at www.rclreads.org).

With the support of County administration and service team colleagues, the Library has aligned resources in this budget process to support several strategic investment priorities. Notably, the Library's base plus budget supports a policy change to eliminate youth Library fines and waive existing youth account charges as of 2020. This investment will substantially advance racial equity and prosperity goals. The policy change is estimated to result in a \$159,000 annual decrease in revenue, which is offset by the Library's base plus budget.

The Library's base plus budget also supports a strategic investment in two new Library FTE. One position is an Account Clerk to support a growing workload and new procedures. The Library also received a transfer of one FTE from Workforce Solutions to support a new Digital Services Librarian. This strategic investment will help the library bridge the digital divide in access to technology and skills.

County administration supplemented the Library's base plus budget to fully support Phase II IT Consolidation. In 2020, the Library will begin participating in the countywide Hardware-Software Replacement program and the VoIP Program. Annual program costs of approximately \$200,000 have been added to the Library's base budget to support this.

To support the Library's strategic priority to maintain a strong collection, the Library will draw \$225,000 from a fund balance each year of this budget. Ramsey County Library staff are leaders in developing a diverse, relevant Library collection to serve our community, and support for this collection is essential.

The Library's strategic investment priorities for the 2020-2021 budget reflect a resident-first focus. The priorities have been developed through engagement with the Library Board, staff, community members, and County colleagues.

DEPARTMENT SUMMARY

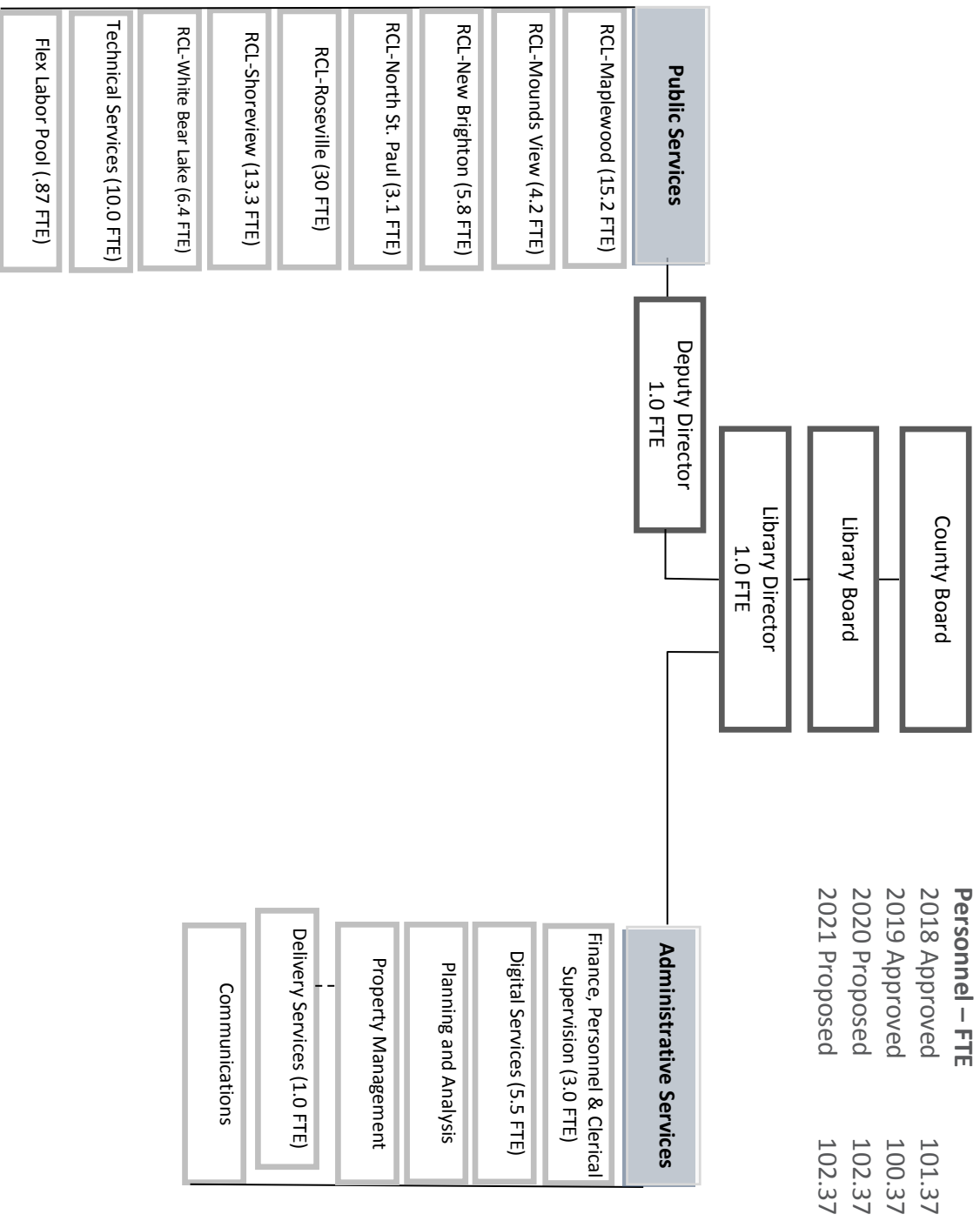


Ramsey County Library
Jill Boldenow, Library Director

4560 N Victoria St, Shoreview, MN 55126
651-486-2200

DEPARTMENT OVERVIEW

DEPARTMENT 2019 ORGANIZATIONAL CHART



DEPARTMENT SUMMARY

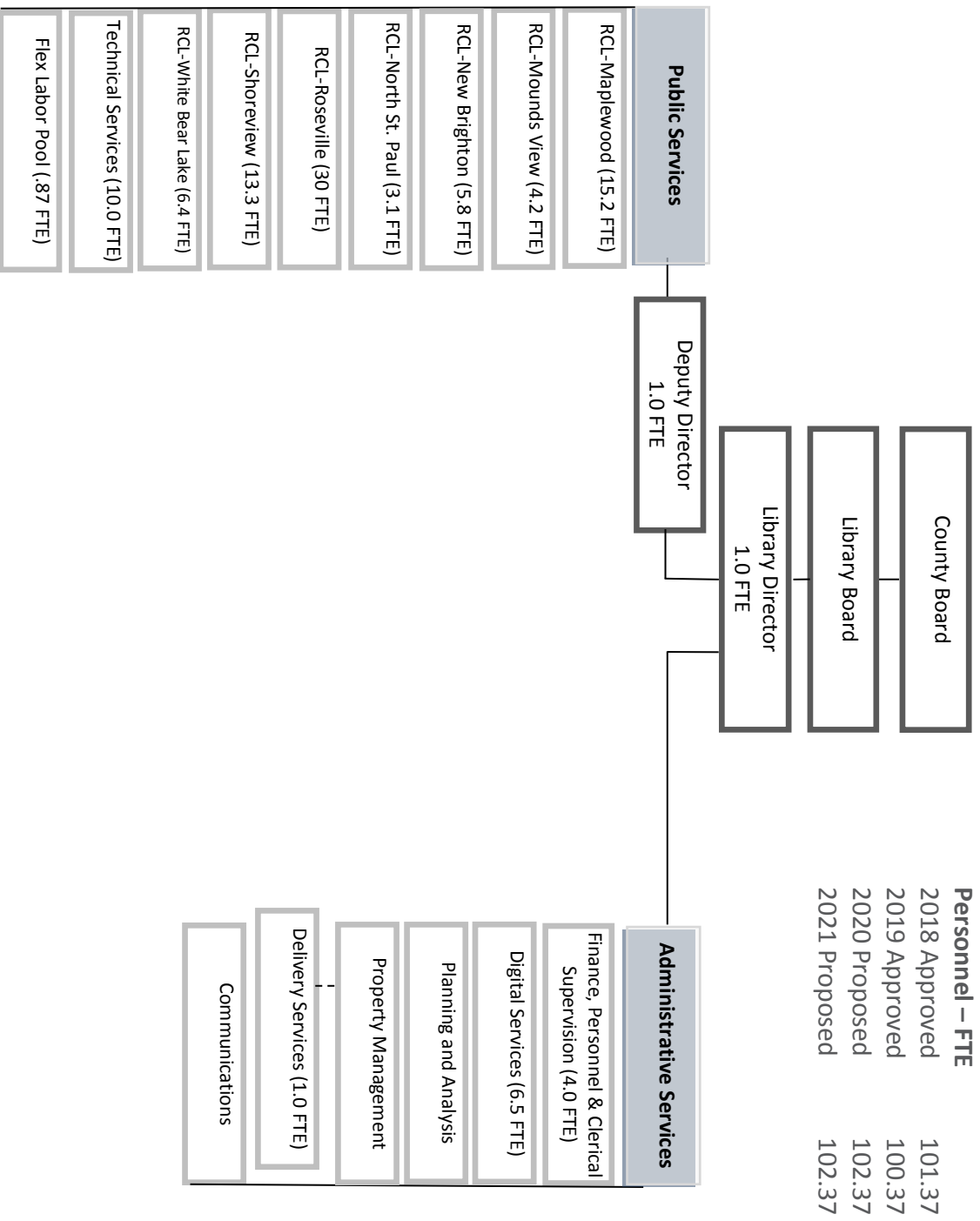
Ramsey County Library
Jill Boldenow, Library Director



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651-486-2200

DEPARTMENT OVERVIEW

DEPARTMENT 2020 ORGANIZATIONAL CHART



DEPARTMENT SUMMARY



Ramsey County Library
Jill Boldenow, Library Director

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DEPARTMENT OVERVIEW

PROGRAMS AND SERVICES

Ramsey County Library provides free access to over 600,000 items including books, e-books, DVDs, CDs, magazines, newspapers, large print books, and audio books. The Library also offers a broad spectrum of online resources, including databases and online homework and job help. In addition to loaning materials, Ramsey County Library offers the following public services:

- Educational programs for children, teens, and adults.
- Assistance with resumes, job applications, and online government forms.
- One-on-one technology assistance with Library and patron-owned devices.
- Reference service to support research and information access.
- Internet computers with Microsoft Office 2016.
- Wireless internet access.
- Copy and fax machines and printers.
- Community, meeting, and study rooms.

SUMMARY OF COMMUNITY ENGAGEMENT ACTIVITIES

The Library incorporates community engagement in its governance structure, partnerships and programs, and daily public service inside and outside of libraries.

A citizen Board of Trustees, appointed by the Ramsey County Board of Commissioners, governs the Library. Trustees live in suburban Ramsey County. The Library Board is diverse in race, gender, age, and professional and personal experience. Trustees represent the community's voice and interests when approving Library policies, setting strategic and budget priorities, monitoring organizational performance, and promoting the Library to the broader community.

The Library engages nearly 2,000 community members in volunteer service. In 2018, Library and Friends volunteers provided 22,000 service hours.

Library staff foster partnerships annually with more than 100 nonprofits, schools, County departments, and other organizations. This helps the Library engage and learn from community and achieve collective impact. With partners, we offer Library account registration, financial and legal help, jobs and small business support, digital literacy training, social work referrals, English language learning, health and wellness information, racial equity dialogues, and more.

The Library engages community at multiple branches seven days a week and online 24/7. In 2018, the Library served 1.5 million onsite visitors, circulated 3.6 million items, and had 3.4 million web visits. The Library also served 130,000 program attendees, booked 5,000 reservations of meeting rooms, and offered 17,331 public service hours.

Librarians actively engage residents in the community. In 2018, librarians reached a record high of more than 14,000 outreach contacts. The increase was due to grant-funded expansion of the Popup Library. In 2018, the Popup Library brought collections, technology, and public service to 4,280 people on 28 dates at housing facilities, senior and community centers, a residential re-entry center, Ramsey County Parks and Recreation sites, and more. Recently, the Library restructured a position as an Outreach Librarian. This will not fully offset the expired Popup Library grant support, but this will help the Library to continue some level of community-based, accessible service delivery.

DEPARTMENT SUMMARY



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651-486-2200

DEPARTMENT OVERVIEW

METHODS FOR ADVANCING RACIAL EQUITY IN THE BUDGETING PROCESS

The Library's Racial Equity Work Plan identifies objectives in Library policies, collections, programs, services, facilities, partnerships, and staff development. The Library aligns its budget to support these objectives.

In this budget cycle, the Library will advance a significant racial equity initiative: to eliminate late fines for children's and teen materials at Ramsey County Library as of 2020. Libraries recognize that fines have a disproportionate impact on people of color as well as people living in poverty. Youth are the most racially diverse demographic in Ramsey County, and 11% of the youth in suburban Ramsey County are living below poverty level. The Library seeks to remove the youth fines barrier, which may contribute to educational achievement gaps and other disparities.

Currently, there are 6,136 youth Library accounts with blocked privileges due to charges in excess of \$10 at Ramsey County Library. In addition to eliminating fines for youth materials in 2020, the Library proposes a one-time waive of existing youth charges to welcome back all patrons 18 and under. The Library's 2020-2021 budget includes a projected revenue reduction to support these initiatives.

The youth fines policy change aligns with the library's role in supporting equitable childhood and youth development. In 2018, the Library offered free literacy programs serving 80,000 children and their families. This included storytimes, which support kindergarten readiness, for 29,000 attendees. Staff also launched *1,000 Books Before Kindergarten* with 800 preschoolers. The Library produced out of school programming serving 15,600 teens. The Library's Connected project reduces disparities by connecting students to Library cards and resources.

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Another key equity priority for the Library's 2020-2021 budget is sustaining a strong collections budget that will meet the needs of our racially diverse community. As in the last budget cycle, the Library will utilize \$225,000 each year from a fund balance to boost its collection budget in 2020-2021. Though we leverage some collections support from MELSA and Friends gifts, the County's support for library collections is the primary, vital source of collections funding. In 2018, 22% of new collections purchases were by or about people of color. Last year, we expanded titles in several languages new to the system, and we will sustain this effort. Librarians present diverse books showcases twice a year for parents and educators to learn about new children's books that reflect our community.

The Library also prioritizes facilities funding to advance racial equity. We have requested Capital Improvement Program funds to support a much-needed renovation at Ramsey County Library in Maplewood. Maplewood has the highest percentage of people of color and the highest unemployment rate of suburban Ramsey County communities. This project will provide a more equitable and higher quality user experience in this service area.

The Library will increase its vacancy factor in order to add a librarian to support digital services, including digital literacy instruction for youth and adults. Digital literacy is core to success, but our community faces disparities in access to technology and skills. This investment will help the Library bridge the digital divide.

DEPARTMENT SUMMARY



Ramsey County Library

Jill Boldenow, Library Director

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DEPARTMENT OVERVIEW

CHALLENGES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Staffing Levels – Ramsey County Library has expanded facilities, operations, and programs. Staff have developed new initiatives to support outreach, equity, and lifelong educational needs. While the Library's scope of work has expanded, the FTE level has not grown in parallel. Some key professional positions remain part time or unfilled. The additions in 2020-2021 of an account clerk and digital services librarian are welcome instances of staff growth that will advance strategic priorities. However, the organization remains lean, which impacts staff workloads and desired outcomes.

IT Consolidation – The Library is working with Information Services (IS) to transition infrastructure and desktop support functions to IS. Library staff are managing work gaps that may impact performance until the process is complete and normalized.

OPPORTUNITIES THAT MAY IMPACT DEPARTMENT PERFORMANCE

County Partnerships – The Library has a strong history of engaging partnerships with County colleagues. In 2020-2021, the Library has new opportunities, particularly with the arrival of new directors to Workforce Solutions and Community and Economic Development. The Library has begun to engage colleagues across the County to respond to the needs of patrons experiencing homelessness, and we hope to expand on this opportunity. The Library initiated a new partnership with Public Health nurses, who will help promote *1,000 Books Before Kindergarten* at home Well Baby Visits. We hope this partnership will drive increased participation in this program, which supports early literacy. The Library will acquire new legal material for its collection in partnership with Ramsey County Law Library. This is an expansion of an existing partnership that supports free legal assistance programming at libraries and staff training.

Capital and Virtual Improvements – Ramsey County made transformative investments in the Library following its 2008-2018 Library Facilities Master Plan. New and renovated facilities feature expanded square footage and operating hours, as well as new user amenities and welcoming design. In 2020-2021, the Library proposes to renovate the Ramsey County Library in Maplewood to meet the excellent system standards for user experience, amenities, and condition. The Library will also begin prioritizing recommendations from a new Library Facilities Master Plan aligned with the County's Accessible Service Delivery and Facilities plan.

In 2020, the Library will launch a new online catalog and web interface that will radically improve the online experience and reflect popular online retail experiences. This will help patrons to discover and use collections, events, reference or homework assistance, user recommendations, and more.

DEPARTMENT SUMMARY



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DEPARTMENT OVERVIEW

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A. This data shows the number of times users have logged into the Library's network. Demand for internet, work space, and power outlets is growing. Wireless usage has grown 148% over the last five years. The top three reasons people use the Library's network and computers are: health and wellness (30% of users), job-seeking (27% of users), and education (21% of users). Continued growth in public internet use is projected. This function is just one of the technology-rich business lines that the Library supports.
- B. Librarians reach thousands through external outreach, including visits to schools and the delivery of Popup library services to underserved communities. We increased outreach contacts in 2017 and 2018 due to Popup Library grant funding. Totals were 10,128 in 2016; 11,853 in 2017, and 14,419 in 2018. Without additional permanent staff, we estimate a decrease beginning in 2019. By 2040, we hope to have additional staff to raise this measure.
- C. The Library's digital literacy programming addresses both economic and racial disparities. The Library has built a strong portfolio of technology courses and tools to support essential digital skills. More recently, we have expanded to meet the needs for training and access to 3D printers, design software, makerspace programs, and other more sophisticated technology. Programs expanded in 2018-2019 with grant funding, raising attendance from 2,438 in 2017 to 3,611 in 2018. With a new digital services librarian in 2020, we will build higher attendance. We anticipate an expanded need in 2040 for technology access and instruction. With additional staff, the Library will raise this measure in 2040.

	2017	2018	2019	2020	2021	2040
Objective	Actual	Actual	Estimate	Estimate	Estimate	Target
Increase access to educational and employment resources in the Library and online	884,809	887,537	920,000	940,000	940,000	1,000,000
Increase access to educational and employment resources in the Library and online	11,853	14,419	11,900	11,900	11,900	25,000
Increase residents' workforce skills through classes and online resources	2,438	3,611	3,600	4,000	4,000	5,000

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Ramsey County Library

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 59,000	\$ 59,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 59,000	\$ 59,000	\$ -	\$ -	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Ramsey County Library

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
1	Digital Services program and staff spaces	\$ 59,000	\$ 59,000	\$ -	\$ -	\$ -	\$ -	\$ -
2		-	-	-	-	-	-	-
3		-	-	-	-	-	-	-
TOTALS (Last Page Only)		\$ 59,000	\$ 59,000	\$ -	\$ -	\$ -	\$ -	\$ -



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 14

Department Name & Code #: <u>Ramsey County Library</u>	Project Title or Item: <u>Digital Services program and staff spaces</u>	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>x</u>	<u> </u>
			<u> </u>	<u>x</u>

Account:	441201 <u> </u>	441212 <u> </u>	Dept Priority					
	441202 <u> </u>	OTHER <u> </u>	Number:	<u>1</u>	CM Ranking	<u>16</u>	CIPAC Ranking	<u>7</u>

PROJECT DESCRIPTION:
Reconfigure and furnish spaces for Digital Services programming and staff at the Ramsey County Library in Roseville.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 59,000	\$ 59,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 59,000	\$ 59,000	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: MSR Design

Date of Estimate: December, 2018

NARRATIVE JUSTIFICATION:
Digital Services is a new library team resulting from IT consolidation. This team delivers digital literacy programming—a core lifelong learning offering. The team's basement office was not part of a 2010 Roseville Library renovation. The office has surplus County workstations that are too large to accommodate current staff. Funding will support a new office layout and furnishings. Funding will also support building and furnishing a Digital Services programming space in the first floor atrium. Staff deliver programs in the atrium because the high visibility attracts users. Setup and takedown is laborious, however, as staff must move heavy equipment, tables, and chairs in and out of the unsecured space. Instruction in this open space impacts nearby patrons. A glassed-in enclosure with secure cabinetry will contain sound and protect and store equipment. It will minimize staff time, equipment transport, and elevator use.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u> </u>	<u>x</u>	7. Provide Public Service	<u>x</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u>x</u>	<u> </u>	8. Provide Public Convenience	<u>x</u>	<u> </u>
5. Reduce Operating Costs/Energy Costs	<u>x</u>	<u> </u>	9. Enhance County Image	<u>x</u>	<u> </u>
6. Protect Property	<u>x</u>	<u> </u>			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Ramsey County Library

Item: Digital Services program and staff spaces

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The Library will have inadequate, inequitable workstations for Digital Services staff. Without a defined programming space, the Library must limit digital literacy programming, failing to meet the public demand for more digital literacy instruction reflected in a recent patron survey. Staff will continue to use inefficient, labor intensive processes moving equipment to and from temporary program spaces, and they will put expensive equipment at risk in transit.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes ___ No _x When? _____
If project was funded, are carryover funds available? Yes ___ No ____
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

NA

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

NA

IMPACT ON FUTURE REVENUES: (Be Specific!)

NA

Estimated Useful Life: 15 years

Estimated Payback Period: NA (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 with Library Capital Contingent funds and Shoreview Library Construction project funds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using \$47,867.25 from the Library Capital Contingent account and \$11,132.75 from the Shoreview Library Construction project in 2020.

DEPARTMENT SUMMARY



Parks & Recreation Department
Mark McCabe, Director

2015 Van Dyke Street, Maplewood
651-748-2500

DEPARTMENT OVERVIEW

County Vision: A vibrant community where all are valued and thrive.

County Mission: A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The Parks & Recreation department is responsible for planning, developing, and maintaining a system of regional parks and trails, county parks and trails, open space, golf courses, ice arenas and special use areas. This system encompasses over 6,500 acres of land and receives over 5 million visits annually. The department actively works to restore and protect the natural resources within the County including the water, soil, and vegetation.

Each park and trail corridor has unique charm and includes facilities for one or more of the following: hiking, biking, cross-country skiing and running, picnicking, children's play, nature study, Tui Lub, swimming, boating, fishing, sledding, archery and off-leash dog activity. Thirteen indoor ice rinks provide year-round venues for ice skating, hockey, curling, roller-derby, concerts, graduations, flea markets and other large events. For outdoor fun, the department manages five golf courses, five guarded beaches, three unguarded beaches and an aquatic center. There are educational and recreational opportunities at Tamarack Nature Center complete with an early learning center, nature play area, nature programs and day camp.

The department has an advisory committee made up of residents representing each County Commissioner district along with two at-large members. The group provides community advice on policies, programs, and facility design.

Parks & Recreation plays a vital role in enhancing the quality of life for the residents of Ramsey County. Parks & Recreation facilities and programs provide residents with opportunities to maintain and enhance their mental and physical health. While some populations of residents in Ramsey County have a long history of using park facilities and have been engaged in shaping what is offered throughout the park system other populations do not have that history and are not being served as well.

Ramsey County's 20th century system must transform to be responsive to the changing demographics and needs of residents, families and multigenerational visitors of county spaces and places in the 21st century. This budget proposes the first steps of a multi-year strategic evolution with outcomes driven by authentic community engagement and a racial equity lens.

Aligned with developing a 21st century parks system, and with the comprehensive golf system analysis completed in 2018, capital investments will be made at Manitou and Goodrich golf courses within this budget cycle which, coupled with the new dynamic pricing model, will ensure Ramsey County residents continue to have quality premium, midrange and value golf course options. Golf operations will end at The Ponds at Battle Creek, the lowest performing golf course, so that site may be repurposed to better serve the community. The

DEPARTMENT SUMMARY



Parks & Recreation Department
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DEPARTMENT OVERVIEW

future of other recreational assets, such as those in the ice arena system which largely date from the 1970s, will be discussed with the community within the evolution to a 21st century parks system.

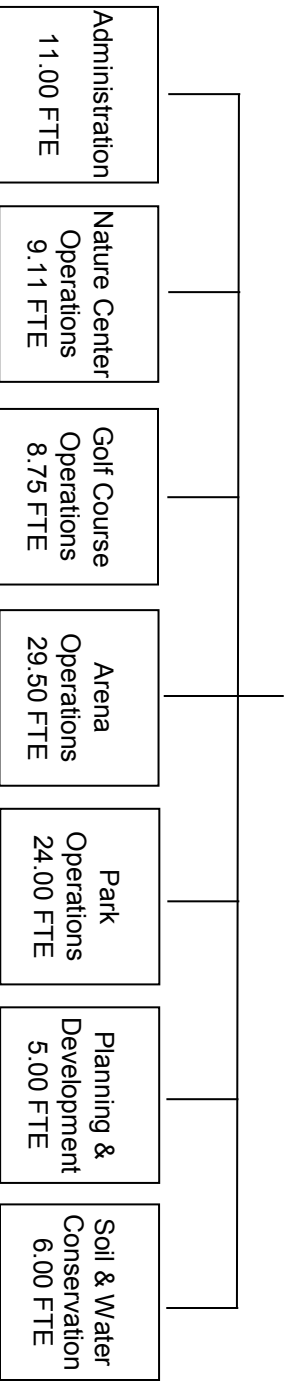
Parks and Recreation's base plus budget also reflects a strategic investment in two new FTE. One position is a project engineer and the other a maintenance and service worker. The Project Engineer is a new position and the Maintenance and Service Worker is a transferred vacant position from Workforce Solutions. These positions will improve project and operational efficiency and service delivery.

\$660,402 of General County Fund Balance will be used to cover the loss of indoor turf rental revenue in 2020 at the Vadnais Sports Center while an improved Indoor Turf Facility with a permanent roof is being constructed. Construction is expected to be completed in time to generate revenue for 2021.

DEPARTMENT 2019 ORGANIZATIONAL CHART

Personnel – FTE	
2018 Approved	95.11
2019 Approved	94.36
2020 Proposed	96.36
2021 Proposed	96.36

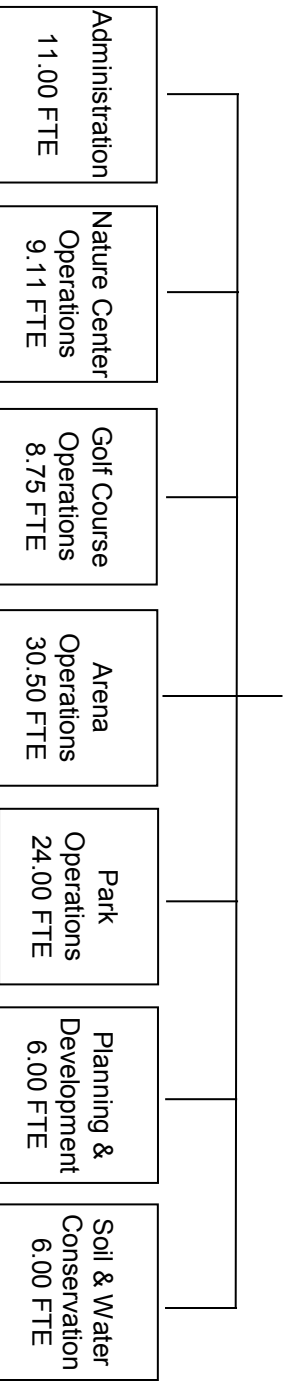
Parks and Recreation Director
1.00 FTE



DEPARTMENT 2020 ORGANIZATIONAL CHART

Personnel – FTE	
2018 Approved	95.11
2019 Approved	94.36
2020 Proposed	96.36
2021 Proposed	96.36

Parks and Recreation Director
1.00 FTE



DEPARTMENT SUMMARY



Parks & Recreation Department
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651-748-2500

DEPARTMENT OVERVIEW

PROGRAMS AND SERVICES

- Plan, design and maintain high-quality county and regional parks and trails that are attractive, safe and accessible to all.
- Manage the natural resources within the parks and recreation system, consistent with the Parks & Recreation Department's Natural Resources Management Plan, which focuses on protection of high quality environmentally sensitive areas, restoration of degraded areas and maintenance of critical natural processes.
- Provide programs and services that promote healthy soil and clean water.
- Provide high-quality facilities and customer service while maximizing revenue through the management of special recreation facilities including golf courses, ice arenas, an aquatic facility and a nature center.
- Partner with other governmental entities, schools, non-profit groups and youth organizations to provide a wide variety of educational and recreational programs for people of all ages, including early childhood development.
- Contribute positively to improve overall health in the community by coordinating programs that create and promote safe, convenient environments for people to integrate physical activity into their lives.

SUMMARY OF COMMUNITY ENGAGEMENT ACTIVITIES

Parks & Recreation has benefitted from a formal community engagement tool in the form of the Parks & Recreation Commission. This group of residents appointed by the County Board helps provide a community perspective to all matters concerning parks and recreation. Staff are able to use the commission as a sounding board to help formulate recommendations for the County Board to consider. They represent the commissioner districts and at-large voices countywide.

Developing park and trail master plans involves engaging the community to gather input. Public meetings have been the typical method for community input. Recently, in person and online surveys have been added to offer more opportunity for the public to contribute. It's difficult to obtain input for many of the master plans unless there is a perceived issue with the plan such as a new trail location, noise from park facilities, traffic volume, or impact to personal property. Participating with other county departments when they are engaging the community offers additional opportunities to gather input and build relationships. The department continues to seek improved methods for input and has adopted use of the County's Community Engagement Action Planning Guide.

Traditionally the most outspoken residents tend to engage when they perceive a project may negatively impact them. We may not have heard from the broader community who have different needs and wishes. Parks & Recreation is actively working with Policy and Planning in embedding community engagement strategies to ensure we are hearing all residents.

DEPARTMENT SUMMARY



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651-748-2500

DEPARTMENT OVERVIEW

METHODS FOR ADVANCING RACIAL EQUITY IN THE BUDGETING PROCESS

Parks & Recreation recently formed an internal Racial Equity Leadership Team. Volunteers from several divisions represent most areas within the department. The 2019 Work Plan actions include further employee training, increasing the racial diversity of the staff, and increasing the percentage of minority contractors and workers used on projects. The 2018 Workforce Statistics report illustrates the need for Parks & Recreation to make progress in diversification of staff. According to the report, 65% of County employees are white and 35% are people of color. Parks & Recreation employees are 93% white and 7% people of color. The Parks & Recreation racial equity work plan has a stated goal of filling 35% of job openings with people of color. Parks & Recreation will work with Human Resources as well as Workforce Solutions to make progress in this area of work. Parks & Recreation is also active in the Workforce Inclusion contracting initiative. As a major purchaser of goods and services Parks & Recreation can make a positive impact in investing resources in small business, women owned, and minority owned businesses.

Control of the distribution of funding has a direct impact on our ability to advance racial equity among employers of firms the County contracts with for projects. The department attempts to hire firms that are minority owned and also provides targets for all contractual firms in utilizing racially diverse workers.

CHALLENGES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Determining the strategic direction of the arena system - Ramsey County Parks & Recreation operates one of the largest ice arena systems in the United States. The 11 arenas and 13 sheets of ice provide thousands of hours of recreational opportunities and enjoyment for residents. However as was mentioned previously usage trends are changing and some neighborhoods have experienced significant declines in use of their arena. Many of these arenas were built in the 1970s and 10 of these facilities operate using the refrigerant R-22 which is being phased out of production in 2020. With a cost of over \$1M per arena to replace refrigerant systems and a question of demand by area residents, Parks & Recreation needs to strategically evaluate where investments should be made and make sure the recreational needs of Ramsey County residents are met. Successes like the installation of Tuij Lub courts at Keller Regional Park to meet a specific recreational need provide an excellent model as to how to engage underserved segments of the community and develop partnerships to meet their needs.

Adopting the pricing recommendations of the golf course study - Per the recommendations of the Golf Course study in 2018, Parks & Recreation is changing the golf fee structure to a more flexible dynamic pricing model giving golf course operators more flexibility with pricing courses competitively based on market demand and allowing greater tiering of golf courses as value, midrange and premium courses. This change will drive greater usage of and accessibility to Ramsey County's golf courses.

DEPARTMENT SUMMARY



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DEPARTMENT OVERVIEW

Discontinuing golf operations at the Ponds Golf Course - This decision will no doubt stir emotions from those who are fond of this golf course. However, leadership decisions require the ability to take a long-term view and make decisions that will provide residents with the greatest benefit over time. The challenge will be conducting effective community engagement while managing communications about the process moving forward.

Developing methods to effectively engage the community - Community engagement is a necessity when planning Parks & Recreation projects. The field of community engagement is making advances as competency is being built around better engaging under-represented communities. The Parks & Recreation Planning and Development staff need to gain competency and proficiency in these aspects of community engagement if we are to successfully plan and design a parks system that meets all our residents' needs.

OPPORTUNITIES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Achieving actionable results from the golf course study – The golf course study identified several areas of improvement for golf operations including developing a pricing strategy that mirrors the quality of each course, streamlining vendor contracts, improving marketing, and making strategic capital investments. The work moving forward is prioritizing the execution of these recommendations which will ensure sustainable operations and improve profitability of the golf courses which in turn provide funding for public programming. Closing the Ponds at Battle Creek Golf Course transfers 2.00 FTE within Parks & Recreation and provides open space for mixed use development, urban farm development, and natural open space development.

Realizing the full potential of the Soil and Water division within Parks & Recreation - Ongoing work will take place to fully leverage the expertise of the Soil and Water division to enhance natural resource management initiatives and planning and development projects. Soil and Water professionals bring additional training, knowledge, and expertise in the areas of best management practices around the planning and design of storm water infrastructure and land use practices.

Creating Multi-use of facilities - Use of park facilities has changed since they were originally developed over 25 years ago. We continually review our park system sites to determine if facilities can accommodate additional recreation activities or if there are other seasonal recreation opportunities that fit both the community's interests and the facility. Improvements at Aldrich Arena, including the addition of a dry floor cover over the ice, has provided new and exciting programming opportunities for this venue. Aldrich is now the host to many cultural events including Latino music festivals and Hmong New Year Celebrations.

Diversification of Programming – With the introduction of new cultures in the community come opportunities for new programs. Community engagement will reveal interests as to what recreational activities residents want in the park system. Facility design will be informed through the community engagement process and related programming needs.

DEPARTMENT SUMMARY



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651-748-2500

DEPARTMENT OVERVIEW

Procuring an Enterprise Asset Management -Parks & Recreation is one of three departments sponsoring an Enterprise Asset Management (EAM) program to modernize the management of physical assets for the County. These three departments (Property Management, Parks & Recreation and Public Works) manage the majority of County infrastructure assets which can be tracked in three distinct asset classes: Fleet, Buildings and Land/Ground. Currently assets are managed by using outdated and inefficient practices that do not provide accurate or comprehensive information. Poor recordkeeping and resource utilization are current challenges. The advantages and opportunities gained by having an EAM system are many. Benefits for Parks & Recreation include access to real time data, prioritization of maintenance needs, work force deployment based on priority of work, increased efficiency through tracking of information through the EAM system rather than relying on individual memory.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

- A. Tracking the percentage of users who feel that the park facilities are functional and are well maintained helps ascertain whether the facilities are meeting the needs of the residents and if they feel the comfortable in the provided spaces.
- B. Tamarack Nature Center has a long-standing partnership with the White Bear Lake School District in the operation of a nature-based preschool. Students are assessed at the beginning of the academic year and at the conclusion of the academic year to test their socio-emotional development. Students experience significant growth in this area partially as a result of the rich academic programming they receive.
- C. Parks & Recreation has the opportunity to invest in SBE women and minority owned vendors through procurement of goods and services for parks related projects. We plan on increasing this investment over time as to provide great access to opportunities for a broader segment of our community.

DEPARTMENT SUMMARY



Parks & Recreation Department
Mark McCabe, Director

2015 Van Dyke Street, Maplewood
651-748-2500

DEPARTMENT OVERVIEW

			2018	2019	2020	2021	2040
Objective	Strategy	Measure	Actual	Estimate	Estimate	Estimate	Target
To maintain a satisfaction rating regarding safe and clean parks and facilities of 95% or higher each year.	Follow scheduled maintenance and operations standards for all facilities.	% of users who feel park facilities are functional and well maintained	99%	99%	99%	99%	100%
To improve development of participants in early intervention programming by 25% each over the course of the school year.	Offer early childhood programs with nature-based curriculum to improve the socio-emotional development of three and four-year-olds.	Socio-emotional development from pre-test to post-test for 4-year-olds	28%	28%	29%	29%	30%
To increase the use of CERT SBE, women and minority-owned small businesses in procurement activities by 5% per year.	Solicit bids from CERT SBE, women and minority owned businesses. Attend purchasing fairs to share the types of contracts available for potential vendors	Discretionary spending awarded to CERT Minority SBE vendors	\$523,748	\$549,935	\$577,432	\$606,304	NA

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Parks and Recreation/660000

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 12,618,879	\$ 1,413,797	\$ 1,182,238	\$ 3,116,603	\$ 2,921,283	\$ 1,764,508	\$ 2,220,450
Federal Funds	-	-	-	-	-	-	-
State Funds	5,454,000	1,518,000	100,000	1,818,000	400,000	1,518,000	100,000
Other (Specify)	9,628,477	1,498,220	1,510,557	1,654,925	1,654,925	1,654,925	1,654,925
TOTALS (Must agree with Summary by Project)	\$ 27,701,356	\$ 4,430,017	\$ 2,792,795	\$ 6,589,528	\$ 4,976,208	\$ 4,937,433	\$ 3,975,375

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Parks and Recreation/660000

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
1	North Owasso Boulevard Cost Share	\$ 490,000	\$ 490,000	\$ -	\$ -	\$ -	\$ -	\$ -
2	Campus Master Plan	200,000	200,000	-	-	-	-	-
3	Natural Resource Habitat Restoration	600,000	100,000	100,000	100,000	100,000	100,000	100,000
4	Battle Creek Winter Recreation Area	200,000	-	200,000	-	-	-	-
5	Bituminous Projects	2,270,817	263,797	107,238	263,603	373,283	856,508	406,388
6	Capital Asset Management-Arenas	2,996,000	185,000	225,000	995,000	990,000	233,000	368,000
7	Playground Replacements	2,100,000	-	300,000	600,000	600,000	300,000	300,000
8	Ash Tree Removal and Replacement	450,000	75,000	75,000	75,000	75,000	75,000	75,000
9	ADA Impelementation-County Facilities	1,200,000	200,000	200,000	200,000	200,000	200,000	200,000
10	Woodview Off Leash Dog Area Master Plan	75,000	-	75,000	-	-	-	-
11	Satellite Maintenance Facility	1,966,000	-	-	983,000	983,000	-	-
12	Poplar Lake County Park Master Plan	300,000	-	-	300,000	-	-	-
13	Capital Asset Management-Parks	100,000	-	-	-	-	100,000	-
14	Green Ice	871,062	-	-	-	-	-	871,062
15	Regional Park & Trail CIP/Legacy	13,882,477	2,916,220	1,510,557	3,072,925	1,654,925	3,072,925	1,654,925
TOTALS (Last Page Only)		\$ 27,701,356	\$ 4,430,017	\$ 2,792,795	\$ 6,589,528	\$ 4,976,208	\$ 4,937,433	\$ 3,975,375



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 2

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
	North Owasso Boulevard	Or ROUTINE		
Code #: Parks and Recreation/660000	Item: Reconstruction Cost Share	(Maintenance)		
<hr/>				
Account: 441201____ 441212____	Dept Priority			
441202____ OTHER____	Number: <u>1</u>	CM Ranking <u>4</u>	CIPAC Ranking <u>6</u>	

PROJECT DESCRIPTION:

This project involves the reconstruction North Owasso Blvd along with several parking lots and the construction of required stormwater infrastructure along North Owasso Blvd at Lake Owasso County Park in the City of Shoreview. This project is the result of a unique collaborative effort by Ramsey County, the City of Shoreview, and the Ramsey Washington Metro Watershed District to reconstruct old public infrastructure and provide the required storm water management infrastructure that benefits all agencies' permit requirements and the protection of adjacent public waters (Lake Owasso, Lake Wabasso, and downstream tributaries) from stormwater pollutants.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 490,000	\$ 490,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 490,000	\$ 490,000	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: City Engineering Consultant, RWMWD Barr Engineering

Date of Estimate: 11/26/2018

NARRATIVE JUSTIFICATION:

Ramsey County, the City of Shoreview and the Ramsey Washington Metro Watershed District have created a design team centered around the redevelopment of Lake Owasso County Park and the reconstruction of North Owasso Blvd. Due to road infrastructure and park infrastructure being historically intertwined, the 2017-2018 park project stormwater permitting was completed as part of a stormwater infrastructure master plan, designed by the watershed, and paid for jointly by the City and the County. As a result of the need meet stormwater permitting requirements set to allow the 2017-2018 park redevelopment to move forward, the County is responsible for the cost share for stormwater infrastructure and some remaining components of the park infrastructure which could not be constructed until the North Owasso Blvd was reconstructed. The City of Shoreview is planning the North Owasso Blvd reconstruction is for 2020.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs		<u>X</u>	9. Enhance County Image	<u>X</u>	___
6. Protect Property		<u>X</u>			

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING 2

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			_____	_____
Parks and Recreation/660000	North Owasso Boulevard Reconstruction Cost Share		_____	_____

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The County will not fulfill the permit requirements for the park redevelopment or for the additional infrastructure improvements as apart of a joint powers agreement between the County and the City.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes_ No_X When? _____
If project was funded, are carryover funds available? Yes_ No____
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

The project replaces existing infrastructure past its life cycle. Life cycle maintenance of this infrastructure will be determined by the routine management of bituminous and pavements. Introduces new required stormwater infrastructure to the county park property. The maintenance will be shared between the county and the City of Shoreview.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: 25 YEARS

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$490,000 in 2020.

**North Owasso Blvd Stormwater Construction Cost
Share Summary 12/17/2018**

Phase I Park Redevelopment stormwater cost share (excludes pavement) constructed in 2017-2018	\$ 251,567.00
Phase II - North Owasso Blvd (stormwater cost share)	\$ 257,459.03
Phase II North Owasso Blvd Park infrastructure	\$ 232,838.00
	\$ 490,297.03

Project Cost Summary
Arbogast & North Owasso Blvd
SEH 140128

	Total	Arbogast/North Owasso	County Phase 2	BMP
Roadway	\$4,342,990.31	\$3,435,390.33	\$232,838.81	\$674,761.17
Storm	\$1,113,143.39	\$561,909.14	\$0.00	\$551,234.25
Water	\$604,766.20	\$604,766.20	\$0.00	\$0.00
Sanitary Sewer	\$307,499.06	\$307,499.06	\$0.00	\$0.00
		\$4,909,564.73	\$232,838.81	\$1,225,995.42
				21% share
Total	\$6,368,398.97			\$257,459.04

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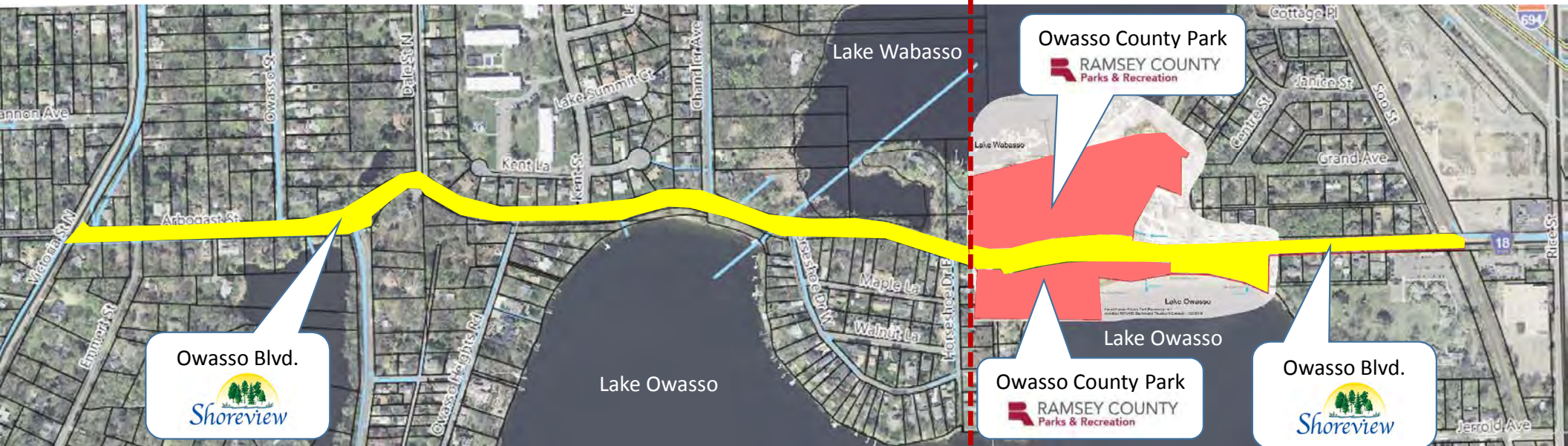
Owasso Boulevard Reconstruction:
City of Shoreview

4.6 acres impervious proposed west of the park

Stormwater Master Plan Extent:

City of Shoreview
Ramsey County Parks & Rec.
Ramsey-Washington Metro Watershed District

4.2 acres impervious proposed



12/05/2018 Draft

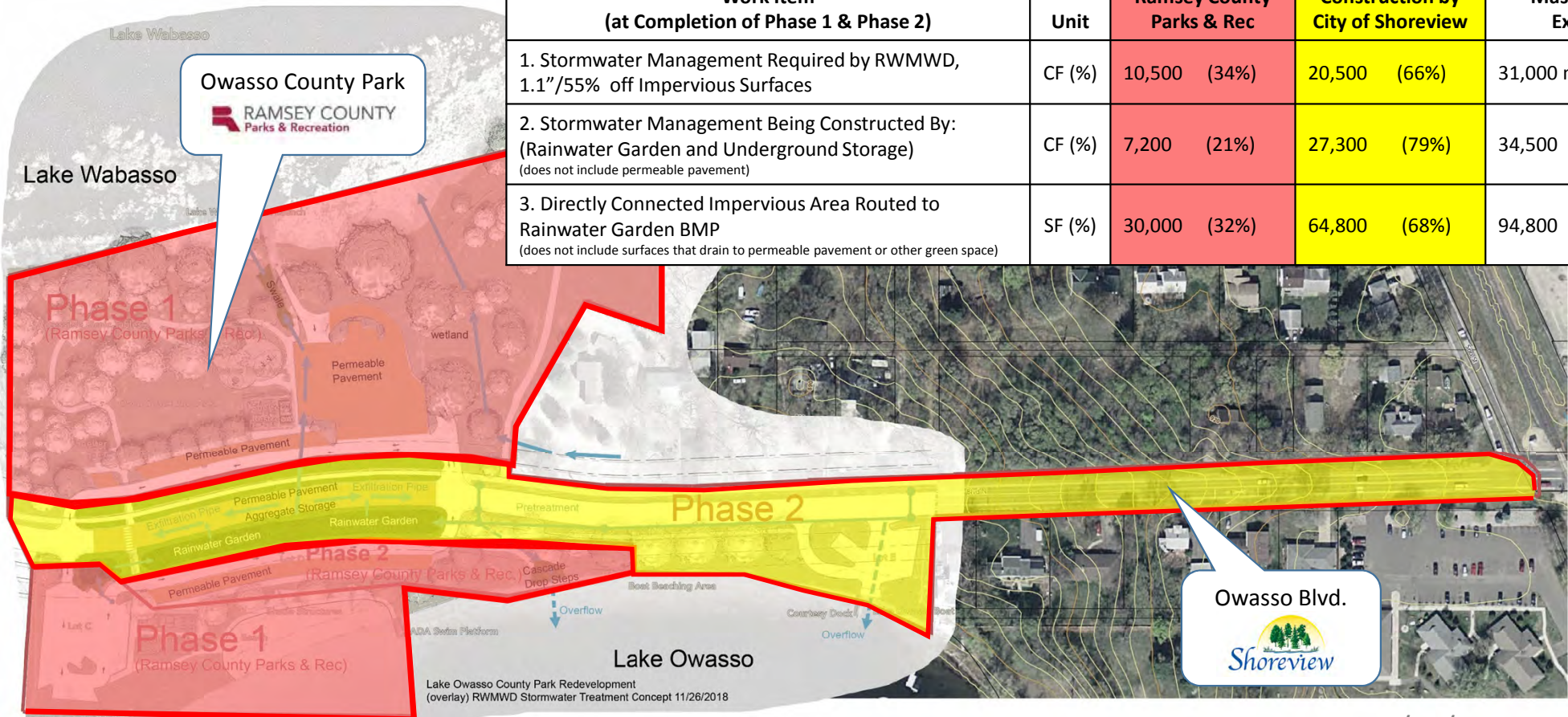


Table: Stormwater Feature Summary



Work Item (at Completion of Phase 1 & Phase 2)	Unit	Construction by Ramsey County Parks & Rec	Construction by City of Shoreview	All Construction (Phase 1 & Phase 2 Stormwater Master Plan Extent)
1. Stormwater Management Required by RWMWD, 1.1"/55% off Impervious Surfaces	CF (%)	10,500 (34%)	20,500 (66%)	31,000 min. (100%)
2. Stormwater Management Being Constructed By: (Rainwater Garden and Underground Storage) (does not include permeable pavement)	CF (%)	7,200 (21%)	27,300 (79%)	34,500 (100%)
3. Directly Connected Impervious Area Routed to Rainwater Garden BMP (does not include surfaces that drain to permeable pavement or other green space)	SF (%)	30,000 (32%)	64,800 (68%)	94,800 (100%)

Stormwater Master Plan Extent



12/05/2018 Draft





**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 11

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
Code #: <u>Parks and Recreation/660000</u>	Item: <u>Maplewood Campus Master Plan</u>		<u> </u>	<u> </u>
<hr/>				
Account: 441201 <u> </u> 441212 <u> </u>	Dept Priority	CM Ranking	CIPAC Ranking	
441202 <u> </u> OTHER <u> </u>	Number: <u>2</u>	<u>11</u>	<u>10</u>	

PROJECT DESCRIPTION:

Ramsey County owns several properties in Maplewood east of White Bear Avenue between County Road B and North Saint Paul Road, including the Ramsey County Care Center, Aldrich Arena, Goodrich Golf Course & Dome, U of MN Extension Barn, Family Services Center, Ramsey County Fairgrounds, Ramsey County Suburban Court, and the Parks & Recreation Administration building. While these are all County facilities, they have operated as separate buildings and services; never as a coordinated campus. This project involves engaging an architecture/engineering firm experienced in planning to work with the ECGI Service Team (namely the Property Management and Parks & Recreation departments) to develop a detailed long term master-plan for the campus in order to provide improved service to residents while also increasing operational efficiency for County staff.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: EGCI service team staff

Date of Estimate: 12/20/2018

NARRATIVE JUSTIFICATION:

By aligning the Maplewood facilities under a coordinated campus, the EGCI service team will be able to provide better service to Ramsey County residents. Planning considerations will include current access to the site. There is no road or entry signage to direct vehicles. The main entrance to the site is off Frost Avenue, but this was designed as a service entrance and does not provide intuitive public access to the rest of the campus. The only bus access to the campus is off White Bear Avenue, resulting in a long walk in the middle of roadways due to a lack of pedestrian walkway. There is access to the campus via the Gateway Trail, but this only connects to parking lots, requiring cyclists and pedestrians to mix with vehicular traffic in order to reach the final destination. A master plan would identify new main entrance and service entrance points, signage and identifiers, trail connections, transit stops, and other access concerns. Additionally, traffic throughout the campus is a challenge. A lack of wayfinding signage makes it confusing for vehicles to find the appropriate facility. ADA access is non-existent. Pedestrians, particularly families with young children walking from the Family Services Center to the White Bear Avenue bus stop and residents at the Care Center, do not have sidewalk or trail access so they are forced to share the road with vehicles often traveling at a high speed. Parks & Recreation and Goodrich Golf Course maintenance vehicles also use these roads. This intermingling of pedestrian and vehicle traffic presents a serious safety concern - several "near misses" have occurred in past years. Additionally, there is no consistency in branding, construction, signage so the County image is poorly presented in this campus. A more coordinated campus approach could lead to shared maintenance or other efficiencies. Utilization of facilities such as the Extension Barn would be analyzed through this project. A resulting master plan would address these issues and would then serve as a basis for future capital requests for a phased build-out of the campus.

EVALUATION CRITERIA:	Yes	No	Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	<u> </u>	7. Provide Public Service	<u>X</u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	<u> </u>	8. Provide Public Convenience	<u>X</u>
5. Reduce Operating Costs/Energy Costs	<u>X</u>	<u> </u>	9. Enhance County Image	<u>X</u>
6. Protect Property	<u>X</u>	<u> </u>		



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **11**

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			_____	_____
Parks and Recreation/660000	Maplewood Campus Master Plan		_____	_____

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

By not funding this project, the significant safety concerns with intermingling of pedestrian and vehicle traffic will persist. Residents will continue to face challenges in accessing and navigating the campus, resulting in poor experiences and negative impressions of the County. Capital investments will continue to be made on a per-facility basis, rather than a coordinated, strategic campus-wide approach. Facilities such as the Extension Barn may continue to be under utilized.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes_ No_x When? _____ n/a _____
If project was funded, are carryover funds available? Yes_ No_x
Year(s) and amounts budgeted and expended Year(s) _____ n/a _____ Budgeted/Expended _____ n/a _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

While this project would have no immediate, direct impact on operating costs, the resultant plan will help guide the EGCI service team's capital planning efforts, which will lead to more efficient operations. Having a supporting plan will help County staff make intelligent maintenance and capital investments.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

The deliverable of this project would be a plan and associated narrative, so there would be no direct impact on energy. However, these considerations will certainly be discussed in developing the plan. Long-term operating strategies will impact energy efficiency, and campus options for renewable energy will definitely be explored in the master planning process.

IMPACT ON FUTURE REVENUES: (Be Specific!)

An improved customer service focus on the campus could lead to more visibility for revenue-generating facilities such as the Goodrich Golf Course and Dome and Aldrich Arena. The master plan could also guide long-term strategies for facilities such as the Extension Barn that may be under-utilized in the current state.

Estimated Useful Life: _____ n/a _____

Estimated Payback Period: _____ n/a _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:


CIPAC recommends financing this project in 2020 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$200,000 in 2020.



RAMSEY COUNTY EAST CAMPUS FACILITIES AREA
RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT
RAMSEY COUNTY EAST CAMPUS FACILITIES



2017 AERIAL

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SHEET 1 OF 1

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 7

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
	Natural Resource Habitat Restoration	Or ROUTINE	—	—
Code #: <u>Parks and Recreation/660000</u>	Item: <u>& Maintenance</u>	(Maintenance)	<u>X</u>	—
<hr/>				
Account: 441201 _____ 441212 _____	Dept Priority			
441202 _____ OTHER _____	Number: <u>3</u>	CM Ranking <u>7</u>	CIPAC Ranking <u>12</u>	

PROJECT DESCRIPTION:

This project includes the restoration of natural areas within the county park and open space system and ongoing maintenance of completed restoration projects within the entire park system. This will improve and preserve restored habitat while promoting environmental education and awareness through project info shared through parks communication. This is in line with the goal set forth by the county board to “strengthen individual, family and community health, safety and well-being” by encouraging environmental stewardship in an urban setting.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 600,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 600,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000

Who Prepared Cost Estimate: Park Planning and Development Staff

Date of Estimate: _____

NARRATIVE JUSTIFICATION:

Ramsey County Parks & Recreation department oversees the management of 7995 acres of land of which includes 1394 acres of county parks and open spaces. County parks and opens spaces receive no regional park funding and many local and state government grant programs offer little and highly volatile grant programs that fall short to help support the natural resources of these smaller park lands. Although smaller in size, these areas do still provide a much needed refuge for nesting birds and pollinators living within an urban environment. This project would continue restoring the backlog of county and open space natural areas in addition to the areas already being restored and maintained under CIP funding. This project will also fund natural resource maintenance of completed restoration projects within the overall park system. Following initial restoration of CIP and state grant funded projects, maintenance of these natural areas is required to prevent them from reverting back to a dilapidated environment. The state does not fund ongoing maintenance of grant funded restoration projects and limited local funding is available for ongoing maintenance.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	—	<u>X</u>	7. Provide Public Service	—	<u>X</u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	—	8. Provide Public Convenience	—	<u>X</u>
5. Reduce Operating Costs/Energy Costs	<u>X</u>	—	9. Enhance County Image	<u>X</u>	—
6. Protect Property	<u>X</u>	—			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Parks and Recreation/660000

Item: Natural Resource Habitat Restoration & Maintenance

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

If the work is not completed on county and open space land the environmental risks and cost of restoration will only increase with time. The further encroachment of invasive species will continue to degrade the current natural areas. If ongoing maintenance is not funded then the improved sites will eventually have to be restored again at a cost approximately eight times the cost of ongoing maintenance.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No When?
If project was funded, are carryover funds available? Yes No
Year(s) and amounts budgeted and expended Year(s) Budgeted/Expended

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: varies based on maintenace life cycles specific habitat type.

Estimated Payback Period: (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 and 2021 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$100,000 in 2020 and \$100,000 in 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **18**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	___
		Or ROUTINE (Maintenance)	___	___
Code #: <u>Parks and Recreation/660000</u>		Item: <u>Battle Creek Winter Recreation Area</u>		
<hr/>				
Account:	<u>441201</u> <u>441212</u>	Dept Priority		
	<u>441202</u> <u>OTHER</u>	Number: <u>4</u>	CM Ranking <u>14</u>	CIPAC Ranking <u>18</u>

PROJECT DESCRIPTION:

This request would be an addition to project funding of \$1M approved by Ramsey County in 2017 through the CIP process to design, construct and equip the Battle Creek Winter Recreation Area located in the City of St. Paul, Ramsey County, with a permanent snow-making system for cross-country skiing, snowboarding and sledding. This additional funding will be matched with non-county funds. In 2005, the Minnesota Nordic Ski Association and the Minnesota Department of Natural Resources hosted a meeting of cross-country ski facility operators and advocates to discuss the status of Nordic skiing in the State in light of unpredictable snow conditions. Participants agreed that the future of Nordic skiing in the State depends on predicable snow (i.e., snowmaking). Moreover, the presence of skiable cross-country ski snow in the Metropolitan Area is essential to maintain participation at greater Minnesota cross-country ski areas and events such as cross-country ski races. The East Metropolitan area is currently without any facilities that make snow. Battle Creek Regional Park was identified as a priority site for snowmaking. The area is a well-established regional cross-country ski area, has excellent highway access, is located within minutes of downtown St. Paul and is currently the venue of choice for sectional and regional high school cross-country ski competitions. Battle Creek was the host site for the American Cross-Country Skiers National Masters Ski Race in 2000. Since that time numerous other regional, state and local events have been planned, but subsequently cancelled due to lack of snow.

Battle Creek Regional Park is a 1440 acre park located in the cities of St. Paul and Maplewood. The park is owned and operated by Ramsey County. There are currently 14 kilometers of cross-country ski trails within the park, 3.8 kilometers of which are lighted. The project will install a permanent snowmaking system on 2.5 kilometers of the lighted ski trail and snowboarding and a recreational sledding area. The snowmaking system will be designed with sufficient capacity to establish a cross-country ski trail with an 18-inch base of snow over a period of 7 to 10 days at temperatures of 27 degrees F or less. Key elements of the system will include a pumping station and high pressure welded steel pipe and hydrants to distribute water; electrical connections and fixtures for snowmaking; cooling towers; portable snowmaking guns and grooming equipment to grade the snow (mobile equipment items will be provided by Ramsey County as part of the local match); a handle-style rope tow for tubing and snowboarding and a building to house the pumping station.

The Battle Creek Winter Recreation Area with predictable snow will provide an outstanding, world class venue for National, State, Regional and local cross-country ski events. These events will draw thousands of athletes and spectators to the region, contribute substantially to Minnesota's tourism income, and position Minnesota to be America's #1 Nordic Skiing Destination.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING											
		2020		2021		2022		2023		2024		2025	
County Funds	\$ 200,000	\$	-	\$	200,000	\$	-	\$	-	\$	-	\$	-
Federal Funds	\$ -		-		-		-		-		-		-
State Funds	\$ -		-		-		-		-		-		-
Other (Specify):	\$ -		-		-		-		-		-		-
Totals (Project/Item Funding)	\$ 200,000	\$	-	\$	200,000	\$	-	\$	-	\$	-	\$	-

Who Prepared Cost Estimate: TechnoAlpin

Date of Estimate: 10/1/2018



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **18**

			Yes	No
Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	<u>X</u>	___
Code #: <u>Parks and Recreation/660000</u>	Item: <u>Battle Creek Winter Recreation Area</u>	Or ROUTINE (Maintenance)	___	___

NARRATIVE JUSTIFICATION:

The East Metro area currently does not have a facility that uses machine made snow for public recreational use. The Battle Creek Regional Park is a widely recognized facility among members of the cross country ski community. The Battle Creek cross country ski trails have been certified as a homologated course which is a rare certification as that indicates some of the most advanced trails available to ski. A dedicated constituent group has been actively involved in helping maintain and improve the trail network as well as provide additional grooming services. Several cross country ski teams from the east metro host cross country ski meets at the site as well as non-profit organizations like Endurance United that promote fitness through cross country skiing. Minnesota's own cross country skiing Olympic gold medal winner Jesse Diggins spent time during her youth training at the Battle Creek facility. Several unsuccessful attempts have been made to secure funds from the State of Minnesota through their bonding program.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health		<u>X</u>	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs		<u>X</u>	9. Enhance County Image	<u>X</u>	___
6. Protect Property	<u>X</u>				

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING 18

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	___
Parks and Recreation/660000	Battle Creek Winter Recreation Area		___	___

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The project could not be completed past the design phase.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes x No ___ When? 2017 - \$1,000,000
If project was funded, are carryover funds available? Yes ___ No ___
Year(s) and amounts budgeted and expended Year(s) ___ Budgeted/Expended ___

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

There would be new ongoing expenses to operate and maintain the snow making facilities at Battle Creek, including additional Maintenance and Operations personnel. An operational analysis of other snow making facilities in the metro area is taking place to determine an estimated cost of maintenance and operations.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

An initial review indicated that other like facilities charge fees for access and earn the majority of their revenues from snow tubing with some additional revenue from cross country skiing. These fees would be used to aid in offsetting the increased operating costs.

Estimated Useful Life: _____

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC does not recommend financing this project in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager does not propose financing this project in 2020 or 2021.

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 8

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		Or ROUTINE (Maintenance)	_____	_____
Code #: <u>Parks and Recreation/660000</u>	Item: <u>Bituminous Projects</u>		<u>X</u>	_____
<hr/>				
Account: 441201 _____ 441212 _____	Dept Priority			
441202 _____ OTHER _____	Number: <u>5</u>	CM Ranking <u>5</u>	CIPAC Ranking <u>15</u>	

PROJECT DESCRIPTION:

This project consists of renovation/maintenance of existing facilities with bituminous pavements. The sites are located across the County at multiple Parks and Recreation facilities. The sites included in this request are at County Park, Arena and Golf Course facilities. Pavements at Regional Parks & Trails are funded through state and other sources. Bituminous pavements included here serve as parking lots at golf course clubhouses cart paths and driving ranges; Arena parking lots; in-park trails used for walking, bicycling, and other recreational uses; boat launch parking lots; picnic shelter parking lots; beach parking lots; park and golf course entrance roads; and other miscellaneous paving.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 2,270,817	\$ 263,797	\$ 107,238	\$ 263,603	\$ 373,283	\$ 856,508	\$ 406,388
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 2,270,817	\$ 263,797	\$ 107,238	\$ 263,603	\$ 373,283	\$ 856,508	\$ 406,388

Who Prepared Cost Estimate: Brett Blumer

Date of Estimate: 12/18/2018

NARRATIVE JUSTIFICATION:

In 2018, Ramsey County staff conducted a bituminous condition update survey using the Paving PASER Index to rate the existing bituminous pavements at all parks and recreation facilities in the county. The survey took into account when the facilities were constructed and when the last known maintenance was performed. A lifecycle was then assigned to each pavement, including a schedule for conducting maintenance. The Projects listed in this request are taken from the survey and encompass the projected pavement lifecycles and observed pavement maintenance needs.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	_____		<u>X</u>	_____
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	_____		<u>X</u>	_____
5. Reduce Operating Costs/Energy Costs	<u>X</u>	_____		<u>X</u>	_____
6. Protect Property	<u>X</u>	_____			_____
			7. Provide Public Service	<u>X</u>	_____
			8. Provide Public Convenience	<u>X</u>	_____
			9. Enhance County Image	<u>X</u>	_____

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING 8

Department Name &

Project Title or

NON-ROUTINE
(New/Renovation)

Yes

No

Code #: Parks and Recreation/660000

Item: Bituminous Projects

Or ROUTINE
(Maintenance)

X

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Failing pavement can damage cars, create hazards for pedestrians and bicyclists and provides a negative image of county facilities. Having a maintenance program for bituminous that is funded based on a maintenance plan and life cycle will eliminate damage and accidents. It will also extend the overall life span of the pavement.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No When? 2019
If project was funded, are carryover funds available? Yes No X
Year(s) and amounts budgeted and expended Year(s) 2018-2019 Budgeted/Expended \$ 1,396,485.00

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Continuous bituminous maintenance reduces overall costs and extends the life cycle of the asset. Without routine maintenance, the chance of the pavement failing is greater as is the cost to repair it.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life:

Estimated Payback Period: (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 and 2021 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$263,797 in 2020 and \$107,238 in 2021.

[illegible]

Segment Id	Facility Type	Name	Classification	Cycle	Approx. Size in SF	Trail/Rd Length LF	Trail Width	Year Built	Last maint. Year	Main. Cycle	Last maint. Type	2018 Paser Index	Next maint. Type	Total Replacement	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	
KR16	Regional	Keller - Golfview trail east of 61 to Frost ave	in park trail	6		1,400	10	1980		2016			3	RCL	\$ 50,400.00					\$50,400.00						
KR17	Regional	Keller - Golfview trail Restrom to Tulub	permeable park	25		590	10	2016		2016			3	RCL	\$ 20,880.00					\$20,880.00						
KR18	Regional	Keller - Round parking lot and entrance	parking lot	5	25,136			1987	2014	2019	MOL		8	CHS	\$ 175,952.00			\$12,568.00								
KR19	Regional	Keller - Round trail - Frost to Phalen parking lot	in park trail	6		962	10	1987	2003	2016	OL		4	SC	\$ 34,632.00	\$5,772.00										
KR20	Regional	Keller - Round trail - from Creek around wetland, RR, Shelter	in park trail	6		1,547	8	1987	2014	2020	RCL		8	CS	\$ 55,692.00				\$1,547.00							
KR21	Regional	Keller - Round trail - from ResRm to Phalen Northwest side	in park trail	6		863	8	1987	2014	2020	RCL		8	CS	\$ 31,068.00				\$863.00							
LL1	Regional	Long Lake - Park road	park road	5	143,000	6,500		1996		2016	MOL		5	CHS	\$ 1,001,000.00				\$71,500.00							
LL2	Regional	Long Lake - Prairie lot	parking lot	5				1996					9	MOL	\$ -											
LL3	Regional	Long Lake - Rush Lake lot	parking lot	5	22,672			1996		2016			3	MOL	\$ 158,704.00	\$45,344.00										
LL4	Regional	Long Lake - Pavilion lot	parking lot	5	68,388			1996		2016	CHS		3	CHS	\$ 408,715.00	\$29,194.00										
LL5	Regional	Long Lake - Small Shelter lot	parking lot	5	22,019			1996		2016			3	MOL	\$ 154,133.00	\$44,038.00										
LL6	Regional	Long Lake - Beach lot	parking lot	5	89,186			1996	2011	2016	CHS		5	MOL	\$ 624,302.00				\$178,372.00							
LL7	Regional	Long Lake - Boat launch road	park road	5	?			1996		2016			6	CS												
LL8	Regional	Long Lake - Boat launch lot	parking lot	5	47,346			1996	2013	2018	MOL		7	CHS	\$ 331,422.00		\$23,673.00									
LL9	Regional	Long Lake - trail Rush Lake East side along hwy 8	in park trail	6	?		8			2016			4	RCL	\$ -											
LL10	Regional	Long Lake - trail Boat Launch to beach	in park trail	6		3,865	10	1996	2010	2016	OL		7	CS	\$ 139,140.00				\$3,865.00							
LL11	Regional	Long Lake - trails	in park trail	6		14,847	10	1996	2010	2016	OL		7	CS	\$ 534,492.00											
TS1	Regional	Tony Schmidt - Pavilion lot and hill road	parking lot	5	13,127			2000	2006	2016	CHS		8	CHS	\$ 91,889.00											
TS2	Regional	Tony Schmidt - North Pav. Shelter lot	parking lot	5	39,943			2000	2006	2016	CHS		6	CHS	\$ 279,601.00				\$19,971.50							
TS3	Regional	Tony Schmidt - Boat launch lot	parking lot	5	16,805			2000	2006	2016	CHS		5	CHS	\$ 117,635.00			\$8,402.50								
TS4	Regional	Tony Schmidt - Lakeside Restrm lot	parking lot	5	16,573			2000	2006	2016	CHS		5	CHS	\$ 116,011.00			\$8,286.50								
TS5	Regional	Tony Schmidt - Beach lot	parking lot	5	29,821			2000	2006	2016	CHS		6	CHS	\$ 208,747.00				\$14,910.50							
TS6	Regional	Tony Schmidt - trails lake side	in park trail	6		1,523	10	2000		2016			6	CS	\$ 54,828.00			\$1,523.00								
TS7	Regional	Tony Schmidt - trails Lake Joh blvd to tracks	in park trail	6		1,321	10	2007		2016			6	CS	\$ 47,556.00			\$1,321.00								
TS8	Regional	Tony Schmidt - trails north side tracks Preeney Park to Co Rd E	in park trail	6		2,466	10	2010		2016			7	CS	\$ 88,776.00				\$2,466.00							
TS9	Regional	Tony Schmidt - trails north side of E	in park trail	6			10	2010		2016			8	CS												
VSL1	Regional	Vadnais - Sucker Lakes - lot A - North	parking lot	5	22,848			2003	2008	2016	CHS		6	CHS	\$ 11,424.00				\$11,424.00							
VSL2	Regional	Vadnais - Sucker Lakes - lot A - South	parking lot	5	26,045			2003	2008	2016	CHS		6	CHS	\$ 13,022.50				\$13,022.50							
VSL3	Regional	Vadnais - Sucker Lakes - Rice Street Entrance road	park road	5	44,150			2003	2008	2016	CHS		8	CHS	\$ 22,075.00				\$22,075.00							
VSL4	Regional	Vadnais - Sucker Lakes - Trail 96 to Lot A South	in park trail	6		2,081	10	2003	2008	2016	SC		7	SC	\$ 74,916.00			\$12,486.00								
VSL5	Regional	Vadnais - Sucker Lakes - Trail lot B to lot C	in park trail	6		4,139	10	2012	2012	2018	RC		7	SC	\$ 149,004.00			\$24,834.00								
VSL6	Regional	Vadnais - Sucker Lakes - Trail lot C to Co Rd F crossing	in park trail	6		773	10	2003	2008	2016	SC		4	SC	\$ 27,828.00			\$4,638.00								
VSL7	Regional	Vadnais - Sucker Lakes - Trail lot C to Edegrton	permeable trail	6		11,040	8			2016			10		\$ 397,440.00											
VSL8	Regional	Vadnais - Sucker Lakes - lot B	parking lot	5	14,462			2003	2008	2016	CHS		5	CHS	\$ 101,234.00			\$7,231.00								
VSL9	Regional	Vadnais - Sucker Lakes - lot C and entrance drive	parking lot	5	24,782			2013		2019			9	CHS	\$ 173,474.00			\$12,391.00								
VSL10	Regional	Vadnais - Sucker Lakes - Trail Co Rd F to Lot D	in park trail	6		5,586	10	2013		2019			8	CS	\$ 201,098.00				\$5,586.00							
VSL11	Regional	Vadnais - Sucker Lakes - Trail lot D to lot Vadnais Blvd	in park trail	6		1,835	10	2013		2019			7	CS	\$ 66,060.00				\$1,835.00							
VSL12	Regional	Vadnais - Sucker Lakes - Lot D and entrance to SPRWS Bldg	parking lot	5	37,260			2013		2018			8	CHS	\$ 260,820.00			\$18,630.00								
VSN1	Regional	Vadnais - Snail Lakes - Beach lot	parking lot	5	41,939			1996	2003	2016	CHS		7	MOL	\$ 293,573.00				\$83,878.00							
VSN2	Regional	Vadnais - Snail Lakes - Pavilion lot	parking lot	5	48,417			1996	2003	2016	CHS		6	MOL	\$ 338,919.00			\$96,834.00								
VSN3	Regional	Vadnais - Snail Lakes - Boat Launch lot	parking lot	5	24,650			1996	2003	2016	CHS		6	MOL	\$ 172,550.00			\$49,300.00								
VSN4	Regional	Vadnais - Snail Lakes - Trails Lake side	in park trail	6		4,398	10	1996	2003	2016	SC		5	SC	\$ 158,328.00											
VSN5	Regional	Vadnais - Snail Lakes - Trails north from main loop to 96	in park trail	6		5,080	10	2003	2003	2016	SC		0 & 8	SC	\$ 182,880.00	\$26,388.00			\$30,480.00							
VSN6	Regional	Vadnais - Snail Lakes - Trails to Gramsie rd west of SNL Blvd	in park trail	6		8,753	10	2009	2003	2016	SC		0 & 8	SC	\$ 115,108.00				\$52,518.00							
VSN8	Regional	Vadnais - Snail Lakes - Grass Trails Gramsie rd to I-694	in park trail	6		6,413	10	2000	2003	2016	SC		6	SC	\$ 230,868.00			\$38,478.00								
VSN9	Regional	Vadnais - Snail Lakes - Grass Trails Grass lot to trail intersect	in park trail	6		833	10	2012		2018			9	CS	\$ 29,988.00			\$833.00								
VSN10	Regional	Vadnais - Snail Lakes - Grass Lake lot	parking lot	5	50,360			2000	2003	2016	CHS		6	CHS	\$ 352,520.00				\$25,180.00							
Regional Trails																										
BL1	Regional	Birch Lake - H2 to Hammond Rd	Regional Trail	6		4,249	10	2003		2016			5	SC	\$ 152,964.00			\$25,494.00								
BL1	Regional	Birch Lake - North of Parking lot to Loraine	Regional Trail	6		585	10	2016		2016			5	SC	\$ 21,060.00			\$3,510.00								
BL2	Regional	Birch Lake - Otter Lake Rd to Township Prkwy	Regional Trail	6		2,601	10	2003		2016			5	SC	\$ 93,636.00			\$15,606.00								
BL3	Regional	Birch Lake - Hammond Rd to Hwy 96	Regional Trail	6		5,340	10	2003		2016			5	SC	\$ 192,240.00			\$32,040.00								
BV1	Regional	Bruce Vento - Beam to Buertle	Regional Trail	6		1,710	10	1998		2016			7	SC	\$ 61,560.00			\$10,260.00								
BV2	Regional	Bruce Vento - Beam to Hwy36	Regional Trail	6		5,660	10	2000	2012	2018	CS		7	SC	\$ 203,760.00			\$33,960.00								
BV2	Regional	Bruce Vento - Hwy36 to Frost	Regional Trail	6		4,313	10	2000	2012	2018	CS		6	SC	\$ 155,268.00			\$25,878.00								
BV3	Regional	Bruce Vento - Frost to Larpentuer	Regional Trail	6		2,518	10	2002		2016			6	SC	\$ 90,648.00			\$15,108.00								
HW1	Regional	Highway 96 - Hwy 61 to 35E	Regional Trail	6		8,000	10	1996		2016			3	SC	\$ 288,000.00	\$48,000.00										
HW2	Regional	Highway 96 - Hwy 35E to Hodgson	Regional Trail	6		15,250	10	1998		2016			3	SC	\$ 549,000.00			\$91,500.00								
HW3	Regional	Highway 96 - Hwy Hodgson to Lexington	Regional Trail	6		8,387	10	2003		2016			6	SC	\$ 301,932.00			\$50,322.00								
HW4	Regional	Highway 96 - Hwy Lexington to Snelling	Regional Trail	6		7,460	10	2005		2016			6	SC	\$ 268,560.00			\$44,760.00								
HW5	Regional	Highway 96 - Hwy W Round Lk Rd to Old HWY 8	Regional Trail	6			1,505	10	2016				7	SC												
RCN1	Regional	Rice Creek North - lexington trailhead upper lot	parking lot	5	21,317			2013		2018			7	CHS	\$ 149,219.00			\$10,858.50								
RCN2	Regional	Rice Creek North - lexington trailhead lower lot	permeable park	5	4,188			2013		2018			8													
RCN3	Regional	Rice Creek North - lexington trailhead permeable trail	permeable trail	6		495	8	2013		2019			8													
RCN4	Regional	Rice Creek North - Trail J to Rice Creek along lexington	Regional Trail	6		1,183	10	2002		2016			4	RCL	\$ 42,588.00	\$42,588.00			\$42,588.00							
RCN5	Regional	Rice Creek North - Trail Rice Creek Lex to I	Regional Trail	6		11,512	10	2002	2008	2016	CS		5	CS,SC	\$ 414,432.00			\$69,072.00								
RCN6	Regional	Rice Creek North - Co Rd I Lot	parking lot	5	19,138			2004		2016			7	CHS	\$ 133,968.00				\$9,569.00							
RCN7	Regional	Rice Creek North - Trail I to H	Regional Trail	6		11,025	10	2008		2016			7	CS,SC	\$ 396,900.00			\$66,150.00								
RCN8	Regional	Rice Creek North - Trail H rounabout to Old 8	Regional Trail	6		2,000	10	1998					9													

Segment Id	Facility Type	Name	Classification	Cycle	Approx. Size in SF	Trail/Rd Length LF	Trail Width	Year Built	Last maint. Year	Maint. Cycle	Last maint Type	2018 Paser index	Next maint. Type	Total Replacement	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026				
LJ6	County	Lake Josephine- Trails	in park trail	6		360		2005		2016		7	SC	\$ 12,960.00		\$2,160.00						\$2,160.00							
LM1	County	Lake McCarrons - Beach lot	parking lot	5	60,320			1997	2011	2016	CHS	6	MOL	\$ 422,240.00			\$120,640.00					\$39,208.00							
LM2	County	Lake McCarrons - Boat launch lot	parking lot	5	8,546			1970	1998	2016		6	MOL	\$ 59,822.00			\$17,092.00						\$5,554.90						
LM3	County	Lake McCarrons - Trails	in park trail	6		1,457	8	2012		2018	RCL	9	SC	\$ 52,452.00			\$8,742.00					\$5,828.00							
LO1	County	Lake Owasso-Wabasso - Lot E - Boat launch lot - Owasso	parking lot	5	8,613			2020			CHS	5							\$60,291.00			\$4,306.50							
LO2	County	Lake Owasso-Wabasso - Lot A - Boat trailer lot - Wabasso	permeable lot	5				2018				10																	
LO3	County	Lake Owasso-Wabasso - Lot B stalls - Picnic lot - Owasso	permeable lot	5				2018				10																	
LO3	County	Lake Owasso-Wabasso - Lot B drive - Picnic lot - Owasso	parking lot	5				2018			CHS	10										\$0.00							
LO4	County	Lake Owasso-Wabasso - Lot C - Beach lot - Owasso	parking lot	5				2018			CHS	10										\$0.00							
LO4	County	Lake Owasso-Wabasso - Lot D drive - Beach lot - Owasso	parking lot	5				2020			CHS	5							\$0.00			\$0.00							
LO5	County	Lake Owasso-Wabasso - Lot D stalls- Beach lot Wabasso	permeable lot	5				2020				5							\$0.00										
LO6	County	Lake Owasso-Wabasso - Trails	permeable trail	6				2018				10							\$0.00										
TL1	County	Turtle Lake - Entrance road	park road	5	18,020			1996	2012	2017	MOL	9	CHS	\$ 126,140.00				\$9,010.00					\$9,010.00						
TL2	County	Turtle Lake - Upper picnic lot	parking lot	5	19,174			1970	2012	2017	MOL	9	CHS	\$ 134,218.00				\$9,587.00					\$9,587.00						
TL3	County	Turtle Lake - Lower beach lot	parking lot	5	22,573			1970	2012	2017	MOL	9	CHS	\$ 158,011.00				\$11,286.50					\$11,286.50						
TL4	County	Turtle Lake - Boat Launch lot	parking lot	5	28,041			1987	2013	2018	CS	8	MOL	\$ 196,287.00						\$56,082.00					\$14,020.50				
TL5	County	Turtle Lake - Trails	in park trail	6		1,357	8	2012		2018		9	SC	\$ 48,852.00						\$8,142.00					\$8,142.00				
WB1	County	White Bear Lake - Beach lot	parking lot	5	96,611			1980	2010	2016	CHS	6	MOL	\$ 676,277.00			\$193,222.00						\$48,305.50						
WB2	County	White Bear Lake - Boat launch lot	parking lot	5	48,692			2009		2016		7	CHS	\$ 340,844.00							\$24,346.00								
WB3	County	White Bear Lake - Trails	in park trails	6		1,132	8	2012		2018	RCL	8	SC	\$ 40,752.00			\$6,792.00						\$6,792.00						
Special Facilities																													
WV1	County	Woodview OLDA	parking lot	5	7,804			2000		2016	CHS	6	CHS	\$ 54,628.00				\$3,902.00					\$15,608.00						
WV2	County	Woodview OLDA	in park trail	6		1,612		2000		2016		6	CS,SC	\$ 58,032.00			\$9,672.00					\$9,672.00							
MD1	County	Marsden Archery Range	parking lot	5	9,032			1985		2016	CHS	5	MOL	\$ 63,224.00			\$18,064.00					\$4,516.00							
															\$ 28,621,739.00														
																\$152,712.00	\$791,510.50	\$3,202,294.50	\$1,191,176.00	\$596,149.00	\$253,617.50	\$263,603.00	\$373,283.00	\$856,508.00	\$406,388.50	\$164,906.50			
County					\$0.00	\$446,521.50	\$2,070,264.00	\$654,638.00	\$263,797.00	\$107,238.00	\$263,603.00	\$373,283.00	\$856,508.00	\$406,388.50	\$164,906.50														
Regional					\$152,712.00	\$344,989.00	\$1,132,030.50	\$536,638.00	\$332,352.00	\$146,379.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00														

2019 Approved CIP

\$3,435,120.50
 -\$1,396,485.00
 -\$1,242,010.00
 \$796,625.50 \$107,238.00 \$263,603.00 \$373,283.00 \$856,508.00 \$406,388.50 \$164,906.50

6 Yr Schedule	TRAIL MAINTENANCE	Linear Feet	Square Feet
crack seal	CS	1.00	
seal coat	SC	6.00	0.65
reclaim	RCL	36.00	
5 Yr Schedule	ROADS AND LOTS MAINTENANCE	Linear Feet	Square Feet
crack seal	CS	1.00	
mill & overlay	MOL		2.00
chip seal	CHS		0.5
reclaim	RCL		3.5
reconstruct	RC		7.00

Facility Type	Name	Classification	Trail/Rd Length LF	Trail Width	Year Built	Last maint. Year	Last maint Type	2014 Paser index	Next maint. Type
County	Island Lake - Trail west side of lake	in park trail	3,414	10	2010			8	
County	Island Lake - Trails east side of lake	in park trail maintenance	5,320	8	2012		RCL	8	
County	Lake McCarrons - Trails	in park trail maintenance	1,457	8	2012		RCL	9	
County	Turtle Lake - Trails	in park trail	1,357	8	2012			9	
6,777 Feet of Maintenance of County Park Trails			4,771 Feet of County Park Trails			11,548 Total Feet of County Trails			
1.3 Miles of Maintenance to Existing County Park Trails			0.9 Miles of new County Park Trails			2.2 Total Miles - County Trails			
Regional	Keller - Spoon West Trail	in park trail	101	10	2010			10	
Regional	Tony Schmidt - trails Lake Joh blvd to tracks	in park trail	1,321	10	2007			7	CS
Regional	Battle Creek - Lower Creek Trail - Century to McKnight	in park trail	5,791	10	2008			7	SC
Regional	Keller - Island - trail from parking lot to shelter	in park trail	366	10	2008			9	SC
Regional	Keller - Lakeside - trail from RR to Shelter	in park trail	181	10	2009			10	CS
Regional	Keller - Golfview trail to RestRm and Shelters	in park trail	600	10	2010			10	
Regional	Tony Schmidt - trails north side tracks Preeney Park to Co Rd E	in park trail	2,466	10	2010			7	CS
Regional	Keller - Lower trails around bldgs	in park trail	175	10	2011			10	
Regional	Battle Creek - Upper Afton - North to 94	in park trail maintenance	10,405	8	2012	2012	RCL	10	CS
Regional	Battle Creek - Lower Afton Trail - McKnight to Point Douglas	in park trail	4,663	10	2012			10	SC
Regional	Vadnais - Sucker Lakes - Trail lot B to lot C	in park trail	4,139	10	2012	2012	RC	8	
Regional	Vadnais - Snail Lakes - Grass Trails Grass lot to trail intersect	in park trail	833	10	2012			10	
Regional	Vadnais - Sucker Lakes - Trail Co Rd F to Lot D	in park trail maintenance	5,586	10	2013			9	
Regional	Vadnais - Sucker Lakes - Trail lot D to lot Vadnais Blvd	in park trail maintenance	1,835	10	2013			9	
Regional	Keller - Spoon East trail	in park trail	5,889	8	1980 2008			9 & 4	SC
Regional	Vadnais - Snail Lakes - Grass Trails Gramsie rd to I-694	in park trail	6,413	10	2000, 2011	2003	SC	6	
Regional	Keller - Spoon East trail	permeable trail	60	8	2013			10	
Regional	Keller - Island trail to Lower Keller Creek crossing	permeable trail	3,381	8	2013			10	
Regional	Rice Creek North - lexington trailhead permeable trail	permeable trail	495	8	2013			10	
Regional	Rice Creek North - Trail I to H	Regional Trail	11,025	10	2008			7	CS,SC
Regional	Troutbrook - Larpenteur to Wheelock	Regional Trail Maintenance	669	10	2014			10	
18,495 Feet of Maintenance to Existing Regional Trails			47,899 Fee of new Regional Park Trails			66,394 Total Feet of Regional Trails			
3.5 Miles of Maintenance to Existing Regional Park Trails			9.1 Miles of new Regional Park Trials			12.6 Total Miles - Regional Trails			

4.8 Total Mainenance to Existing Trails (County and Regional)

10.0 Total Miles of New Trails (County and Regional)

14.8 Total Miles of All Trails (County and Regional)



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 12

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
Code #: <u>Parks and Recreation/660000</u>	Item: <u>Capital Asset Maintenance-Arenas</u>		<u> X </u>	<u> </u>
<hr/>				
Account: 441201 <u> </u> 441212 <u> </u>	Dept Priority			
441202 <u> </u> OTHER <u> </u>	Number: <u> 6 </u>	CM Ranking <u> 6 </u>	CIPAC Ranking <u> 15 </u>	

PROJECT DESCRIPTION:

The Department manages 11 indoor ice arenas (13 ice sheets) located throughout Ramsey County. This project reflects the scheduled replacement of building components and associated grounds improvements (e.g. bituminous roads, parking lots, walkways) based on predictable life cycles. Each item included in this request have a scheduled life of 10 years or more and a value of more than \$50,000 (see attached spreadsheet and ice arena backlog allocation schedule).

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 2,996,000	\$ 185,000	\$ 225,000	\$ 995,000	\$ 990,000	\$ 233,000	\$ 368,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 2,996,000	\$ 185,000	\$ 225,000	\$ 995,000	\$ 990,000	\$ 233,000	\$ 368,000

Who Prepared Cost Estimate: From life cycle schedules

Date of Estimate: Jan-19

NARRATIVE JUSTIFICATION:

In 2004, the Ramsey County Board of Commissioners established the goal: Ramsey County will implement a Comprehensive Capital Asset Management Preservation Plan (CCAMPP) to maintain high-quality services and maximize return on its public investment. Subsequently, the County established a uniform life cycle replacement program for buildings and grounds components based on industry standards and best practices. All arenas and associated grounds are included in the system in order to quantify life cycles costs for each facility. The Department has maintained this system to reflect life cycle replacements that have been implemented for projects funded under the County's Capital Improvement Program (bonds) and Building Improvements Program (levy). In addition, the Department maintained buildings and grounds condition reports for each arena that is updated annually to document improvements, life cycle replacements and the general condition of building components. Following the scheduled life cycle replacement of the buildings and grounds components enables the Department to maintain quality services and preserve the assets of the County. For the 2020-2025 Capital Improvement Program, a total of \$2,986,000 worth of backlogged projects have been distributed throughout the years to establish a more consistent funding schedule. The projects specifically included in this backlog allocation are identified on the attached summary.

EVALUATION CRITERIA:	Yes	No	Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u> X </u>	<u> X </u>		
3 & 4. Replace Facility or Maintain Physical Property	<u> X </u>	<u> </u>		<u> X </u>
5. Reduce Operating Costs/Energy Costs	<u> X </u>	<u> </u>		
6. Protect Property	<u> X </u>	<u> </u>		
			7. Provide Public Service	<u> X </u>
			8. Provide Public Convenience	<u> </u>
			9. Enhance County Image	<u> X </u>



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **12**

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			___	___
Parks and Recreation/660000	Capital Asset Maintenance-Arenas	(Maintenance)	<u>X</u>	___

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Deferral of scheduled life cycle replacements will result in deterioration of buildings and grounds; require extraordinary operating costs for remedial repairs and maintenance, failed components and reflect negatively on the County's image and ultimately will result in loss of the intended public service when the buildings and grounds are no longer functional. Customers go elsewhere to experience clean, safe, and well maintained facilities of a similar nature.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <u>x</u> No ___	When? ___ Arena capital maintenance has been funded through CIP and CCAMPP since the
If project was funded, are carryover funds available?	Yes ___ No <u>x</u> ___	inception of those programs
Year(s) and amounts budgeted and expended	Year(s) _____	Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Deferral of scheduled life cycle replacements places extraordinary demands on operating budgets in order to maintain and repair antiquated and obsolete components. Since all of the items are included in this request are scheduled life cycle maintenance items, they are part of the current capital asset management system.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY COSTS.)

Newer capital equipment incorporating the latest technology will always be more efficient than older equipment at the end of its useful life.

IMPACT ON FUTURE REVENUES: (Be Specific!)

The scheduled projects have no direct impact on operating revenues. However, deferred maintenance and failure of components could render the ice arenas inoperable and eliminate revenue currently generated to cover operating costs. Customers may choose to go to other arenas that appear better maintained.

Estimated Useful Life: n/a

Estimated Payback Period: n/a (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 and 2021 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$185,000 in 2020 and \$225,000 in 2021.

CAPITAL ASSET MANAGEMENT - ICE ARENAS
CAPITAL IMPROVEMENT PROGRAM (2020-2025)

	<u>Backlog</u>	<u>Scheduled</u>	<u>Total</u>
<u>2020</u>			
Replace Dehumidifier at Highland Arena (scheduled 2013)	\$185,000		
	\$185,000	\$0	\$185,000
<u>2021</u>			
Roof at Oscar Johnson Arena (scheduled 1985)	\$225,000		
	\$225,000	\$0	\$225,000
<u>2022</u>			
Replace Roof at Aldrich (scheduled 2016)	\$995,000		
	\$995,000	\$0	\$995,000
<u>2023</u>			
Replace Roof at Highland North & South (scheduled 2019)	\$990,000		
	\$990,000	\$0	\$990,000
<u>2024</u>			
Replace Dehumidifier at Pleasant Arena (scheduled 2019)	\$115,000		
Paint Exterior Super Structure at Highland South Arena (scheduled 2012)	\$59,000		
Paint Exterior Super Structure at Pleasant Arena (scheduled 2012)	\$59,000		
	\$233,000	\$0	\$233,000
<u>2025</u>			
Replace Condenser at West Side Arena (scheduled 2019)	\$76,000		
Replace Condenser at Highland North Arena (scheduled 2018)	\$76,000		
Replace Condenser at Highland South Arena (scheduled 2018)	\$76,000		
Replace Condensers at Aldrich Arena (scheduled 2015)	\$140,000		
	\$368,000	\$0	\$368,000
TOTALS	\$2,996,000	\$0	\$2,996,000

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **5**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
	Island Lake and Lake Josephine	Or ROUTINE	<u>X</u>	___
Code #: <u>Parks and Recreation/660000</u>	Item: <u>playground replacements</u>	(Maintenance)	___	___
<hr/>				
Account: 441201 ___ 441212 ___	Dept Priority			
441202 ___ OTHER ___	Number: <u>7</u>	CM Ranking <u>2</u>	CIPAC Ranking <u>11</u>	

PROJECT DESCRIPTION:

Design and develop playground systems to replace the existing structures at Island Lake and Lake Josephine County Parks. Design a playground with features that meet ADA regulations and offers a variety

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING						
		2020	2021	2022	2023	2024	2025	
County Funds	\$ 1,500,000	\$ -	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	
Federal Funds	\$ -	-	-	-	-	-	-	-
State Funds (Legacy Amendment)	\$ 600,000	-	-	300,000	300,000	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 2,100,000	\$ -	\$ 300,000	\$ 600,000	\$ 600,000	\$ 300,000	\$ 300,000	

Who Prepared Cost Estimate: Rob Adams

Date of Estimate: 12/17/2018

NARRATIVE JUSTIFICATION:

The estimated life span of a playground is 20-25 years. Island Lake playground was installed in 1993 and Lake Josephine was installed in 1997. Both will be beyond 20 years old when they are replaced. The individual components are failing and are costly to replace. Even with regular inspections there is an increased risk of failure due to the age and use of the equipment. The playground also needs to be brought into ADA compliance by adding accessible swings, slides and other play structures. To make the playgrounds and access to the playgrounds compliant there will be additional site work that needs to be done. Additional funding was added to the quotes to complete the site work which would include grading, concrete and asphalt. As industry standards change and the public's desires and needs change we need to adapt and provide the safest and best possible experience for our diverse park patrons.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	<u>X</u>	___	9. Enhance County Image	<u>X</u>	___
6. Protect Property	<u>X</u>	___			



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **5**

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	___
Parks and Recreation/660000	Island Lake and Lake Josephine playground replacements		___	___

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The playground components will continue to fail and need to be replaced. The yearly cost to maintain the equipment will increase. There will be a need to increase inspection frequency which will take more resources and money. There is a chance equipment will fail causing an injury which may result in a lawsuit. We will not be compliant with the ADA rules and regulations and we will not be providing a usable space for our diverse playground users.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes_ No_ X When? _____
If project was funded, are carryover funds available? Yes_ No_ X
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

When replaced the amount of maintenance will decrease at these playgrounds. The staff will have more time to focus on other playgrounds that require more inspections, maintenance and replacement parts.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

Increased inspections and maintenance will cause an increase in fuel consumption. With a new playground the district crews can inspect the playgrounds as part of there daily maintenance.

IMPACT ON FUTURE REVENUES: (Be Specific!)

The playgrounds at Island Lake and Lake Josephine are popular destinations for patrons, school groups and other organizations. If the playgrounds continues to deteriorate it will not be as attractive to the public and they may not rent the shelters surrounding the playground and or come to the park.

Estimated Useful Life: 20-25 years

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2021 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$300,000 in 2021.

Scheduled Playground Replacements

County Parks		
Owasso (1997)(2018)	2018	replaced
Island Lake (Little Tykes)(1993)	2020	Scheduled replacement
Josephine (1997)	2021	Scheduled replacement
Beaver (1999)	2022	Fund for replacement
Gervais (Little Tykes)(1997)	2023	Fund for replacement
White Bear (Little Tykes)(1997)	2024	Fund for replacement
Turtle (Little Tykes)(1997)	2025	Fund for replacement
McCarrons (Landscape Structures)(1998)	2026	Fund for replacement
Regional Parks		
Battle Creek (Landscape Structures)(1995)	2019	Scheduled replacement
Snail Lake (Little Tykes)(1996)	2022	updated schedule
Keller (1998)	2023	Fund for replacement
Tony Schmidt (Little Tykes)(2001)	2026	Fund for replacement
Bald Eagle (Gametime)(2002)	2027	Fund for replacement
Vadnais/Sucker (Landscape Structures)(2005)	2030	Fund for replacement
Long Lake beach (2013)	2038	Fund for replacement
Long Lake picnic (2013)	2038	Fund for replacement
Long Lake Pav. (2013)	2038	Fund for replacement

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10085 Bridgewater Bay
Woodbury, MN 55129
Phone 651.815.4097
Toll Free 888.371.4958 Fax 414.395.8538
Email info@northlandrec.com

Sourcewell Contract Quotation

To: Ramsey County
Parks and Recreation
2015 Van Dyke St.
Maplewood, MN 55109

Date: December 17, 2018
Contact: Rob Adams
Phone: 651-363-3761
Cell: 6112-202-4640
Fax:

Project: Island Lake

Email: rob.adams@co.ramsey.mn.us

We are pleased to provide the following quotation on items supplied by **See Below**

<u>Qty.</u>	<u>Item</u>	<u>Description</u>	<u>Unit Price</u>	<u>Extension</u>
1		Little Tikes Custom Kid Builder Playstructure. See Plan for layout and components.		\$139,000.00
330	Cu. Yds.	Woodfiber resilient surfacing. Installed		\$10,560.00
2,000	Sq.Ft.	No Fault rubber resilient safety surface. 8' Fall Height. Includes class 5 base.		\$41,900.00
1		Installation of above play equipment.		\$34,750.00
		No new border in price.		
2		Optional Sail Umbrellas on playstructure.		\$14,590.00
		\$14,590.00 each. Deduct \$29,180.00 from above price.		

* Site preparation and restoration by others

Sub Total	<u>\$226,210.00</u>
Freight	included
Tax	6.875%
Total	<u><u>\$226,210.00</u></u>

IMPORTANT INFORMATION:

- ◆ Quotation is valid for: 30 Days
- ◆ Freight based on shipment to Maplewood, MN
- ◆ Shipment can currently be made in 3 - 4 Weeks upon order entry
- ◆ Terms: Based on credit approval -down payment may be req.
- ◆ Pricing based on above quantities – any changes may require a revised quotation.
- ◆ ***Orders will be placed upon receipt of a Purchase Order or your signed acceptance of this quotation.***
Make Purchase Orders to: Northland Recreation LLC 10085 Bridgewater Bay Woodbury, MN 55129

Thank You! Northland Recreation, LLC

Mike Dorsey
Representative

ACCEPTED BY: _____

DATE: _____



Northland Recreation, LLC. greatly appreciates your consideration of our proposal. If it is your desire to purchase any or all of the items listed in this proposal, we kindly ask that you sign your acceptance on both pages of this quotation and complete the following information to insure timely and accurate order entry.

Bill to address: (if different from quote) Ship to address: (if different from quote)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Delivery Contact: _____

Phone Number(s): _____

Desired Delivery Date: _____

* Please Note: Many factors are involved in the manufacturer's actual ship dates. We will make every attempt to accommodate your preferred date.

Purchase Order # (if applicable): _____

* Please Note: Purchase orders to be made out to **Northland Recreation LLC**

Is this project exempt from sales tax? _____

* If **YES**, please include a completed ***Certificate of Exemption***

Color Selections (if applicable):

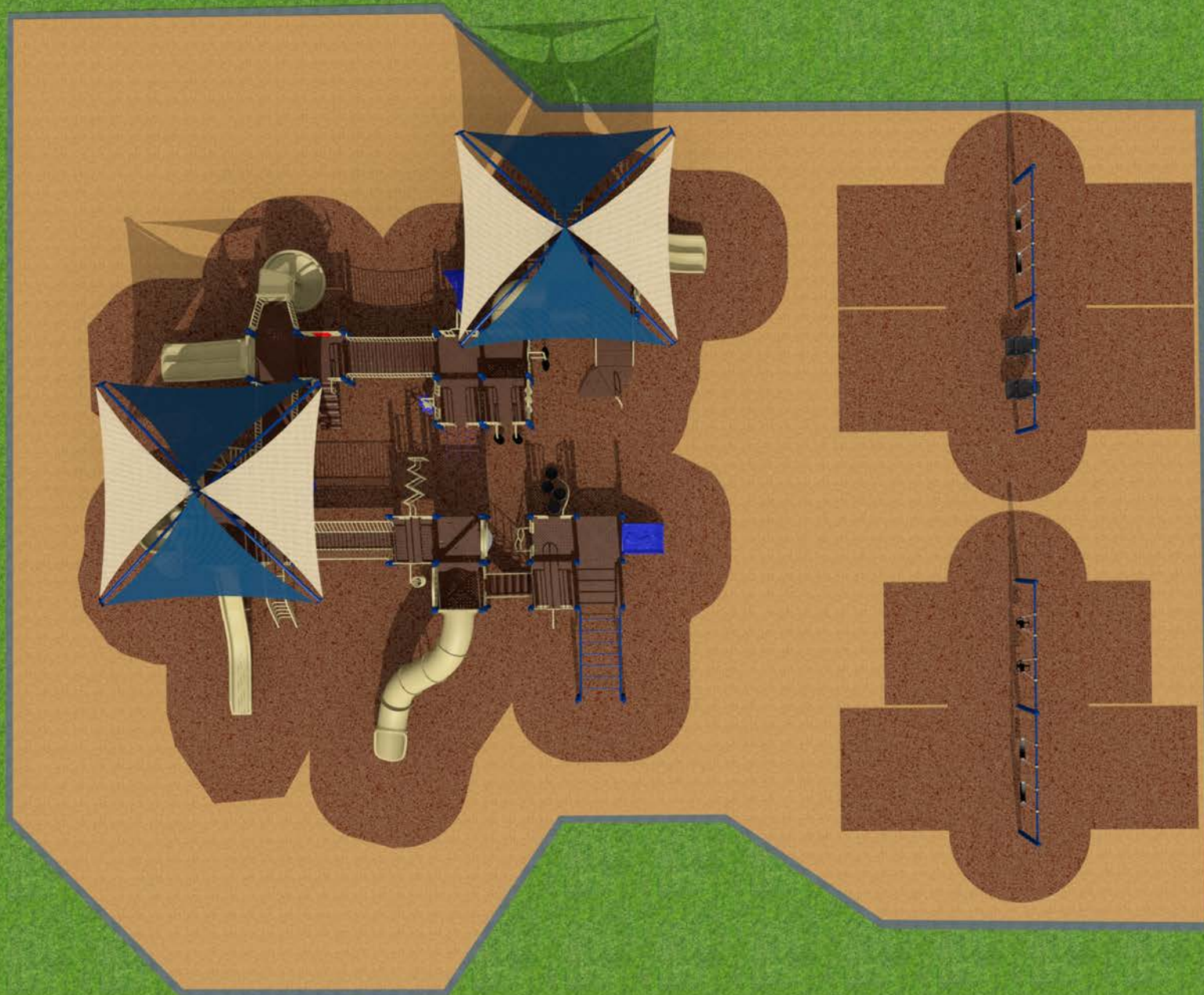
Additional Comments:

Terms:

- ☐ I / We understand that all accounts are payable to Northland Recreation LLC. according to the terms shown on each invoice, and if not paid on or before said date, are then delinquent. I / We agree to pay any and all service charges added each month to past due invoices. Terms are Net 30 days upon delivery with approved credit.
- ☐ Unless notified in writing to the contrary, all charges are due and payable in full at:
Northland Recreation LLC 10085 Bridgewater Bay Woodbury, MN 55129
- ☐ Credit approval may be required to complete this order.
- ☐ Additional charges may apply for applicable sales tax, extra unloading time, incorrect delivery addresses, and/or cancellation of delivery without 24 hours prior notice.
- ☐ The Terms and Conditions of this signed quotation shall prevail over any inconsistent terms and conditions of a purchase order, contract and / or confirmation related to this project.

ACCEPTED BY: _____

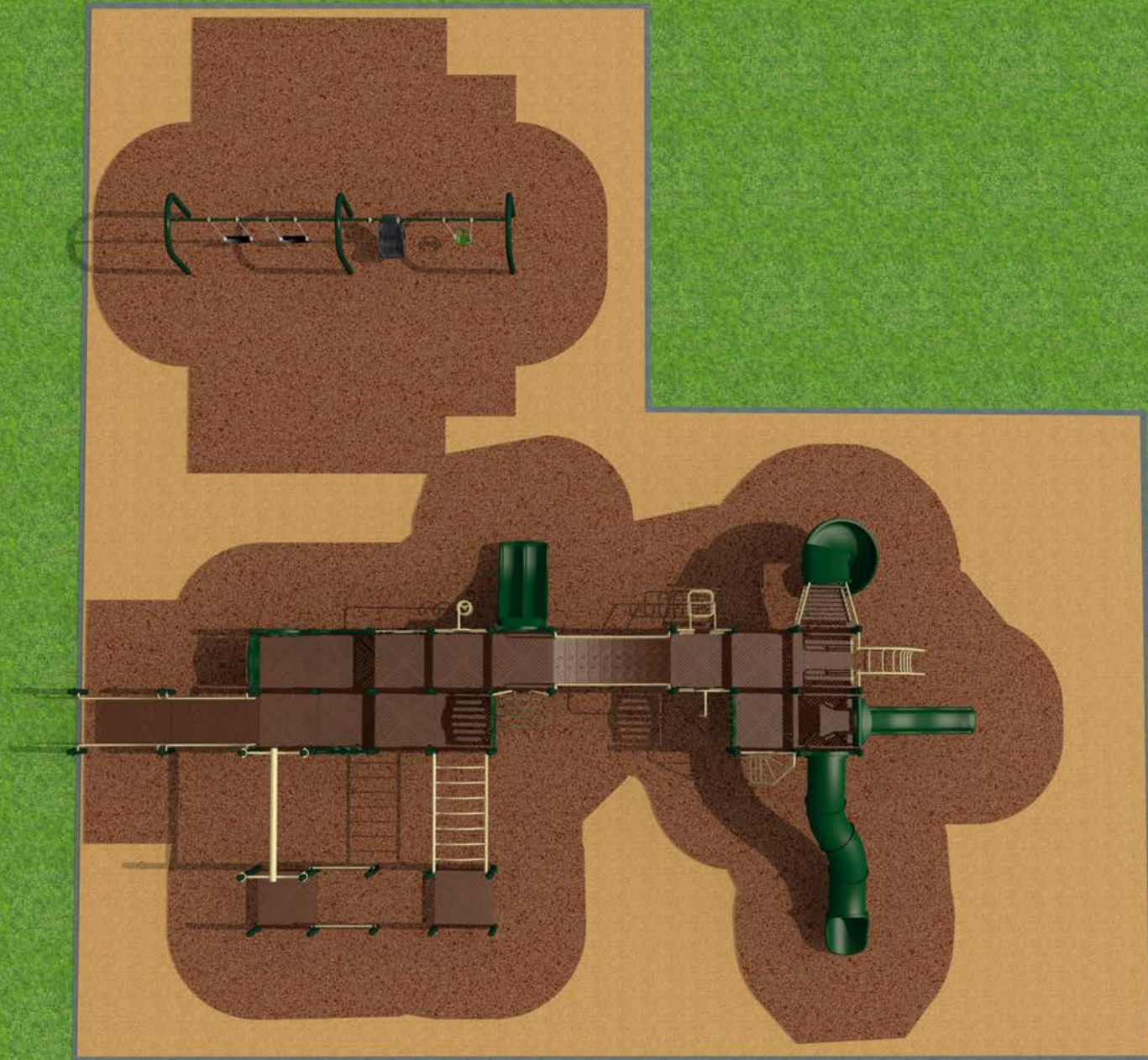
DATE: _____



Island Lake Park

Ramsey County Parks





Josephine Lake Park

Ramsey County Parks





10085 Bridgewater Bay
Woodbury, MN 55129
Phone 651.815.4097
Toll Free 888.371.4958 Fax 414.395.8538
Email info@northlandrec.com

Sourcewell Contract Quotation

To: Ramsey County
Parks and Recreation
2015 Van Dyke St.
Maplewood, MN 55109

Date: December 14, 2018
Contact: Rob Adams
Phone: 651-363-3761
Cell: 6112-202-4640
Fax:

Project: Lake Josephine

Email: rob.adams@co.ramsey.mn.us

We are pleased to provide the following quotation on items supplied by **See Below**

<u>Qty.</u>	<u>Item</u>	<u>Description</u>	<u>Unit Price</u>	<u>Extension</u>
1		Little Tikes Custom Kid Builder Playstructure. See Plan for layout and components.		\$69,236.00
220	Cu. Yds.	Woodfiber resilient surfacing. Installed		\$7,040.00
2,000	Sq.Ft.	No Fault rubber resilient safety surface. 8' Fall Height. Includes class 5 base.		\$41,900.00
1		Installation of above play equipment.		\$17,309.00

No new border in price.

* Site preparation and restoration by others

Sub Total	<u>\$135,485.00</u>
Freight	included
Tax	6.875%
Total	<u><u>\$135,485.00</u></u>

IMPORTANT INFORMATION:

- ♦ Quotation is valid for: 30 Days
 - ♦ Freight based on shipment to Maplewood, MN
 - ♦ Shipment can currently be made in 3 - 4 Weeks upon order entry
 - ♦ Terms: Based on credit approval -down payment may be req.
 - ♦ Pricing based on above quantities – any changes may require a revised quotation.
 - ♦ *Orders will be placed upon receipt of a Purchase Order or your signed acceptance of this quotation.*
- Make Purchase Orders to: Northland Recreation LLC** 10085 Bridgewater Bay Woodbury, MN 55129

Thank You! Northland Recreation, LLC

Mike Dorsey
Representative

ACCEPTED BY: _____

DATE: _____



Northland Recreation, LLC. greatly appreciates your consideration of our proposal. If it is your desire to purchase any or all of the items listed in this proposal, we kindly ask that you sign your acceptance on both pages of this quotation and complete the following information to insure timely and accurate order entry.

Bill to address: (if different from quote) Ship to address: (if different from quote)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Delivery Contact:

Phone Number(s):

Desired Delivery Date: _____

* Please Note: Many factors are involved in the manufacturer's actual ship dates. We will make every attempt to accommodate your preferred date.

Purchase Order # (if applicable): _____

* Please Note: Purchase orders to be made out to **Northland Recreation LLC**

Is this project exempt from sales tax? _____

* If **YES**, please include a completed ***Certificate of Exemption***

Color Selections (if applicable):

Additional Comments:

Terms:

- ☐ I / We understand that all accounts are payable to Northland Recreation LLC. according to the terms shown on each invoice, and if not paid on or before said date, are then delinquent. I / We agree to pay any and all service charges added each month to past due invoices. Terms are Net 30 days upon delivery with approved credit.
- ☐ Unless notified in writing to the contrary, all charges are due and payable in full at:
Northland Recreation LLC 10085 Bridgewater Bay Woodbury, MN 55129
- ☐ Credit approval may be required to complete this order.
- ☐ Additional charges may apply for applicable sales tax, extra unloading time, incorrect delivery addresses, and/or cancellation of delivery without 24 hours prior notice.
- ☐ The Terms and Conditions of this signed quotation shall prevail over any inconsistent terms and conditions of a purchase order, contract and / or confirmation related to this project.

ACCEPTED BY: _____

DATE: _____



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **17**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		Or ROUTINE (Maintenance)	<u>X</u>	_____
Code #: <u>Parks and Recreation/660000</u>	Item: <u>Ash Tree Removal and Replacement</u>		_____	_____
<hr/>				
Account: 441201 _____ 441212 _____	Dept Priority			
441202 _____ OTHER _____	Number: <u>8</u>	CM Ranking <u>12</u>	CIPAC Ranking <u>19</u>	

PROJECT DESCRIPTION:

This project includes the removal and replacement of priority ash trees in recreational park areas and county golf courses. Emerald ash borer (EAB) has already infected county park trees and likely infested county owned golf courses. Past EAB prevention work has included some replacement of ash trees and treatment of priority trees. Treatment of trees is no longer a viable option and the long-term solution is to remove all ash trees and replace priority ash trees. Parks and golf courses closest to known infested sites will be slated first for removal and replacement, with all inventoried ash trees eventually being removed or replaced.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 450,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 450,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000

Who Prepared Cost Estimate: _____

Date of Estimate: _____

NARRATIVE JUSTIFICATION:

Emerald ash borer (EAB) is spreading across Ramsey County and has already infected trees in several county parks. Treating trees is no longer a viable long-term solution and removal and replacement is recommended. An updated inventory of ash trees has started and will be completed early spring 2019 so that replacement efforts near infested areas can begin. The inventory thus far has shown that the projected cost for removal and replacement across the system will be \$450,000 - \$500,000 or a projected \$75,000 per year over the next six years. There is currently no state or local funding dedicated for this work to be completed.

EVALUATION CRITERIA:	Yes	No	Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>			<u>X</u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>			<u>X</u>
5. Reduce Operating Costs/Energy Costs	<u>X</u>		<u>X</u>	
6. Protect Property	<u>X</u>			

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **17**

Department Name &

Project Title or

NON-ROUTINE
(New/Renovation)

Yes

No

X

Or ROUTINE
(Maintenance)

Code #: Parks and Recreation/660000

Item: Ash Tree Removal and Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The Minnesota Department of Agriculture's EAB infestation location data and observations made within the county park system by the Ramsey County Parks & Recreation department natural resources manager, show that there will be many more ash trees succumbing to emerald ash borer across the county park system in the next few years. These trees will no longer provide shade, aesthetic value and will become hazardous to park patrons. Now is the time to invest funding into the reestablishment of shade trees within our parks and golf courses.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes_ No___ When? _____
If project was funded, are carryover funds available? Yes_ No___
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Future operating costs will include ongoing maintenance of replacement trees, including watering the first few seasons which is projected to be around 10% of the removal/replacement costs per year.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: _____

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC does not recommend financing this project in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager does not proposes financing this project in 2020 or 2021 with bonds.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **15**

Department Name & Code #: <u>Parks and Recreation/660000</u>	Project Title or Item: <u>ADA Implentation County Park, Arena and Golf Facilities</u>	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	___
Account: 441201___ 441212___ 441202___ OTHER___	Dept Priority Number: <u>9</u>	CM Ranking <u>8</u>	CIPAC Ranking <u>17</u>	

PROJECT DESCRIPTION:

In 2015, the Parks and Recreation Department hired a contractor, Recreation Accessibility Consultants, to conduct an assessment of all Department facilities for compliance with the American with Disabilities Act ("ADA"). This assessment, and recommended priorities and estimates for correction of items not in compliance with Title II requirements, was compiled into a Transition Plan for physical accessibility at County (ice arenas, golf courses, county parks and buildings) and Regional Park/Trail facilities (see Attachment A). The total estimate to bring all Department facilities up to ADA compliance was \$4,094,584 (see Attachment B). CIP funding was received in 2018/19 at the same levels currently requested. In 2018, the Department formed an ADA Implementation Team, consisting of both department staff and external users with disabilities and associated advocacy groups. This team developed a strategic plan for implementing the transition plan - specifically, how and when to spend the available funding (see Attachment C). This project will continue the work set forth in that Implementation Plan but modify existing non-compliant physical accessibility items not anticipated to be corrected in the course of scheduled maintenance or capital projects at County Parks and Golf Courses.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 600,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds (Legacy amendment)	\$ 600,000	100,000	100,000	100,000	100,000	100,000	100,000
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 1,200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000

Who Prepared Cost Estimate: Recreation Accessibility Consultants

Date of Estimate: 12/16/2015

NARRATIVE JUSTIFICATION:

Section 504 of the Rehabilitation Act requires state and local governments and other entities receiving federal funding to make their programs, activities, services and facilities accessible to individuals with disabilities. Title II of the ADA expands this requirement to all state and local governments, whether or not they receive federal funds. Regardless of a public entity's size, Title II applies and seeks to ensure access to all publicly funded programs, services, and agencies. In addition, Title II of the Act specifically prohibits disability discrimination by all public entities at the local and state level. Under the Title mandate, local governments are required to provide both programmatic and physical accessibility. Programmatic accessibility includes physical accessibility, and also encompasses all the policies, programs, and procedures that support people with disabilities in participating in programs and accessing important information. The ADA was updated in 2010 and identified 2012 as the year agencies needed to be in compliance with the changes and new additions. The 2015 assessment indicated over 5000 items need attention.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	<u>X</u>	___	9. Enhance County Image	<u>X</u>	___
6. Protect Property	<u>X</u>	___			

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **15**

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	<u> </u>
Parks and Recreation/660000	ADA Implentation County Park, Arena and Golf Facilities		<u> </u>	<u> </u>

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Any aspect of a facility not in compliance with ADA places the County in violation with Section 504 of the Rehabilitation Act and Title II requirements, i.e. federal law. There is no "grandfather" clause in the ADA, meaning that facilities constructed prior to ADA enactment are NOT exempt from compliance. All public facilities, including parks and recreation facilities, are required to comply with ADA. Any citizen could lodge a non-compliance claim with the federal Department of Justice which could subject the County to fines and lawsuits. Additionally, the Department strives to provide an inclusive environment at all its facilities, and failure to address items of noncompliance will reflect negatively on the Department's and County's image.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes x No When? 2016/17 request, 2018/19 request
If project was funded, are carryover funds available? Yes No x
Year(s) and amounts budgeted and expended Year(s) 2019 Budgeted/Expended \$200,000/\$0

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

None

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

None

IMPACT ON FUTURE REVENUES: (Be Specific!)

None

Estimated Useful Life: various based on component life cycles

Estimated Payback Period: n/a (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2021 with bonds and state financing.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$200,000 and state funding of \$200,000 in 2021.

November 30, 2015

Scott Yonke
Director of Planning and Development
Ramsey County Parks and Recreation Department
2015 North Van Dyke Street
Maplewood, MN 55109-3796

Dear Scott:

Please accept this letter as the introduction to our final report to the Ramsey County Parks and Recreation Department, in regard to our access audit of Department buildings and sites.

Authority

Title II of the Americans with Disabilities Act (42 USC 12131) prohibits more than 89,000 units of state and local government, such as the Ramsey County Parks and Recreation Department from discrimination on the basis of disability in the delivery of programs and services. The definition of programs and services is broad and includes public parks, recreation programs, and the many opportunities made available for the enjoyment of your residents by the Department.

The Department of Justice (DOJ) issued an amended implementing regulation for title II, which became effective on March 15, 2011. This supplemented the regulation issued January 26, 1992. The DOJ regulation is integral to this audit and can be found at 28 CFR Part 35. The amended regulations were anticipated for quite a few years.

Title II requirements that come into play in our work for the Department include:

- section 35.105 self evaluation;
- the section 35.133 maintenance requirement;
- the section 35.150 program access test regarding existing sites;
- the section 35.151 requirements for new facilities and alterations to old facilities, and
- the section 35.163 requirements regarding building signage.

Ramsey County Parks and Recreation Department Access Audit & Transition Plan
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Final and Enforceable Regulations...and Final Guidelines

Regarding parks and recreation site and facility design, two sets of federal guidelines were applied to the Department access audit. One is the Americans with Disabilities Act Accessibility Guidelines, also known as ADAAG.

Published by the US Department of Justice (DOJ) on July 26, 1991 as Appendix A to 28 CFR Part 36, this final and enforceable regulation is now known as the 1991 Standards. This older Standard adequately addresses entries, showers, curb cuts, doors, service counters, ramps, decks, and other typical building elements.

On September 14, 2010 the DOJ published the 2010 Standards for Accessible Design. As these Standards were already available as a final guideline, we have long used this as our guide for an access audit. It addresses many recreation environments.

The US Access Board developed the 2010 Standards, which include requirements for playgrounds, fishing areas, boating areas, and more. This process started in 1993 and lasted for almost 20 years.

It is important to know that there is ***not yet a final standard*** for some Ramsey County assets. Still pending are standards for trails, picnic areas, campsites, viewing areas, and outdoor constructed elements such as grills. Where we encountered those assets we used the most recent work of the US Access Board to guide our evaluation. The Access Board, a federal agency, develops ***all*** access guidelines.

We cite to the 2010 Standards in our work. Where Minnesota access standards are more stringent, we cite to those. Additionally, as a smart practice we cite to the work of the US Access Board.

Approach and Analysis

Section 35.150 of the DOJ regulation implementing the ADA makes it clear that not necessarily every facility or site of the same type must be made accessible. We interpret this requirement to mean that with similar sites, such as play areas, the Department has some flexibility in determining which site it will make accessible.

However, for unique sites, such as Battle Creek Water Works, the Department has no choice with regard to which site it will make accessible, as there is only one such site. Where we know the Department plans work at certain sites, we have tried to incorporate that in our phased retrofit recommendations.

In an access audit, it is critical to measure each feature of each element of each site, as we have done here. Where we found a variance from access requirements or a smart practice variance, we have digital images so that the Department will better understand the variance.

**Ramsey County Parks and Recreation Department Access Audit & Transition Plan
Final Report Cover Letter
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Our scope of work for the Department also included the identification of a severity rating for retrofit work, as well as facility diagrams. The diagrams don't address every deficit, but do illustrate the correction to be made.

An additional issue is whether a building has been altered since 1992. If so, there is little flexibility in how access requirements are applied to that site. That site or building should have fully complied with the 1991 Standards.

Settlement agreements by federal agencies (Justice, Interior, and Education) adhere to what are now the 2010 Standards. While these were effective for new construction on March 15, 2012, ***the 2010 Standards are to be used in evaluating recreation sites now in existence.***

Report Format

Our audit included an examination of 41 facilities or parks. Each facility or park has its own section in our final report. Our Conclusion section is found at the end of the site reports.

Here is an order of the reports:

1. This cover letter;
2. 41 site reports from the Aldrich Arena to White Bear Lake County Park;
3. Conclusion report with summarized recommendations;
4. A phased transition plan with cost references as well as severity rating; and
5. Program access grid and maps for playgrounds, ball fields, sports fields and picnic areas.

The Department is receiving one hard copy in six binders. The first and second binders have all the final site reports, the program access grid and maps, and the transition plan grid. The remaining four binders have all of the checklists.

Finally, you'll receive a user name and password to our FTP site, where all reports, checklists, and images are available for Department employees and contractors as you wish. Once downloaded; on your screen, the text in the reports section includes a hyperlink to the checklist and the photo being referenced. The checklists also have a hyperlink to the same access deficit images

Title II Program Access

As mentioned above, the title II program access test in 35.150(b) gives the Department great flexibility in making existing facilities and sites ***that have similar features*** accessible. For example, we counted 20, 5 to 12 play areas. Not all of those sites must be accessible.

The program access test requires the Department to make the “program of play areas” accessible to all Department residents. Our goal was then to have at least 1 of every 3 five to twelve play areas accessible, or able to be made accessible. Here is a summary of the results.

There are 20 playgrounds for children aged 5 to 12. Three are currently accessible. The Department could create access to four more without much difficulty and leave the remaining 13 playgrounds “as is” and inaccessible, until those are renovated due to age or for other purposes.

This exceeds the ratio we recommend of 1 of every 3 recurring sites.

Where we believe a site should be made accessible to comply with the program access test, leading into the recommended corrective work our reports will use language like that below:

“Recommendations (Long Lake Regional Park is designated with an accessible 5 to 12 play area so 1.4.1 through 1.4.6 is integral to compliance with title II program access test):”

Conversely, where we believe a site need not be made accessible, leading into the recommended corrective work our reports will use language like that below:

“Recommendations (in the alternative to 1.3.1, leave as is and designate other Department play areas as accessible):”

We applied this concept to the duplicated elements of volleyball, tennis, basketball, baseball, athletic fields and picnic areas. We believe our recommendations to you make these “programs” accessible to Department residents.

How to Use this Information

First, read this final report cover letter to Scott Yonke. It describes the concepts and requirements invoked throughout the reports.

Second, read the Conclusion section. This is a big picture review of the issues and solutions we recommend.

Third, read the 41 site reports. Use your computer and you’ll have instant access to the report for that site, the images of access deficits, and the checklists. Resist the urge to visit these first...do so at the risk of being buried in detail.

Fourth, use your knowledge of the sites and of your staffs’ expertise. You know Ramsey County Parks and Recreation Department sites very well, and you know the staff better than we do. Blend in what you know with what we recommend in the report. There is always another way to solve an access problem...perhaps you’ll be the one to see that solution.

**Ramsey County Parks and Recreation Department Access Audit & Transition Plan
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Conclusion

The final reports identify, we believe, every access deficit at the sites, as required by section 35.105 of title II. We have, in our approach to program access, made recommendations so that not every access deficit needs to be corrected.

Our recommendations are flexible enough that later modifications, should your own plans change, can occur. We worked well with all Ramsey County Parks and Recreation Department staff, but owe a special thanks to you, Scott, for your assistance.

The Ramsey County Parks and Recreation Department has shown its commitment to making parks and recreation available for all in the community, including people with disabilities. Addressing our recommendations will assure that those services are available to Ramsey County residents, including those with disabilities.

If there are any questions, please call me at 224/293-6451 or on my cell at 847/363-9384.

Sincerely,

John N. McGovern, J.D.
President

JNM/RCPRD COVER LETTER 201501



FINAL REPORT TO THE Ramsey County Parks and Recreation Department

Conclusions and Recommendations

November 30, 2015

**One Source,
Infinite Solutions.**

**2675 Pratum Avenue
Hoffman Estates, Illinois 60192
224/293-6451 Fax: 224/293-6455**

All Site Conclusions and Recommendations

Background

A step-by-step approach will help the Ramsey County Parks and Recreation Department understand and address the deficits in the individual site reports. We recommend the following steps to accomplish the goal of making opportunities in Department sites more accessible to people with disabilities.

A Guide to this Section

There are approximately 5100 access deficits identified in the 41 site reports. That is what is required by the ADA, the identification of every access deficit at every site and facility. And, for every deficit, a solution must be identified. Another way to consider this though is that for every deficit we found, we observed 10 elements that complied with the access requirements. In other words, we saw approximately 51,000 access features that complied.

This section is all about the big picture. As discussed in the cover letter with this report, the Department does ***not necessarily have to make every site accessible.*** It does have to make every program it conducts within its sites accessible.

We have attempted to identify some broad solutions, such as the refreshing of all accessible parking, as a way to address issues identified in the earlier 41 site reports, and as a way for the Department to better manage compliance. This approach also gives the Department flexibility within its compliance efforts to move resources so that they are applied with optimal impact. Consider these systemic changes as a complement to a site-by-site approach.

However, the scope of our work does not include the design of a solution. Rather, it is performance based. For example, if a park restroom needs to be made accessible we'll make that recommendation. We will not design a solution that includes walls to be removed or plumbing solutions. Those are tasks for Department staff or contractors.

We know of qualified and capable designers. If, once you are considering implementation, need references we can certainly help with that.

This is also about accountability. The adjustments to door closers, eliminating changes in level, and other recommended actions are ineffective if not maintained over time by Department employees. We recommend the following to facilitate review:

First, read the final report cover letter to Scott Yonke. It describes the concepts and requirements invoked throughout the report.

Second, read this Conclusion section. As mentioned above, this is a big picture review of the issues and solutions we recommend.

**Ramsey County Parks and Recreation Department
Access Audit and Transition Plan Conclusions and Recommendations
November 30, 2015 page 3**

Third, read the 41 site reports. Use your computer and you'll have instant access to the report for that site, the photos, and the checklists.

Fourth, use your knowledge of the sites and of your staffs' expertise. You know the Ramsey County Parks and Recreation Department sites better than we do, and you certainly know the staff better than we do. Blend in what you know with what we recommend in the report. There is always another way to solve an access problem...perhaps you'll be the one to see that solution.

Common Issues

In our evaluation, some common issues arose. These included the way maintenance affects accessibility to playground surfaces used. The common issues are also "big picture" items for the Department and incorporate many of the specific site recommendations.

Maintenance

The Department uses a conscientious staff to maintain its facilities and sites. However, over time, every facility and site yields to wear and tear. The recommendations below describe ways in which attention to maintenance can specifically address some access deficits.

1. ***Provide training*** to maintenance staffs regarding the features of an accessible route and how to ensure that it remains unobstructed so that park amenities, e.g., garbage cans or signs, are placed adjacent to the accessible route.
2. ***Provide training*** to recreation staffs regarding the features of an accessible route and how to ensure that it remains unobstructed.
3. ***Purchase some new tools.*** The Department should have enough battery-powered digital levels, and tools to measure pounds of force for doors, to equip some staff for occasional spot-checks. A great website for gauges is:

<http://www.technologylk.com/crt-door-pressure-gauge-lk-HMC035.htm?src=froogle>.

Changes in Level and Gaps

The routes and sidewalks that make up the Departments network of accessible routes are in fair condition. Wear and tear, settling, weather, and other factors combine to cause changes in level and gaps along portions of those accessible routes, making that portion noncompliant and a barrier to many customers with physical and sensory disabilities.

Removing changes in level and gaps has a significant universal design benefit too, as more people with all types of conditions can more easily use Department routes, such as staff pushing carts of supplies, parents with kids in strollers, and people using an assistive device such as a wheelchair, Segway, or walker.

4. ***Eliminate changes in level*** by the end of 2016. Using the rationale that the most severe changes in level are the greatest barriers to access, make changes in level of greater than .75" the highest priority. Make changes in level of between .5" and .75" the second priority. Make beveling of changes in level of .25" to .5" the third priority.
5. ***Add* change in level of more than .25" to park maintenance safety checklists** in 2016. This will help identify and correct these problems before they expand. Make or buy pre-measured shims and distribute to employees for their use and ease of measurement.
6. ***Add inspections for gaps*** of greater than .5" to park maintenance safety checklists in 2016. Identify and fill these gaps before they expand. ***In the alternative, consider resurfacing segments of deteriorated asphalt routes.***
7. ***Adopt*** a policy about the use of other Other Power Driven Mobility Devices in Department facilities and at Department sites, and promote that policy to the general public. Every day, more people with limited physical mobility start to use a Segway or similar machines.

Pursuant to the new ADA title II regulation published September 14, 2010, this policy was to have been in place by March 15, 2011.

These assistive devices provide great benefits to people with disabilities and the sooner the Department has a policy in regard to their use the better. The policy could, at a minimum, address times of allowed use (dawn to dusk), speed limits, off-limits areas, status of the user as a person with a disability, and minimum age.

It is important to note that a power driven mobility device is not a wheelchair. That device has a separate definition and is already allowed in facilities and parks.

The components of a policy are noted below. ***The Department is welcome to use some, all, or none of this, but a policy must be in place. We recommend at least the following statements:***

Definition: *Other power-driven mobility device* (OPDMD) means any mobility device powered by batteries, fuel, or other engines—whether or not designed primarily for use by individuals with mobility disabilities—that is used by individuals with mobility disabilities for the purpose of locomotion, including golf cars, electronic personal assistance mobility devices (EPAMDs), such as the Segway® PT, or any mobility device designed to operate in areas without defined pedestrian routes, but that is not a wheelchair within the meaning of this policy.

Definition: *An electronic personal assistive mobility device* (EPAMD) is a device used by a person with a mobility impairment for ambulation. This definition does ***not*** include gasoline powered devices, golf cars, or riding lawn mowers.

Permission: The Ramsey County Parks and Recreation Department authorizes persons with mobility impairments to use OPDMDs and EPAMDs in Department facilities and sites subject to the following restrictions:

1. The operator of the device must be a person with a mobility impairment, and upon request by Department officials, shall produce proof of such within 72 hours;
2. The device, if used in a facility or in a park, is allowed in any area of the facility or park in which the general public is allowed, with the exception of employee only spaces, stairways, and identified hazardous areas;
3. The device, if used in a facility, must be controlled by the operator. It:
 - A. may not exceed 4 mph;
 - B. shall be driven on the right side of the circulation route;
 - C. is prohibited from carrying another person on the frame, or any object on the frame that may make the device less stable; and
 - D. must not be operated in a dangerous or reckless manner that jeopardizes the safety of the operator, Department employees, or Department participants.
4. The device, if used in a park or outside, must be controlled by the operator. It:
 - A. may not be operated between dusk and dawn unless equipped with headlights that are visible at 300';
 - B. may not exceed 6 mph;
 - C. shall not be driven into wet or ecologically sensitive areas which are posted as such;
 - D. shall be driven on the right side of the circulation route;
 - E. is prohibited from carrying another person on the frame, or any object on the frame that may make the device less stable; and
 - F. must not be operated in a dangerous or reckless manner that jeopardizes operator safety, Department employees, or Department participants.
5. The Department accepts no responsibility for storage of the device.

6. The Department accepts no liability for damage to the device, or injury to the operator, whether caused by the operator, another visitor to a Department facility or site, or any other circumstance.
7. The Department accepts no liability for damage caused by the operator of the device, or injury to others caused by the operator of the device.
8. The Department reserves the right to suspend the use of facilities or sites by the operator if doing so is in the best interests of the Department and its participants.
9. The Department reserves the right to change, modify, or amend this policy at any time, as it would any other policy.

Obstructed Accessible Routes

Employees *may* see an accessible route as an empty 36" wide space in which a potted plant or garbage can is a perfect fit. However, that blocks or obstructs the accessible route

8. *Provide training to park maintenance, recreation, and administration staffs* regarding maintenance of accessible routes in parks and in recreation facilities.

Employee Work Areas

The Ramsey County Parks and Recreation Department employs many qualified and skilled full time staff, making parks and recreation services available to residents. The Department employs many more on a part-time or seasonal basis. The Department likely already has employees with disabilities and in the future, will have *more* employees with disabilities, in all categories...full time, seasonal, and regular part time.

It is important to address access to work areas, and both the title II regulation and the work of the Access Board do so. In section 203.9 of the 2010 Standards for Accessible Design, the treatment of employee areas is made clear.

Generally, a person with a disability should be able to ***approach, enter, and exit*** the work area. This is addressed by requirements for accessible routes and accessible means of egress. Other factors are door width, and threshold changes in level.

Excluded from this exception are several types of common spaces in employee areas. Spaces such as the ones below must meet the access guidelines as they are excluded from the definition of employee-only areas:

- corridors;
- toilet rooms;
- kitchenettes for employee dining use, and
- break rooms.

In short, the key issues are the accessible route, changes in level, doors and entries, and maneuvering space once within the work area. This approach is effective so long as when the Department hires an employee with a disability, or a current employee acquires a disability, it will remove architectural barriers in work areas or make other accommodations. The two recommendations below are important for all employees at all Department sites.

9. ***Address accessibility in the Department personnel policies***, and note that, upon request by an employee, the Department will make reasonable accommodations, which ***may*** include the removal of architectural barriers in work spaces.

10. ***Require new construction, and alterations or additions*** that include employee work areas to be designed and constructed so they are compliant with the 2010 Standards for Accessible Design.

Accessible Parking

The Department maintains approximately 4400 standard parking spaces at sites, and 266 more that are designated as accessible parking stalls. In correcting or refreshing its accessible stalls, the Department should address all of them at once to eliminate inconsistencies and come into compliance.

The State of Minnesota has more stringent guidance for parking.

11. ***Create a parking stall template***. A suggested template is below.

Parking Stall Dimensions

Stalls are a minimum of 8' wide. An adjacent access aisle must also be a minimum of 8' wide. The access aisle must be diagonally striped with ***high quality paint***.

The collection of signs must include the US Department of Transportation R7-8 standard sign (the blue icon in a wheelchair). Below that must be the statewide fine sign. Unless the Ramsey County Parks and Recreation Department has adopted a higher fine by ordinance, the sign must note the statewide fine of between \$250.00 and \$500.00.

Federal settlement agreements require a third sign, on at least one stall, that says VAN ACCESSIBLE. This stall must be 11' wide with a 5' access aisle. An acceptable alternate is 8' and 8'.

Finally, the bottom edge of the R7-8 sign is a minimum of 60" and max of 66" above the finished grade. We suggest that the signpost be centered at the head of the accessible stall and we suggest that the curb cut and detectable warning run the distance of the access aisle. In Minnesota it is also a requirement that the sign be placed within 8' of the front of the stall.

The most common deficit in accessible parking stalls and access aisles is the slope. The 2010 standards limits the slope to not more than 2.08% in any direction. This is a challenging requirement that can take considerable effort to meet.

Connection to the Accessible Route

The access aisles should connect to an accessible route. The maximum running slope for the accessible route is 5%, and to account for heaving and settling, we recommend 4%. The maximum cross slope is 2%.

Passenger Loading Zone

The loading zone must have an access aisle adjacent and parallel to vehicle pull-up space. The loading zone access aisle must be a minimum of 60" wide and 20' long.

Confirm this template to ensure compliant stalls.

12. In 2016 **implement a plan to correct or refresh every accessible stall** at every Department facility. Incorporate this task into other plans that require parking lot repair, restriping, or resurfacing.

Running Slope and Cross Slope

We saw running slopes steeper than permitted. At some sites this was a minimal issue, but at other sites it was a significant variance. This condition naturally occurs when concrete settles, or when connections between new and old routes are off by fractions of an inch. Cross slope is equally important, as it serves drainage as well as access purposes.

13. **Adopt a policy** that in new construction and alterations the slope of the AR shall not exceed 1:21, or 4.7%, as opposed to 1:20, or 5%. This allows room for field error.
14. **Adopt a policy** that in new construction and alterations the ramp slope shall not exceed 1:13, or 7.7%, as opposed to 1:12, or 8.33%. This allows room for field error.
It also makes ramps easier to use for everyone, not just people with disabilities. This universal design approach is also a risk management tool.
15. **Adopt a policy** that in new construction or alterations the cross slope shall be an integral part of the project and shall not exceed 2% or 1:50.

Detectable Warnings

The US Access Board suspended the detectable warning requirement in the late 90's, for a period of several years. It was restored in 2002. However, it is not required in the 2010 Standards.

We still, however, as a smart practice, recommend the use of detectable warnings. It is typical to see noncompliant detectable warnings in every community.

The detectable warnings at curbs *that are not compliant* are often a cross-cut of concrete, or a grid laid on wet concrete to create a diamond-shaped indentation. Over time these should be replaced.

16. As with parking, ***develop a template for detectable warnings.***

17. In the same year that parking is refreshed, ***implement a plan to correct or refresh every detectable warning*** at every curb or crossing at Department facilities. If necessary, phase this out over a two or three-year period.

Door Opening Force Requirements

In Department buildings and facilities, there are approximately 740 doors. Many have closer mechanisms. Some of these need adjustment to bring the pounds of force (lbf) necessary into compliance (5 lbf for interior doors and 8.5 lbf for exterior doors).

However, some of the closers are just old. The wear and tear of 20 or more years erodes the closer effectiveness.

18. ***Evaluate and determine the age of door closers.***

19. ***Add door closer maintenance checks*** to safety checklists in 2016 and for closers with 10 years of service or less, aggressively maintain them for effectiveness.

20. ***Purchase and install new door closers*** for all exterior doors (with closers 20 years old or more) and 50% of interior doors in 2016 or as soon as is possible.

21. ***Purchase and install*** new door closers for all remaining interior doors (with closers 20 years old or more) in 2017 or as soon as is possible.

Signage

Department signs serve several purposes. First, signs assist wayfinding in buildings, such as the Aldrich Arena.

Second, signs identify important permanent elements of facilities, such as restrooms. Third, signs facilitate access by people with vision and physical limitations. We did not note a signage template at the sites we evaluated.

The 2010 Standards treats two types of signs differently. Signs for permanent spaces, such as a bathroom, must be in both Grade 2 Braille and raised lettering. Signs that are directional or informational only require visual lettering of a certain size. Be certain to incorporate these approaches into signs in buildings and sites operated by the Department.

22. ***Develop a sign template*** in 2016 that describes where and in what facilities signs will be used. The template could include size of sign, mounting height, mounting location, size of characters, space between characters, contrast between characters and background, icons or symbols used in the signs, Department information in the signs (name of facility? phone number? main office number?), and more.

23. ***Implement signage template and refresh*** Department site signage in 2016.

Bathrooms

Bathrooms are an essential part of a visit to a Ramsey County Parks and Recreation Department site. Exercise, food and beverage, social activities, and more all rely on one of the oldest designs known to us. Making those facilities accessible is tremendously important.

Additionally, ***portable toilets*** placed temporarily at sports fields and event venues ***must*** be accessible and ***must be served by an accessible route***.

24. ***Develop a bathroom template in 2015.*** Confirm it with the State of Minnesota. Be sure to include temporary facilities such as portable toilets in the template. The template should address the toilet, grab bars, items in the stall such as toilet paper and hooks, the stall, operating mechanisms, mirrors, sinks, hand towels, and more.

25. ***Include bathroom renovations*** at facilities in the Department Capital Acquisition and Replacement Plan.

26. ***Consider the use of automatic flush controls.*** These have environmental benefits and are also a great way to eliminate some accessibility problems.

27. ***In the interim, implement non-structural modifications recommended in each section of this report,*** such as lowering mirrors, remounting grab bars, changing the height of toilets and urinals, installing compliant stall hardware, and so forth. These less costly changes on a site-by-site basis will serve your customers well until resources are available to renovate restrooms on a comprehensive scale.

28. ***Make one portable toilet,*** if one is provided at a site, accessible. This includes a portable toilet placed at a picnic shelter or adjacent to sports fields. These must be accessible and must be served by ***an accessible route***.

The Department has sites with portable toilets; this must be addressed. Use our single-user toilet checklist, and require compliance by Department vendors.

Alarms

In existing facilities where an aural or audible fire alarm system is provided, a visual alarm is not required unless the building was constructed after January 26, 1992 or has been upgraded since that same date.

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If an alarm in an existing facility is audible only, it need not be modified to include a visual alarm unless it is replaced or upgraded in the future.

29. ***Determine in 2016*** if systems have been upgraded or replaced since 1992.
30. ***Develop a plan in 2016*** for the installation of aural and visual alarms in renovations.
31. ***Retrofit construction that has occurred since 1992*** to include aural and visual alarms by the end of 2018.

Brochures

The use of a park grid in the Department brochures is an important tool for residents and can now be used to communicate about accessibility. Create one to incorporate the access work the Department staff completes and indicate in your grid where, for example, the accessible picnic areas are, or where the accessible playgrounds are.

32. ***Update the parks and facilities*** information on the website to reflect Department plans regarding our recommendations, and to note which sites are accessible or will be made accessible.

Website

The title II regulation requires that all public communication used by the Department be available to people with disabilities. Many people with vision impairments use websites every day with the aid of technical equipment.

The Department is required to evaluate its website and make necessary changes so that the website can be read by that type of equipment.

A link at the US Department of Justice website offers guidance on this. The Department IT staff should become familiar with this issue. Go to <http://www.ada.gov/websites2.htm>. The Department can also check the accessibility of its website at a free service. Link to Cynthia Says at http://www.icdri.org/test_your_site_now.htm and test your website.

33. ***Evaluate the Department website*** and make changes so that the information on the site is accessible to people with disabilities.

Maintenance Buildings

In individual site reports, we address the maintenance areas. As noted earlier, the Department can apply a different standard to spaces used only as employee work areas. Department maintenance staff should receive training in regard to the application of the ***approach, enter, and exit*** strategy so that they understand the reason for the various requirements.

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34. *Train maintenance staff supervisors* in accessibility concepts that are applicable to the maintenance building.

35. *Implement recommendations regarding parking, accessible route, changes in level, gaps, doors, and alarm systems* at the maintenance areas.

2 to 5 Playgrounds

The *minimum required* of the Department by title II of the ADA is that the “program” of playgrounds be accessible to residents. This is measured by the “program access test” described in section 35.150 of the title II regulation (see 28 CFR Part 35).

For similar multiple sites, no guidance is given as to how many existing 2 to 5 playgrounds should be made accessible. Again, a good practice is to treat this as a planning exercise and aim for 1 of 3 playgrounds being made accessible.

Our evaluation included 5 two to five playgrounds. Of these, one is accessible. We recommend access to one more. Any new playgrounds to be replaced at any time in the future must comply with the 2010 Standards and will therefore be accessible.

The Program Access Chart, along with Ramsey County Playground Map at the end of this section, illustrates the areas where work is recommended so that every resident of the County is close to an accessible 2 to 5 playground. [[Ramsey County 2 to 5 Playground Map](#)]

36. *Make the corrections* so the 2 to 5 playground at the site below **remains** accessible:

- *Long Lake Regional Park*

37. *Make the corrections* so the 2 to 5 playground at the site below **becomes** accessible:

- *Battle Creek Regional Park*

38. *Leave as is* the playgrounds at the parks named below, and when future alterations or renovations occur at those sites, make them accessible.

- *Battle Creek Waterworks (2)*
- *Tony Schmidt Regional Park*

39. *Advertise the accessible 2 to 5 playgrounds* in the Department website and publications. This is an important way to make the public aware of opportunities, and complies with the section 35.106 notice requirement in the title II regulation.

5 to 12 Playgrounds

The *minimum required* of the Department by title II of the ADA is that the “program” of 5 to 12 playgrounds be accessible to residents. This is measured by the “program access test” described in section 35.150 of the title II regulation (see 28 CFR Part 35).

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For similar multiple sites, no guidance is given as to how many existing 5 to 12 playgrounds should be made accessible. Again, a good practice is to treat this as a planning exercise and aim for 1 of 3 playgrounds being made accessible.

Our evaluation included 20 five to twelve playgrounds. Of these, three are accessible. We believe four more could be made accessible with modest changes. Any new playgrounds to be replaced must comply with the 2010 Standards and will therefore be accessible.

The Program Access Chart, along with Ramsey County Playground Map at the end of this section, illustrates the areas where work is recommended so that every resident of the County is close to an accessible 5 to 12 playground. [[Ramsey County 5 to 12 Playground Map](#)]

40. ***Make corrections*** cited in the reports so the 5 to 12 playgrounds below ***remain*** accessible:

- ***Bald Eagle-Otter Lakes Regional Park***
- ***Long Lake Regional Park (2 of 3)***

41. ***Make the corrections*** so the 5 to 12 playgrounds at sites below ***become*** accessible:

- ***Battle Creek Regional Park***
- ***Island Lake County Park***
- ***Lake Josephine County Park***
- ***Tamarack Nature Center Park***

42. ***Leave as is*** the playgrounds at the parks named below, and if future alterations or renovations occur at those sites, make them accessible.

- ***Beaver Lake County Park***
- ***Keller Regional Park***
- ***Lake Gervais County Park***
- ***Lake McCarrons County Park***
- ***Lake Owasso County Park***
- ***Long Lake Regional Park (1 of 3)***
- ***Tony Schmidt Regional Park (3 of 3)***
- ***Turtle Lake County Park***
- ***Vadnais-Snail Lakes Regional Park***
- ***Vadnais-Sucker Lakes Regional Park***
- ***White Bear Lake County Park***

43. ***Advertise the accessible 5 to 12 playgrounds*** in the Department website and publications.

Water Access

The *minimum required* of the Department by title II of the ADA is that the “program” of water access be accessible to residents. This is measured by the “program access test” found in section 35.150 of the title II regulation (see 28 CFR Part 35). For similar multiple sites, no guidance is given as to how many existing water access points should be accessible.

We recommend that a minimum of one area of every three be accessible. We saw 38 access points and 13 are accessible. ***We recommend access to one more point.***

The Program Access Chart at the end of this section, along with the Ramsey County Water Access Map, illustrates the areas where work is recommended so that every resident is close to an accessible water access. [[Ramsey County Water Access Map](#)]

44. ***Make corrections*** cited in the reports so the access points below remain accessible:

- ***Bald Eagle-Otter Lakes Regional Park (2 of 3)***
- ***Beaver Lake County Park***
- ***Island Lake County Park (1 of 2)***
- ***Lake Gervais County Park (1 of 2)***
- ***Lake Josephine County Park (1 of 3)***
- ***Lake McCarrons County Park (2 of 3)***
- ***Long Lake Regional Park (2 of 3)***
- ***Tony Schmidt Regional Park (2 of 3)***
- ***Vadnais-Snail Lakes Regional Park (1 of 3)***

45. ***Make corrections*** cited in the reports so the access point below becomes accessible:

- ***Lake Gervais County Park (1 of 2)***

46. ***Leave as is*** the access points at the following sites:

- ***Bald Eagle-Otter Lakes Regional Park (1 of 3)***
- ***Island Lake County Park (1 of 2)***
- ***Keller Regional Park (3 of 3)***
- ***Lake Josephine County Park (2 of 3)***
- ***Lake McCarrons County Park (1 of 3)***
- ***Lake Owasso County Park (3 of 3)***
- ***Long Lake Regional Park (1 of 3)***
- ***Rice Creek North Regional Trail***
- ***Rice Creek Water Trail***
- ***Tony Schmidt Regional Park (1 of 3)***
- ***Turtle Lake County Park (2 of 2)***
- ***Vadnais-Snail Lakes Regional Park (2 of 3)***
- ***Vadnais-Sucker Lakes Regional Park (3 of 3)***
- ***White Bear Lake County Park (2 of 2)***

47. *Advertise the accessible water access* in Department website and publications.

Dog Parks

The *minimum required* of the Department by title II of the ADA is that the "program" of dog parks be accessible to residents. This is measured by the "program access test" found in section 35.150 of the title II regulation (see 28 CFR Part 35).

For similar multiple sites, no guidance is given as to how many existing dog parks should be accessible. We recommend that at least one of every three be accessible.

There are 4 parks and two are accessible. *We recommend no new access.*

The Program Access Chart at the end of this section, along with the Ramsey County Dog Park Map, illustrates the areas where work is recommended so that every resident of the County is close to an accessible dog park. [[Ramsey County Dog Park Map](#)]

48. *Make corrections* cited in reports so the dog parks below *remain* accessible:
- *Bald Eagle-Otter Lakes Park (2 of 2)*
49. *Leave as is* the dog parks at the following sites:
- *Battle Creek Regional Park*
 - *Rice Creek North Regional Trail*

50. *Advertise the accessible dog parks* in Department website and publications.

Volleyball

The *minimum required* of the Department by title II of the ADA is that the "program" of volleyball be accessible to residents. This is measured by the "program access test" found in section 35.150 of the title II regulation (see 28 CFR Part 35).

For similar multiple sites, no guidance is given as to how many existing volleyball courts should be accessible. We recommend that at least one of every three be accessible.

There are four courts and none are accessible. *We recommend access to one.*

The Program Access Chart at the end of this section, along with the Ramsey County Volleyball Map, illustrates the areas where work is recommended so that every resident of the County is close to an accessible volleyball court. [[Ramsey County Volleyball Map](#)]

51. *Make corrections* cited in reports so the volleyball court below *becomes* accessible:
- *Island Lake County Park (1 of 2)*

52. *Leave as is* the courts at the following sites:

- *Island Lake County Park (1 of 2)*
- *Long Lake Regional Park*
- *Vadnais-Snail Lakes Regional Park*

53. *Advertise the accessible volleyball courts* in Department website and publications.

Baseball

The *minimum required* of the Department by title II of the ADA is that the “program” of baseball be accessible to residents. This is measured by the “program access test” found in section 35.150 of the title II regulation (see 28 CFR Part 35).

For similar multiple sites, no guidance is given as to how many existing baseball fields should be accessible. We recommend that at least one of every three be accessible.

There are four fields and none are accessible. ***We recommend access to one field.***

The Program Access Chart at the end of this section, along with the Ramsey County Baseball Map, illustrates accessible ball fields so that every resident of the County is close to an accessible ball field. [[Ramsey County Baseball Map](#)]

54. ***Make corrections*** cited in report so the ball field below ***becomes*** accessible:

- *Long Lake Regional Park*

55. *Leave as is* the ball fields at the following sites:

- *Beaver Lake County Park*
- *Island Lake County Park*
- *Turtle Lake County Park*

56. *Advertise the accessible ball fields* in Department website and publications.

Picnic Areas

The *minimum required* of the Department by title II of the ADA is that the “program” of picnicking be accessible to residents. This is measured by the “program access test” described in section 35.150 of the title II regulation (see 28 CFR Part 35).

For similar multiple sites, no guidance is given as to how many existing picnic sites should be accessible. There 33 picnic areas and 27 are accessible.

We recommend no new access. Many of these sites need tables or other minor corrections.

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The issue of picnic area access is not yet settled as a final and enforceable standard.
There is significant guidance from the US Access Board, and we have applied it here to Department picnic areas.

However, the US Access Board does not have the authority to establish a Standard, which is the step above the ***final guideline*** that exists today. That said, we recommend Department continue as a smart practice to adhere to the Access Board guidance on this matter.

The Program Access Chart at the end of this section, with the Ramsey County Picnic Areas Map, illustrates accessible picnic areas so that every resident of the County is close to an accessible picnic area. [\[Ramsey County Picnic Areas Map\]](#)

57. ***Make corrections*** needed to ***maintain or create access***, including adding tables, to picnic areas at:

- ***Bald Eagle-Otter Lakes Regional Park***
- ***Battle Creek Regional Park (2 of 5)***
- ***Beaver Lake County Park***
- ***Island Lake County Park (3 of 3)***
- ***Keller Regional Park (4 of 7)***
- ***Lake McCarrons County Park***
- ***Lake Owasso County Park (3 of 3)***
- ***Long Lake Regional Park (2 of 2)***
- ***Tamarack Nature Center (2 of 2)***
- ***Tony Schmidt Regional Park (3 of 3)***
- ***Turtle Lake County Park***
- ***Vadnais-Snail Lakes Regional Park (2 of 2)***
- ***Vadnais-Sucker Lakes Regional Park (2 of 2)***

58. ***Leave as is*** the picnic areas at the following sites:

- ***Battle Creek Regional Park (3 of 5)***
- ***Keller Regional Park (3 of 7)***

59. ***Advertise accessible picnic areas*** in the Department website and publications

Trails

The ***minimum required*** of the Department by title II of the ADA is that the “program” of trails be accessible to residents. This is measured by the “program access test” found in section 35.150 of the title II regulation (see 28 CFR Part 35). For similar multiple sites, no guidance is given as to how many existing trails should be accessible.

We recommend that a minimum of one area of every three be accessible. We saw 11 trails and eight are accessible. ***We recommend no new access.***

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The issue of trails is not yet settled as a final and enforceable standard. There is significant guidance from the US Access Board, and we have applied it here to Department picnic areas.

However, the US Access Board does not have the authority to establish a Standard, which is the step above the *final guideline* that exists today. That said, we recommend Department continue as a smart practice to adhere to the Access Board guidance on this matter.

The Program Access Chart at the end of this section, along with the Ramsey County Trail Map, illustrates the areas where work is recommended so that every resident is close to an accessible trail. [[Ramsey County Trail Map](#)]

60. ***Make corrections*** cited in the reports so the trails below remain accessible:

- ***Battle Creek Regional Park (1 of 3)***
- ***Birch Lake Regional Trail***
- ***Bruce Vento Regional Trail***
- ***Hwy 96 Regional Trail***
- ***Rice Creek North Regional Trail***
- ***Rice Creek West Regional Trail***
- ***Trout Brook Regional Trail***
- ***Vadnais-Snail Lake Regional Park***

61. ***Leave as is*** the trails at the following sites:

- ***Battle Creek Regional Park (2 of 3)***
- ***Tamarack Nature Center Regional Park***

Advertise the accessible trails in Department website and publications.

Ice Arenas

The *minimum required* of the Department by title II of the ADA is that the “program” of arenas be accessible to residents. This is measured by the “program access test” found in section 35.150 of the title II regulation (see 28 CFR Part 35). For similar multiple sites, no guidance is given as to how many existing arenas should be accessible.

We recommend that a minimum of one arena of every three be accessible. We saw 11 arenas and none are accessible. ***We recommend access to five (5) arenas.***

The Program Access Chart at the end of this section, along with the Ramsey County Ice Arena Map, illustrates the areas where work is recommended so that every resident is close to an accessible arena. [[Ramsey County Ice Arena Map](#)]

62. ***Make corrections*** cited in the reports so the arenas below become accessible:

- ***Aldrich Arena***

- **Charles M. Schultz-Highland Arena**
- **Shoreview Arena**
- **Vadnais Sports Center (2 of 2)**

63. ***Leave as is*** the arenas at the following sites:

- **Gustafson-Phalen Arena**
- **Harding Arena**
- **Ken-Yachel-West Side Arena**
- **Oscar Johnson Arena**
- **Pleasant Arena**
- **White Bear Arena**

Advertise the accessible arenas in Department website and publications.

Accessible Golf Courses

The ***minimum required*** of the Department by title II of the ADA is that the “program” of golf be accessible to residents. This is measured by the “program access test” found in section 35.150 of the title II regulation (see 28 CFR Part 35). For similar multiple sites, no guidance is given as to how many existing golf courses should be accessible.

We recommend that a minimum of one area of every three be accessible. We saw five golf courses and none were accessible. ***We recommend access to two courses.***

The Program Access Chart at the end of this section, along with the Ramsey County Golf Course Map, illustrates the areas where work is recommended so that every resident is close to an accessible golf course. [[Ramsey County Golf Course Map](#)]

64. ***Make corrections*** cited in the reports so the courses below become accessible:

- **Keller Golf Course**
- **Manitou Ridge Golf Course**

65. ***Leave as is*** the courses at the following sites:

- **Goodrich Golf Course**
- **Island Lake Golf Course**
- **The Ponds at Battle Creek**

Advertise the accessible golf courses in Department website and publications.

Community Engagement

An integral part of the development of a transition plan is the solicitation of public feedback. In our work for RCPRD, we engaged the public in two ways: an online survey and community meetings. Each is discussed below.

Online Survey

First, an online survey was developed by our firm and RCPRD, and implemented by RCPRD. The survey inquired about accessibility preferences and priorities of Ramsey County residents and users of RCPRD sites and facilities. Fewer than 20 individuals replied, and those respondents were a mix of persons with disabilities, family or friends of a person with a disability, service providers, or other interested persons. See question 1 of the survey.

All but one respondent lives or works in Ramsey County. A high percentage (60%) used RCPRD sites frequently (2 or 3 times per week) or often (weekly). Most preferred self-directed activities, such as walking, running, or rolling on RCPRD trails. We interpret the latter two set of replies as an indicator that this is as a group of interested respondents with a personal connection to RCPRD. See questions 2, 3, and 4 of the survey.

Regarding RCPRD infrastructure, most rated access to buildings and structures as average. On the subject of RCPRD outdoor assets such as playgrounds, fields, and trails, most replies rated RCPRD as good. This is logical as some of the ice and golf infrastructure is older construction and therefore less likely to be accessible. See questions 6 and 7 of the survey.

In a series of questions, clear guidance emerged regarding how to plan for access retrofits.

- Most preferred dispersed access (58%), where some but not all assets at sites are made accessible, and spread through Ramsey County, to centralized access, where all assets are made accessible at one site before moving retrofit work to other sites (see question 9)
- Most were willing to travel to a park that is not the closest to their home (66.7% for accessible park assets, see question 10)
- Most preferred that some assets be accessible at every park (75%) as opposed to all assets being accessible at a park before work begins at other park (see question 11)

As to the types of park assets to be made accessible, questions 8 and 12 of the survey identify preferences of the respondents. Parks, playgrounds, and picnic areas rated highest at 50%, as did Tamarack Nature Center at 41.67%.

However, basic assets rated by far the highest, with bathrooms at 83.3%, accessible routes at 58.3%, and accessible parking at 50%. This could be viewed as a preference that the site and facility basic building blocks (parking, accessible routes, and restrooms) are a higher priority than the reason for coming to the site or facility.

Or, conversely, it could be viewed that if the reason for coming to the site is made accessible but the basic building blocks are not, the accessible features will not be used, or will be harder to use.

Community Meetings

We planned and facilitated three community meetings at RCPRD sites. RCPRD coordinated marketing and invitations for these meetings.

The first was held on November 18 at 6:00 p.m. at the Vadnais Sports Center. In attendance were the Parks and Recreation Board and RCPRD staff, and one member of the public. We reviewed our process and work, and illustrated some of our access audit findings in a PowerPoint presentation. In a thoughtful discussion, several preferences and questions emerged:

- Most preferred that we lean towards a hybrid of the centralized/dispersed model for retrofit planning
- Several identified an efficiencies approach, where, for example, all parking is done together, in theory getting more work for a better price
- A trend of addressing the basics (restrooms, parking, exterior accessible routes) over recreation elements emerged, consistent with the online survey
- Several thought that density of use should be a factor in determining when work occurs, with a preference for more heavily used sites
- Also discussed was whether free sites (playgrounds, parks, picnic areas) should have a higher priority than sites where a fee is paid (golf), and this was not resolved

The second community meeting was held at 10:30 a.m. on Thursday, November 19 at Battle Creek Community Center. No members of the public attended and we adjourned the meeting at 11:00 a.m.

The third community meeting was held at Goodrich Golf Course at 6:00 p.m. on Thursday, November 19. This meeting was attended by five members of the public and two RCPRD staff. We reviewed our process and work, and illustrated some of our access audit findings in a PowerPoint presentation. In a thoughtful discussion, several preferences and questions emerged:

- Access points to RCPRD sites need to connect to public transit
- Are pervious asphalt trail surfaces an effective option for RCPRD?
- Most preferred a dispersed approach as opposed to a centralized approach

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- Discussed was whether free sites (playgrounds, parks, picnic areas) should have a higher priority than sites where a fee is paid (golf), all acknowledged this needs more discussion
- Consensus of the group was to start with the basics (parking, exterior accessible routes, and restrooms)

Conclusion

The online survey and the community meetings raised some consistent issues and preferences. They should be considered by RCPRD. We do not believe, however, that enough participation occurred to determine a direction. We urge RCPRD to consider the opinions expressed in evaluating our recommended phasing of work.

Transition Plan

The Department must have a transition plan per 35.150(d) of the DOJ title II regulation. The plan should identify the barrier, the corrective work, the date by which the work will occur (in our reports, the Phase), and the person responsible for barrier removal.

Barriers should be removed as soon as is possible. Phasing the work to be done allows for access to occur and makes the best use of the resources of the Ramsey County Parks and Recreation Department.

In the view of DOJ, the recreation design requirements were available to the Department since 2004, if not earlier. Enforcement staff has said at meetings and in conversations that work should have already been underway to identify and remedy access deficits.

We recommend work in three phases. We also note the work we recommend need not occur in a category titled Department Option. Should the Department plans change, or should other resources become available, the corrective work needed at these sites is known. We acknowledge that each phase likely requires three or more fiscal years for completion.

We have made cost *references* for the corrective work recommended. We note that these are not estimates and should be used only for planning purposes. The final design, the year in which the work will occur, the relationship with the contractor, and many other factors must be considered before a cost estimate is made.

The total of corrective work we recommend is \$2,802,338.25. We believe the retrofit work can be implemented over a ten-year period.

In Phase One, we recommend work in the amount of \$1,149,007.50. Generally, the work in this Phase falls into two categories: easy to do with existing staff and resources (low-hanging fruit), and old requirements (such as parking) at sites otherwise accessible. The Department should decide how many years are required to complete a phase.

Here we would suggest that Phase One is a four-year process.

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In Phase Two, we recommend work in the amount of \$935,441.50. Generally, the work in this Phase includes changes to recreation amenities, such as playground surfaces, ball fields and athletic fields. The Department should decide how many years are required to complete a phase.

Here we would suggest that Phase Two is a three-year process.

In Phase Three, we recommend work in the amount of \$717,292,245.74. Generally, the work in this Phase falls into two categories: elements not yet addressed by a final Standard, such as trails, and elements where correction is complex or costly. The Department should decide how many years are required to complete a phase.

Here we would suggest that Phase Three is a three-year process.

We identified work in the amount of \$1,292,245.74 in Department Option. This is work at a site or element with access deficits where we believe the Department already meets the program access test and need not make these sites accessible, until later altered for another purpose.

Funding Access Retrofits

At the request of RCPRD, we have developed this section to address some of the funding sources other cities, counties, park districts, and governmental entities have used for accessibility compliance. This is not intended as a comprehensive list, but should serve as food for thought on this subject.

No Dedicated Federal Source

There is no dedicated source of federal funds for accessibility renovations to existing sites. This will not likely change in the future. We look to the Land and Water Conservation Fund as an example, and that LWCF resource, even with a dedicated funding source, is typically underfunded.

Earmarks

Some of our clients have pursued Congressional earmarks for accessibility work. Earmarks are increasingly unpopular, and difficult to obtain. However, the Congressional practice of adding grant earmarks to bills proceeding through the US Congress still exists.

Community Development Block Grant Funds

Several of our clients have acquired federal Community Development Block Grant (CDBG) funds for accessibility renovations at existing sites. Administered through local entities, CDBG funds often have a priority. It would be important to establish accessibility as a priority for CDBG applications, which are very competitive.

State Grants Programs

Several states, and several of our clients, have successfully pursued state legislation to set aside dedicated state funds that can be used for recreation purposes, including access retrofits. To name a few, Illinois, New Jersey, Colorado, Ohio, Florida, and Texas all have sources of revenue funded in various ways, such as the real estate transfer tax.

While the various states have all at times not fully funded these grant programs, they remain an effective tool for parks and recreation site acquisition and development.

State Discretionary Funds

Every state legislature provides some type of discretionary funding for members of the legislature. In some states, these are relatively small grants of under \$50,000. In other states, it is common to see legislative grants of \$500,000 or more. As with Congressional earmarks these have become less popular in recent years, but still exist in most states.

Special Accessibility Legislation

At least one state (Illinois) has adopted legislation that allows park districts or municipalities to levy a tax that can be used only for recreation for people with disabilities. Included as a purpose here can be the use of those funds to retrofit existing sites and facilities. Statewide, local entities in Illinois levy and expend an estimated \$80,000,000 annually on this purpose.

Private Giving

Some of our clients have successfully sought private gifts for accessibility purposes. The private giving area is subject to fluctuations depending on the economy, political issues, and related fiscal impacts. In our experience, private giving works best when an agency such as RCPRD has an employee dedicated to this purpose.

Corporate Giving

Some of our clients have successfully sought grants from corporations. These may, for corporate purposes, come from marketing (such as naming rights to an RCPRD facility) or from community giving. Also, many corporations have a related foundation that manages corporate giving. A good example here is the Mitsubishi Foundation. In our experience, corporate giving works best when an agency such as RCPRD has an employee dedicated to this purpose.

Community Foundations and Other Foundations

Community foundations, which operate on a regional basis, have also been involved in accessibility giving. Perhaps the greatest example here is the multi-million dollar Kellogg Foundation project that improved accessibility in Michigan, Ohio, Indiana, Illinois, and other states that bordered the Kellogg headquarters in Michigan.

Other Methods

There are other methods. A New Jersey community takes 100% of accessible parking fines and applies those towards recreation for people with disabilities. Several Illinois park districts have added a \$1 to \$10 surcharge to every registration, with the fees generated being earmarked for access and inclusion expenses. Several communities have successfully sought budget increases to address accessibility backlogs, just as they have with maintenance backlogs.

Risk Management

Investing in playground safety saves money for a parks agency by avoiding legal expenses related to playground injuries. The same concept applies here. Investing in accessibility retrofits saves the cost of staff time and attorneys to defend against ADA lawsuits or administrative complaints. While we do not believe a decision about access should hinge solely on risk management factors, we do recommend that RCPRD be aware of this factor going forward. ADA enforcement continues to grow and touch more and more communities.

Conclusion

The Ramsey County Parks and Recreation Department has a variety of recreation facilities and sites. The skilled staff operates facilities and sites the community wants and enjoys. This report identifies some issues that are typical in a Park Department infrastructure. The Department takes steps towards accessibility every year and that undoubtedly helped.

The Department should determine to what extent it will act on our recommendations and any staff recommendations. Access work should occur every year during the transition plan.

While no one can say with certainty how long the Department can stretch these projects, the Department should make access retrofits an ongoing part of its annual plans and budgets. US Department of Justice officials have said work must be completed as soon as is possible.

Be certain to understand that the Department could be forced to accelerate its pace. Making access work a high priority is critical.

Your strategy should definitely address the common issues identified in this report.

The Ramsey County Parks and Recreation Department should be commended for undertaking this task. Although this access audit and the transition plan are both mandated tasks, many of your neighbors have not completed these steps.

In closing, thanks again to the staff at the Department for their cooperation and spirit. All of the team at our firm enjoyed working with them. We acknowledged you, Scott, for your assistance earlier, and we do so again here.

**Ramsey County Parks and Recreation Department
Access Audit and Transition Plan Conclusions and Recommendations
November 30, 2015 page 26**

Call me at Recreation Accessibility Consultants at 224/293-6451 if there are any questions.
Thanks again for inviting us to work with the Ramsey County Parks and Recreation
Department.

Submitted by



**John N. McGovern, J.D., President
Recreation Accessibility Consultants LLC**

RCPRD CONCLUSIONS 201501

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RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT TRANSITION PLAN SUMMARY December 16, 2015

Summary	Phase	2	3	CO	Grand Total
	1				
Site Name					
Aldrich Arena	\$ 279,888.50				\$ 279,888.50
Bald Eagle-Otter Lakes Regional Park		\$ 33,219.75	\$ 21,035.00		\$ 54,254.75
Battle Creek Regional Park		\$ 115,722.50	\$ 39,901.25	\$ -	\$ 155,623.75
Battle Creek Waterworks			\$ 54,126.75	\$ 9,100.00	\$ 63,226.75
Beaver Lake County Park	\$ 11,152.50	\$ 1,695.00	\$ 1,792.50	\$ 65,425.00	\$ 80,065.00
Birch Lake Regional Trail			\$ 3,892.50		\$ 3,892.50
Bruce Vento Regional Trail			\$ 10,631.25		\$ 10,631.25
Charles M. Schultz - Highland Arena	\$ 155,652.50				\$ 155,652.50
Goodrich Golf Course				\$ 68,146.50	\$ 68,146.50
Gustafson-Phalen Arena				\$ 125,808.50	\$ 125,808.50
Harding Arena				\$ 125,958.75	\$ 125,958.75
Highway 96 Regional Trail			\$ 5,092.50		\$ 5,092.50
Island Lake County Park	\$ 67,214.25	\$ 27,006.25	\$ 7,400.00	\$ 14,400.00	\$ 116,020.50
Island Lake Golf Course				\$ 34,274.75	\$ 34,274.75
Keller Golf Course	\$ 121,099.50		\$ 49,161.25		\$ 170,260.75
Keller Regional Park		\$ 155,291.25	\$ 30,250.00	\$ 20,425.00	\$ 205,966.25
Ken Yachel - West Side Arena				\$ 78,631.00	\$ 78,631.00
Lake Gervais County Park	\$ 46,695.00	\$ 4,985.00	\$ 7,472.50	\$ 56,618.75	\$ 115,771.25
Lake Josephine County Park	\$ 36,243.50	\$ 15,652.50	\$ 6,687.50		\$ 58,583.50
Lake McCarrons County Park	\$ 28,845.00	\$ 9,217.50	\$ 9,072.50	\$ 10,700.00	\$ 57,835.00
Lake Owasso County Park	\$ 17,472.50	\$ 32,850.00		\$ 25,637.50	\$ 75,960.00
Long Lake Regional Park		\$ 182,118.25	\$ 20,218.75	\$ 1,460.00	\$ 203,797.00

RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT TRANSITION PLAN SUMMARY December 16, 2015

Summary	Phase				
	1	2	3	CO	Grand Total
Site Name					
Manitou Ridge Golf Course	\$ 68,263.25		\$ 30,089.50		\$ 98,352.75
Oscar Johnson Arena				\$ 87,325.00	\$ 87,325.00
Parks and Recreation HQ			\$ 266,283.75		\$ 266,283.75
Pleasant Arena				\$ 83,005.75	\$ 83,005.75
Poplar Lake County Park				\$ -	\$ -
Rice Creek North Regional Trail			\$ 13,472.50	\$ 6,068.75	\$ 19,541.25
Rice Creek Water Trail				\$ 8,335.00	\$ 8,335.00
Rice Creek West Regional Trail			\$ 8,081.25		\$ 8,081.25
Shoreview Arena	\$ 92,440.25				\$ 92,440.25
Tamarack Nature Center Regional Park		\$ 111,836.75	\$ 57,348.75	\$ 13,597.50	\$ 182,783.00
The Ponds at Battle Creek Golf Course				\$ 58,107.75	\$ 58,107.75
Tony Schmidt Regional Park		\$ 95,066.50	\$ 28,708.00	\$ 174,968.75	\$ 298,743.25
Trout Brook Regional Trail			\$ 13,935.00		\$ 13,935.00
Turtle Lake County Park	\$ 24,580.00	\$ 800.00		\$ 27,825.00	\$ 53,205.00
Vadnais Sports Center	\$ 199,460.75				\$ 199,460.75
Vadnais-Snail Lakes Regional Park		\$ 96,787.75	\$ 19,676.25	\$ 8,168.75	\$ 124,632.75
Vadnais-Sucker Lakes Regional Park		\$ 53,192.50	\$ 13,560.00	\$ 17,400.00	\$ 84,152.50
White Bear Arena				\$ 87,522.25	\$ 87,522.25
White Bear Lake County Park				\$ 83,335.49	\$ 83,335.49
Grand Total	\$ 1,149,007.50	\$ 935,441.50	\$ 717,889.25	\$ 1,292,245.74	\$ 4,094,583.99

August 2018



ADA IMPLEMENTATION PLAN

INTRODUCTION

In 2015, the Ramsey County Parks and Recreation department contracted with Recreation Accessibility Consultants, LLC (RAC) to assess compliancy with the American Disability Act (ADA) across Parks & Recreation areas and facilities. RAC identified items across all Parks & Recreation facilities that do not comply with the 2010 ADA Standards, and compiled this information into an extensive Transition Plan for Parks & Recreation. The Transition Plan details all the noncompliant items in each Parks & Recreation site, with the corrective action required, recommended priority level, and estimated repair costs.

Due to the magnitude and estimated cost of the required repairs (over 5,000 noncompliant items were listed, with a total estimated repair cost of nearly \$5 million), Parks & Recreation created an ADA Implementation Team (ADAIT) to assist the department in developing a medium-term plan to implement the ADA corrections. The ADAIT, consists of Parks & Recreation staff, a Parks & Recreation Commission member, and individuals from various local ADA advocacy groups and organizations. This Implementation Plan is the product of that group's work.

ASSESSING PROGRESS

Overall, this ADA Implementation Plan strives to:

- Provide direction on the utilization of available 2018-19 ADA funding
- Lay out medium-term plan for funding and implementing corrections not included in 2018-19 plan
- Support the department's efforts in requesting funding in future budget cycles
- Provide a concise document for residents to reference to understand the department's goals and strategies for this project

Currently, the ADA Implementation Plan provides a general guide for Parks & Recreation as they address ADA items. There will be quarterly meetings to update the ADAIT and important stakeholders on the progress of ADA implementation, and maintain Parks & Recreation's accountability. The plan will also be updated every two years to reflect progress of the implementation plan, and any changes to funding and ADA standards in the future that may affect this plan.

SOURCES OF FUNDING

Maintenance of County parks, ice arenas, and golf courses is funded through the County, through its Comprehensive Asset Management Preservation Program (CCAMP) and Capital Improvement Program (CIP). Regional park maintenance is funded through the Metropolitan Council. For the 2018-2019 budget cycle, Parks and Recreation has requested and received \$100,000 per year from both the CIP program and the Metropolitan County for ADA implementation. Parks and Recreation will continue to request this funding for future budget cycles, but this funding is not guaranteed to continue beyond 2019. The implementation of this Transition Plan will require significant funding to complete. Parks and Recreation will make every attempt to secure this funding, in addition to other project/grant opportunities that may become available, but the priorities set forth in this Plan may need to be adjusted based on availability of funding.

FACILITY CATEGORIES

Parks & Recreation facilities can be broken down into the following four categories:

1. Ice Arenas

- The County ice arena system is in the midst of a medium-term capital plan to modernize the facilities in compliance with current and future codes and regulation.
 - ADA items will be addressed as part of these larger projects.
 - Three projects are funded for the 2018-19 budget cycle: Aldrich Arena, Shoreview Arena, and White Bear arena. These projects include funding to address ADA issues
2. Golf Courses
- Recommendations regarding golf courses will be on hold until a golf study is released in late 2018.
 - The report will guide the capital improvement plan for golf courses and guide ADA priorities.
3. Administrative Buildings
- ADA items will be addressed when buildings receive funding for improvement/redevelopment projects.
 - Parks and Recreation requested CIP funding for 2018-19 for a significant remodel of the Parks administration building, which included budget for ADA items. This project was not funded. Parks and Recreation will request funding again for the 2020-21 cycle.
 - Tamarack Nature Center is in the midst of a multi-phase 15-year campus buildout project. The final phase of construction is anticipated to begin in 2020-21 and will include funding for ADA items
4. County and Regional Parks
- Parks scheduled to be redeveloped or re-master planned by 2020 will incorporate ADA corrections into project plans and budgets
 - For parks or areas that are not planned to be addressed for two years or more, the implementation plan will detail the strategy for corrections.

IMPLEMENTATION PROCESS & TIMELINE

The implementation process consists of two phases:

- Phase 1: ADA implementation of physical aspects.
- Phase 2: ADA implementation of programming aspects.

Phase 1 of the implementation process is designed to make the built environment at Parks & Recreation facilities accessible. This would include areas such as parking lots, sidewalks, entrances, vertical transportation (elevators), restrooms, spectator areas, recreation areas, and others.

Phase 2 will focus on improving the accessibility of the programs and recreation services those offered by Parks & Recreation, such as summer camps or sport recreational activities. As Phase 1 items are completed, Phase 2 programming will be addressed when practical. Parks & Rec will not wait for all of Phase 1 or for all ADA items, regardless of priority tier, to be fully completed because we understand that this process will span several years. Phase 2 programming will be rolled in as Phase 1 items are addressed, to ensure that some programming aspects are also ADA compliant throughout the implementation process.

The following are current or future projects that will include ADA corrections:

- Lake Owasso
- Aldrich Ice Arena
- Keller Golf Course Driving Range
- Shoreview Ice Arena
- White Bear Lake Ice Arena

- Tamarack Nature Center expansion/remodel
- Beaver Lake County Park
- Snail Lake Beach Building

As an example, Lake Owasso is scheduled to be 100% ADA compliant by the end of September, 2018. This park will begin Phase 2 programming that will serve to model Phase 2 implementation at other parks.

For facilities not included in current or upcoming projects, the ADAIT recommends prioritizing county and regional parks for utilizing existing ADA specific funding. The other facility categories can be addressed through current and future projects (arenas, administration) or once long-term plans become clearer (golf).

Within individual parks, the ADAIT determined that the department's focus in implementing ADA corrections should mirror the experience of a user who has disabilities— i.e. from the parking lot to sidewalks/access routes to the shelter/restroom to the picnic areas to recreational areas such as beaches, playgrounds, fishing piers. Three tiers will be used to prioritize ADA corrections within individual parks:

- Tier 1: Parking and access/routes
- Tier 2: Bathrooms and picnic areas
- Tier 3: Recreation areas

There is an additional fourth tier noted in the ADA Transition Plan. Tier 4 items are considered best practices, and will not be considered for the time being.

Following the tiers of priority, the ADAIT decided to begin addressing ADA items at the following facilities:

1. Lake Gervais County Park
2. Lake Josephine County Park
3. Turtle Lake County Park
4. White Bear County Park
5. Bald Eagle-Otter Lake Regional Park
6. Vadnais-Snail Lakes Regional Park
7. Vadnais-Sucker Lakes Regional Park

The four County Parks were selected since there are no immediate plans to re-develop or re-master plan this spaces in the near future. The selected Regional Parks were selected because there is existing funding to allocate to them, and are areas that are not currently being re-master planned.

Within each park, it will be a good rule to follow the tier 1, 2 and 3 timeline. If it makes economical and/or logistical sense, some tier 2 or 3 aspects might be completed at a particular park or across all parks.

Appendix A contains a general implementation strategy for each Parks & Recreation facility. The end goal is to have all Ramsey County Parks & Recreation facilities to be 100% accessible. The implementation process will require years of planning and collaboration across various organizations and agencies, as well as whether the County receives adequate funding to fold in all the changes and ADA items we would like to implement. Parks & Recreation will continue to address ADA items at Parks facilities, following the three-tier approach, and we will roll in additional ADA items as Parks & Recreation facilities are subject to re-master planning/redevelopment, or makes economical/logistical sense to address some tiers at the same time.

If ADA standards change, Parks & Recreation will continue to update this plan accordingly and adapt to such changes, given the budgets and resources available.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 20

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
Code #: Parks and Recreation/660000	Item: Woodview OLDA		<u>X</u>	___
Account: 441201 ___ 441212 ___	Dept Priority			
441202 ___ OTHER ___	Number: <u>10</u>	CM Ranking <u>19</u>	CIPAC Ranking <u>20</u>	

PROJECT DESCRIPTION:

The Woodview Off-leash Dog Area (OLDA) is located within the Woodview Open Space area, and is one of four off-leash dog areas within the Ramsey County Park and Recreation system. Woodview OLDA is approximately four acres in size and is located on the north side of Larpenteur Avenue, just east of Dale Street. Existing components for the Woodview OLDA consist of one smaller fenced dog area that is moderately accessible for users with disabilities, larger unfenced dog area, small parking lot for approximately 19 vehicles, and limited site amenities consisting of mainly rule signs, and small maps. In addition, most of the Woodview OLDA is predominately heavily wooded with large canopy trees, varying topography, and is adjacent to a large wetland area. Redevelopment of the Woodview OLDA is proposed to be completed in two phases. This project (Phase 1) includes the development of a master plan to guide future development, and potential expansion. Phase 1 master planning activities will consist of detailed site Inventory and analysis, site surveys, historical review of the site, inventory and needs analysis, public engagement process, development concept, development costs, stewardship plan, implementation plan, and communication process. The master plan is intended to guide future development for elements to the OLDA, ADA accessibility, OLDA energy resiliency projects, potential expansion, and other partnerships for long-term development and maintenance of the OLDA. Phase 2 components is planned for implementation of elements identified within the master plan. It is anticipated additional funding would be required for implementation of Phase 2 components.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING									
		2020	2021	2022	2023	2024	2025	2020	2021	2022	2025
County Funds	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -				
Federal Funds	\$ -	-	-	-	-	-	-				
State Funds	\$ -	-	-	-	-	-	-				
Other (Specify):	\$ -	-	-	-	-	-	-				
Totals (Project/Item Funding)	\$ 75,000	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -				

Who Prepared Cost Estimate: Scott Yonke, Director of Planning and Development

Date of Estimate: 12/1/2018

NARRATIVE JUSTIFICATION:

In June 2018, the Parks department finalized a System-wide Off-leash Dog Area Master Plan to assess the current state of the County OLDA's and plan for future aspects of development. As a component to the System-wide OLDA Master Plan, the Park department is planning to develop the Woodview site master plan to fully address the future need and improvements throughout the site. Community interest in developing the System-wide OLDA master plan initiated the process for further developing the Woodview OLDA. Because there is not a master plan for future development with the Woodview OLDA, staff informed the public request that the master plan needs to be the first step to identify site specific infrastructure needs. The master planning process is the public process to help determine long-term infrastructure improvements for the OLDA. In addition, this planning phase would also concede with additional master planning activities planned for the Battle Creek, Otter Lake, and Rice Creek OLDA's.

EVALUATION CRITERIA:	Yes	No	Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	___	<u>X</u>	<u>X</u>	___
6. Protect Property	<u>X</u>	___	___	___
7. Provide Public Service	___	___	<u>X</u>	___
8. Provide Public Convenience	___	___	<u>X</u>	___
9. Enhance County Image	___	___	<u>X</u>	___



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 20

Department Name &

Project Title or

NON-ROUTINE
(New/Renovation)
Or ROUTINE
(Maintenance)

Yes

No

X

Code #: Parks and Recreation/660000

Item: Woodview OLDA

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Due to increase use overtime, and lacking infrastructure/amenities at the OLDA, additional site and infrastructure improvements are needed to provide the same experience and use at Battle Creek OLDA, Otter Lake OLDA, and the Rice Creek OLDA. Without a plan for development, recreational needs will go unmet, and the public enjoyment of the OLDA will remain limited. In addition, the OLDA will not serve the surrounding communities recreational needs, and will ultimately result in the loss of the intended public service. The message sent to park users is perceived negatively that they are not a priority. Use will drop as the OLDA becomes less desirable as a County destination.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes_ No_x When? _____
If project was funded, are carryover funds available? Yes_ No_x
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

The development of the OLDA will require year-round maintenance for natural resource restoration and general park maintenance activities. Annual life cycle maintenance costs are estimated to be 5% of construction cost. This includes county staff time (general maintenance, natural resource, and contractors), partial cost of maintenance vehicles (for trucks, mowers, garbage, plowing, and trails), supplies, and operation of other recreational infrastructure, and maintenance costs for specific amenities included in the plan. Design and construction efficiencies will be incorporated into this project with this intent to prevent or reduce increased maintenance and operations costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

Future development of the OLDA will require future energy (water, electric, gas) use consumption for operation of potential park and recreation infrastructure, general park and natural resource maintenance activities. It is anticipated that energy resiliency projects will be implemented for all proposed components regardless of the development footprint to take advantage of sustainable energy use and potential reuse of energy to meet net-zero energy for electric use, sustainable stormwater management, and reduction of water and gas use.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Impact of future revenues is not anticipated. The County provides off-leash dog areas as a free recreation amenity to the public.

Estimated Useful Life: _____

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC does not recommend financing this project in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager does not propose financing this project in 2020 or 2021.

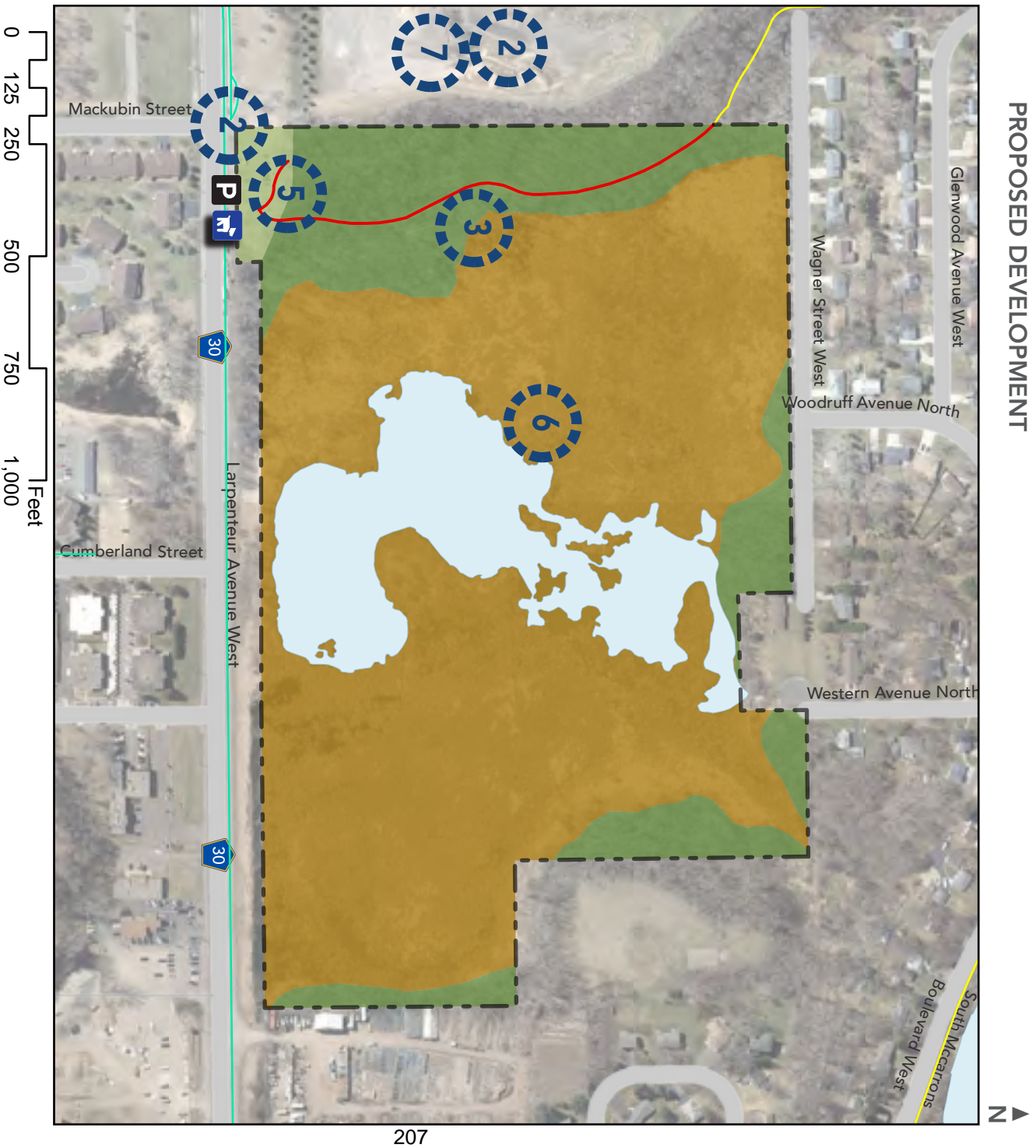
Woodview Open Space Off-Leash Dog Area



1. Woodview off-leash dog area has an accessible small dog area, finding an accessible route into the large dog area will be more difficult due to the topography of the site but should be explored and executed if possible by Parks & Recreation
2. Woodview is the only current site that does not meet the size requirements of a regional off-leash area, making this off-leash area the top priority among the county's current system. Every effort should be made to expand the current site. The system plan has identified the county owned parcel to the west of Woodview Open Space for acquisition, this area would be a prime location for an expanded off-leash area as there are few if any conflicts.
3. The off-leash dog area at Woodview Open Space is in the worst condition of any in the Ramsey County system, and is identified as the top priority for future development of off-leash areas. There are many overhanging hazardous trees, brush, and other debris making the site difficult and unsafe to traverse. This should be the number one priority going forward to make this site safe.
4. The rules signs and bulletin board should be moved out of the off-leash dog areas and relocated to the front of the entrances.
5. A water line for a human and dog drinking fountain should be brought to the entrance.
6. A double gated entry should be installed for the large dog area
7. Fencing should be installed to fully enclose the large dog area, along with any expansion area
8. Install trash receptacles throughout the off-leash area along with waste bag dispensers
9. If possible install a 10' maintenance gate.

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PROPOSED DEVELOPMENT



Legend

- Park Border
- Proposed Development
- Proposed Development Node
- Metro Tranist Stop
- Park Paved Trail
- Park Turf Trail
- Municipal Trail
- Municipal Ped/Bike Facility
- Regional Trail
- Proposed Regional Trail
- Proposed Paved Park Trail

WOODVIEW OPEN SPACE

PROPOSED DEVELOPMENT

1. Master Planning

Future improvements to Woodview Open Space will require a future master planning process to address proposed park and recreation opportunities.

- Develop partnerships with the city of Roseville, Ramsey-Washington Metro Watershed District (RMMWD), and private parties for funding strategies, increased recreational opportunities, storm water management best practices, and proposed improvements.
- **Off Leash Dog Area Master Plan:** Master planning activities for the system wide Off Leash Dog Area Master Plan began in 2017 and were completed in 2018. This master plan addresses improvements to the Woodview Off Leash Dog Area.
- **Ramsey County Property:** a 29.8-acre property owned by Ramsey County located north of the Woodview Open Space. This is an undeveloped property with pedestrian trails meandering throughout the property with connections to Dale St N and Reservoir Woods Park. Potential development of this area would include passive recreation such as paved trails, natural surface trails, a parking facility, community gardens, observation areas, interpretive and education programming areas, and other similar uses.
- **Ramsey County Community Corrections property:** a 17.8-acre property owned by Ramsey County Community Corrections located west of the current Woodview Open Space. Currently this is an undeveloped property that is mainly used by Ramsey County Public Works for storage of road materials. If this property is not needed for material storage in the future, expansion of Woodview Open Space is desired. Development of this area would include passive recreation such as paved trails, natural surface trails, a parking facility, community gardens, observation areas, interpretive and education programming areas, and other similar passive recreation.

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2. Site Access

Redevelop existing access points and provide additional access points throughout the park for improved access to recreational amenities.

- **Ramsey County Property:** Potential new access point from Dale Street North and Chandler Avenue to the existing trail system on the Ramsey County Property to the north of the existing Woodview Open Space Area.
- **Vehicular:** Redevelop and increase parking opportunities for improved access to the open space. During any parking lot redevelopment additional parking should be considered along with improved pedestrian connections, signage, storm water management best practices, and site amenities.

3. Trail Development

- Redevelop existing trails throughout the open space for improved access to recreational amenities. Improvements shall consist of trail repaving, re-alignment of trail sections for enhanced connections, and the reduction of sharp corners and steep slopes adjacent to trails.

WOODVIEW OPEN SPACE

PROPOSED DEVELOPMENT

4. Wayfinding

- **Pedestrian:** Improve pedestrian signage for enhanced wayfinding to trail accesses and other amenities. Provide interpretive signage in natural areas for increased wayfinding to nature education opportunities.
- **Vehicular:** Improve vehicular entrance signage for better wayfinding to park accesses. Replace existing park entrance sign.
- All signage should conform to the Ramsey County Parks & Recreation Wayfinding Master Plan.

5. Recreation Opportunities

- **Restroom:** Develop a seasonal restroom facility and adjacent recreation amenities for use with the off-leash dog area. Building development shall comply with the Americans with Disabilities Act (ADA) and Universal Design standards.
- **Public Art:** Provide the opportunity and appropriate infrastructure to accommodate public art to improve community connections.
- **Observation Areas:** Develop observation areas along the existing trail system for interpretive education of natural areas and wildlife. If federally or state listed protected plants or animals are discovered, statutes and guidelines will be followed.
- **Programming:** Increase recreation and nature programming.

6. Habitat Restoration & Management

- Woodview Marsh is being restored as a wetland bank by the Ramsey County Public Works department from a low quality, highly disturbed wetland to a functioning wetland with a diversity of plants beneficial to wildlife.
- The restoration includes excavation to create open water habitat and invasive plant removal and seeding of native plants.
- The site is monitored by Ramsey County Public Works.
- No active management is planned for this site, however, future restoration could include the removal of woody invasive species throughout the woodlands.

7. Acquisitions

Future open space expansion is proposed for two Ramsey County properties adjacent to the existing Woodview Open Space Area.

- **Ramsey County Property:** a 29.8-acre property owned by Ramsey County located north of the current Woodview Open Space.
- **Ramsey County Community Corrections Property:** a 17.8-acre property owned by Ramsey County Community Corrections located west of the current Woodview Open Space.

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	___
Code #: <u>Parks and Recreation/660000</u>	Item: <u>Satellite Maintenance Facility</u>	Or ROUTINE (Maintenance)	___	___
<hr/>				
Account: 441201 ___ 441212 ___	Dept Priority	CM Ranking	CIPAC Ranking	
441202 ___ OTHER _____	Number: <u>11</u>	<u>not ranked</u>	<u>not ranked</u>	

PROJECT DESCRIPTION:

This project will design and build two facilities that will serve as satellite work locations and equipment storage for Parks & Recreation department staff. These facilities will be located at Tamarack Nature Center and Rice Creek North Corridor and will serve the north and west sides of the county park system. These facilities will greatly reduce the amount of time travel to the current central maintenance location and increase efficiency and productivity of park maintenance staff. This project will include design and construction of two 2,400 square-foot buildings which will include equipment storage facilities and staff break rooms.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING									
		2020		2021		2022		2023		2024	2025
County Funds	\$ 1,966,000	\$	-	\$	-	\$ 983,000	\$	983,000	\$	-	\$ -
Federal Funds	\$ -		-		-	-		-		-	-
State Funds	\$ -		-		-	-		-		-	-
Other (Specify):	\$ -		-		-	-		-		-	-
Totals (Project/Item Funding)	\$ 1,966,000	\$	-	\$	-	\$ 983,000	\$	983,000	\$	-	\$ -

Who Prepared Cost Estimate: Gus Blumer - Parks Project Manager

Date of Estimate: 1/15/2018

NARRATIVE JUSTIFICATION:

The Parks & Recreation department divides the seasonal maintenance responsibilities of parks into specific geographic districts to maximize efficient use of staff resources and county owned equipment to maintain facilities and prepare them for park users in a timely manner. The main maintenance and storage facility for the Parks & Recreation department is located in the City of Maplewood. One-way travel time to this facility can exceed 30 minutes for some districts, which can drastically reduce staff park service and maintenance time. Two permanent satellite facilities will improve work time efficiency and reduce fuel consumption. These secured storage facilities will protect county assets and increase the life of equipment, some of which is currently stored outside. The County's image would also be improved as any efforts to reduce reoccurring commuting and increase the presence of staff performing maintenance in the park demonstrates a stronger commitment to serving the public and maintaining the park facilities.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health		<u>X</u>		<u>X</u>	
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___			<u>X</u>
5. Reduce Operating Costs/Energy Costs	<u>X</u>	___		<u>X</u>	
6. Protect Property	<u>X</u>	___			
			7. Provide Public Service	<u>X</u>	
			8. Provide Public Convenience		<u>X</u>
			9. Enhance County Image	<u>X</u>	

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &

Project Title or

NON-ROUTINE
(New/Renovation)
Or ROUTINE
(Maintenance)

Yes

No

X

Code #: Parks and Recreation/660000

Item: Satellite Maintenance Facility

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Service to the park facilities located in the northeastern and western portions of the county will be restricted due to staff travel time. The public and employee's safety decreases with the amount of time spent on the road hauling trailered equipment. Fuel costs would increase due to increased travel. Patrons would be affected as facilities would experience a reduction in service and may not be prepared in time for customer service.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes_ No_x When?
If project was funded, are carryover funds available? Yes_ No_x
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

If this facility were constructed the amount of time directly spent on performing maintenance of the park system would increase. Fuel costs would be reduced as miles driven would be significantly reduced.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

There is likely not a significant difference in the amount of revenue generated with or without this facility. However the higher standards of maintenance the department can provide the more likely customers will return to rent facilities in the future. Poorer maintenance standards lead to a less loyal customer base.

Estimated Useful Life: 50 years

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2020 or 2021.

Maint Facility Estimate

Date 12/18/2018

Base Estimate				
Item	Unit	Total Quantity	Unit Price	Total Cost
Mobilization (5%)	LS	1	\$ 30,000	\$ 30,000
Earthwork (rough, finish grade for parking lot and turf and infiltraion areas areas)	SF	20,000	\$ 0.30	\$ 6,000
Temporary Rock Entrance	EA	1	\$ 800.00	\$ 800
Power	LS	1	\$ 20,000.00	\$ 20,000
Water and Sewer	LS	1	\$ 75,000.00	\$ 75,000
Construction temp fencing	LF	300	\$ 2.00	\$ 600
Stormwater Infrastructure	LS	1	\$ 150,000.00	\$ 150,000
Erosion control - silt fence or bio roll	LF	2,500	\$ 2.50	\$ 6,250
Bituminous Pavement	Tons	200	\$ 120.00	\$ 24,000
Concrete slab on grade - 6"	SF	3,500	\$ 12.00	\$ 42,000
Building - 40x60 engineered	SF	2,400	\$ 200.00	\$ 480,000
Restoration-(hydro Seeding method)	SF	3,000	\$ 0.25	\$ 750
Subtotal				\$ 835,400
Lighting Site Design, Engineering				\$ 25,000
Site investigation - Soils stormwater				\$ 8,000
Record drawing survey				\$ 3,000
Survey - Topographic				\$ 8,000
Permits				\$ 5,000
Construction testing - conc., compaction, soils verification, etc				\$ 10,000
Sub-Total Project				\$ 894,400
Construction Contingency 10%				\$ 89,440
Total Project Complete				\$ 983,840

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		<u>X</u>		
		Or ROUTINE		
Code #: <u>Parks and Recreation/660000</u>	Item: <u>Poplar Lake County Park Master Plan</u>	(Maintenance)		

Account:	441201____ 441212____	Dept Priority				
	441202____ OTHER_____	Number:	<u>12</u>	CM Ranking	<u>not ranked</u>	CIPAC Ranking
					<u>not ranked</u>	

PROJECT DESCRIPTION:

Poplar Lake County Park is the last of the county park properties left to be developed. The park is 430 acres located on the northern edge of Ramsey County. The western half of the park includes a variety of lowland and upland land habitats including Poplar Lake. The eastern portion of the park is mainly upland and was formerly agricultural. The eastern portion also contains a temporary site for composting. The project includes the development of a master plan to guide future development of the 430 acres. The master plan is proposed to be completed in two phases. Phase 1 Site Inventory and Analysis, will include a topographic survey, tree survey, soil boring/soil analysis, natural resource component analysis, archeological survey, and phase I and phase II environmental reviews. Phase 2 Master Plan Document will include a study of the regional context, historical review, inventory and needs analysis, public engagement process, development concept, stewardship plan, implementation plan, and communication process. The master plan will guide future development for elements such as buildings, roads, parking, creeks, ponds, lakes, wetlands, trails, amenities, turf games, landscaping, utilities, stormwater management, restoration, signage, gathering nodes, fitness/play elements, energy resiliency projects, potential land acquisition for park in holdings, and potential partnerships for the development of joint use-facilities.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 300,000	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Scott Yonke, Director of Planning and Development

Date of Estimate: Dec-16

NARRATIVE JUSTIFICATION:

Community interest in developing a portion of the Poplar Lake County Park property has initiated this process. Community members have inquired as to whether active recreation components such as, but not limited to soccer fields or other similiar active turf field sports could be placed in the park. Because there is not a master plan for the park, staff informed the public request that the master plan needs to be the first step. The master planning process is the public process to help determine long-term infrastructure and recreation improvements within the park. The communities of Shoreview and North Oaks are developing up to the park area. Future developments are planned to the north and east which will increase demand and need for developed parkland. There is a demand for additional County Park facilities in this area for active and passive recreations activities. In addition, there is a potential for partnerships with surrounding communities for park redevelopment efforts.

EVALUATION CRITERIA:	Yes	No	Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>		<u>X</u>	
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>		<u>X</u>	
5. Reduce Operating Costs/Energy Costs		<u>X</u>	<u>X</u>	
6. Protect Property	<u>X</u>			
7. Provide Public Service			<u>X</u>	
8. Provide Public Convenience			<u>X</u>	
9. Enhance County Image			<u>X</u>	



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name & Code #:	Project Title or Item:	COMBINED RANKING	
		Yes	No
Parks and Recreation/660000	NON-ROUTINE (New/Renovation)	<u>X</u>	___
	Or ROUTINE (Maintenance)	___	___

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Without a plan for development, the park will remain undeveloped for a longer period, and recreational needs will go unmet. The public enjoyment of the natural features of the park will remain limited to rogue trails and informal use that occurs today. In addition, the park will not serve the surrounding communities recreational needs, and will ultimately result in the loss of the intended public service.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <u>x</u>	No ___	When? Requested in 2018-2022 CIP for FY 2019 Funds
If project was funded, are carryover funds available?	Yes ___	No <u>x</u>	
Year(s) and amounts budgeted and expended	Year(s) _____	Budgeted/Expended _____	

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

The development of the park will require year-round maintenance for natural resource restoration and general park maintenance activities. Annual life cycle maintenance costs are estimated to be 5% of construction cost. This includes approximately .5 FTE (general maintenance, natural resource, and contractors), partial cost of maintenance vehicles (for trucks, mowers, garbage, plowing, and trails), supplies, pavilion rental, and operation of other recreational infrastructure, and maintenance costs for specific amenities included in the plan. Design and construction efficiencies will be incorporated into this project with this intent to prevent or reduce increased maintenance and operations costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

The development of the park will require future energy (water, electric, gas) use consumption for operation of potential park and recreation infrastructure, general park and natural resource maintenance activities. Depending on outcome of the master plan, anticipated energy usage could be limited to smaller informal park uses for parking areas, restroom, picnic pavillions, informal turf areas, and natural areas. If a higher demand for development is desired, a higher energy use is anticipated for additional parking areas, restrooms, picnic pavillion, active use infrastructure for potential joint-use active recreation turf areas and associated building infrastructure. It is anticipated that energy resiliency projects will be implemented for all proposed components regardless of the development footprint to take advantage of sustainable energy use and potential reuse of energy to meet net-zero energy for electric use, sustainable stormwater management, reduction of water and gas use.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Depending on what amenities are developed, there could be annual revenue from picnic pavilion rental, ski permit sales, and other facility use fees such as, pavillion, and joint-use active turf fields. Large group pavilion typically earns an average of \$25,000 annually in rental fees. Depending on outcome of the master plan anticipated revenue from potential joint-use active turf fields is to be determined depending on infrastructure size and potential partnerships.

Estimated Useful Life: 40 years

Estimated Payback Period: N/A (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

Revenue will not exceed expenses. County parks are provided as a service to the community for the social, emotional, intellectual, physical, and spiritual benefits provided.

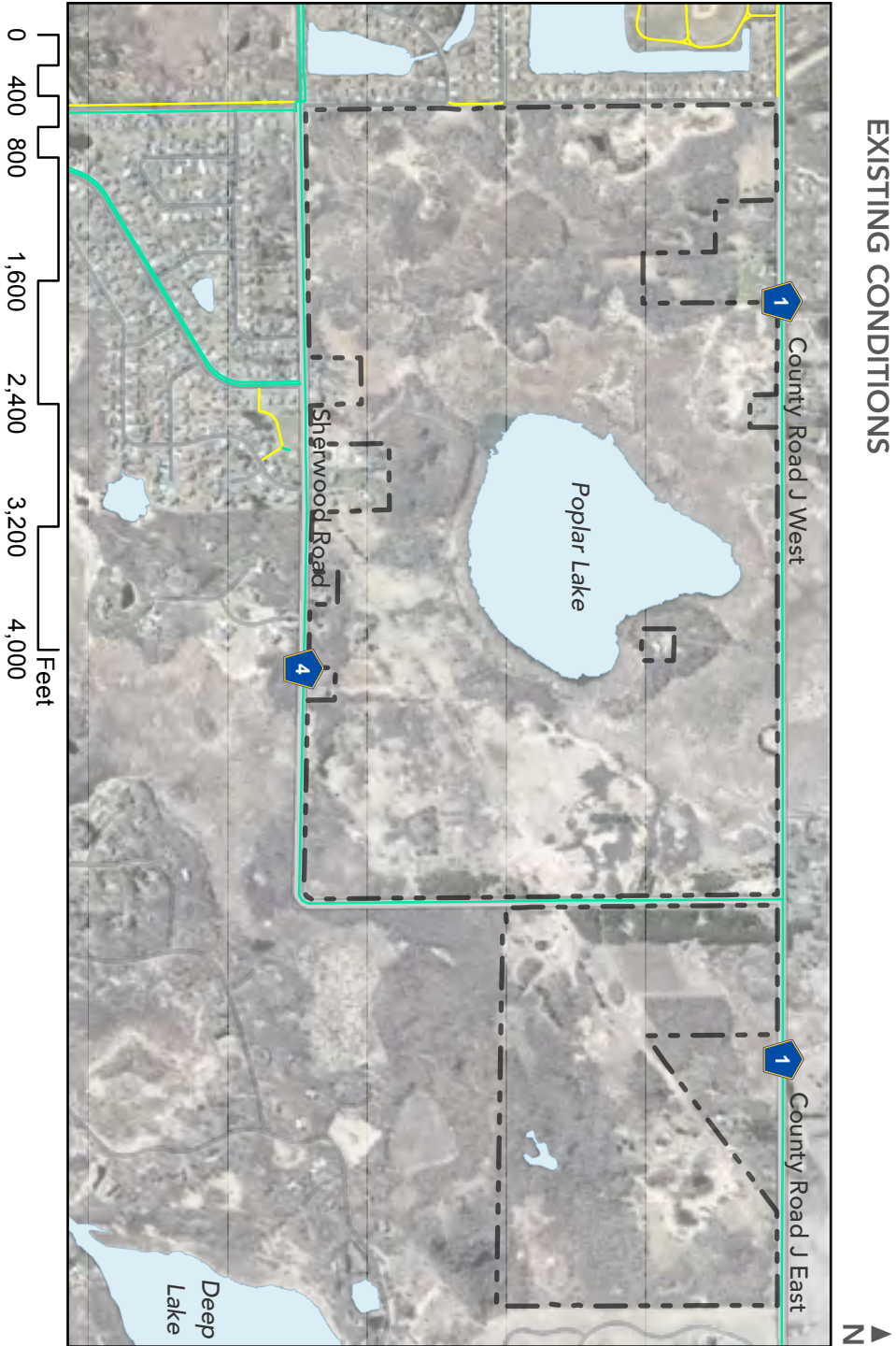
CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2020 or 2021.

EXISTING CONDITIONS



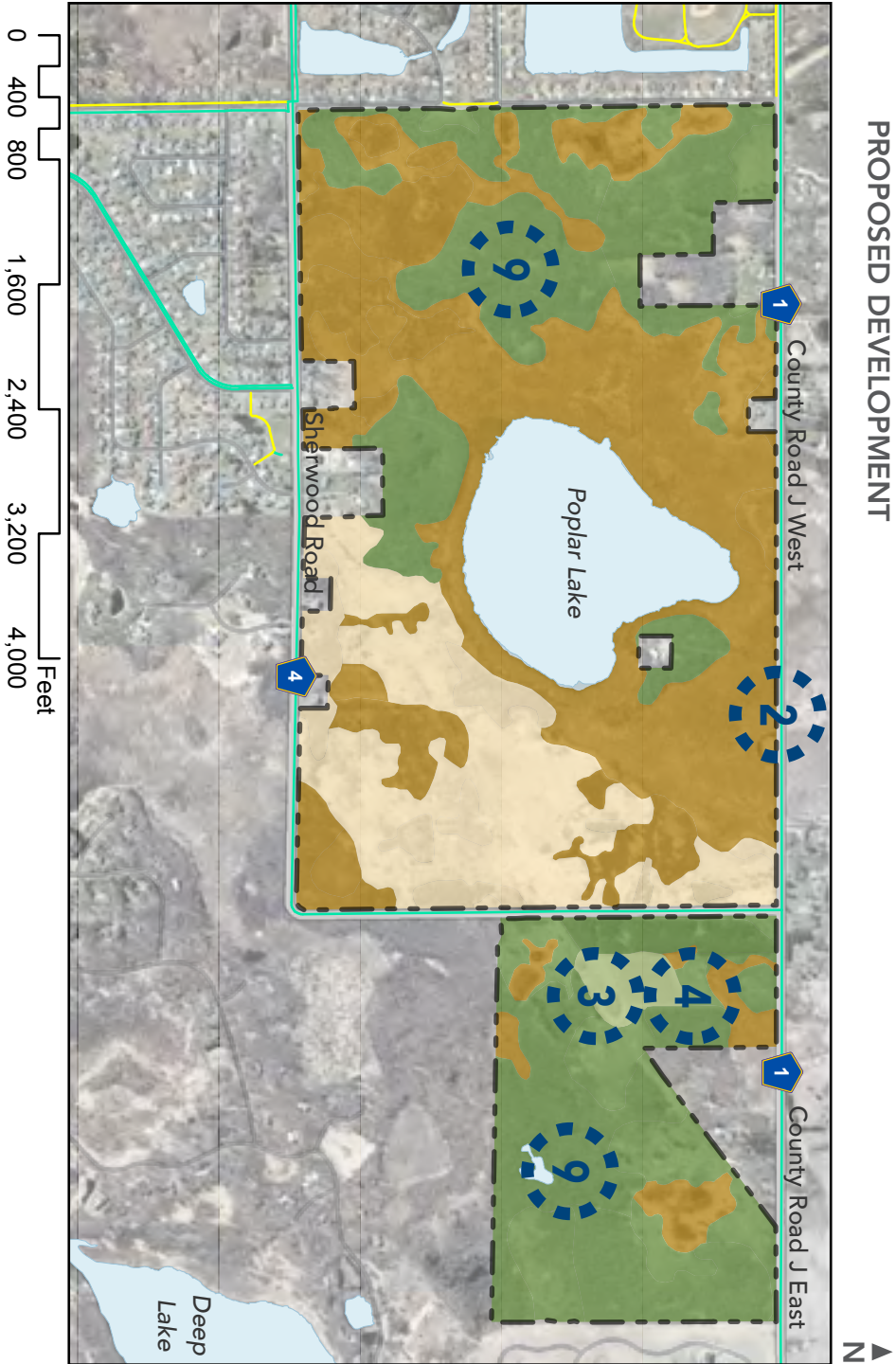
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Legend

- | | | | |
|----------------|--|--------------------|--|
| Park Border | | County Paved Trail | |
| Park Entrance | | Municipal Trail | |
| Regional Trail | | Municipal Sidewalk | |

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PROPOSED DEVELOPMENT



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Legend

- Park Border
- Proposed Development
- Proposed Development Node
- Metro Tranist Stop
- Park Paved Trail
- Park Turf Trail
- Municipal Trail
- Municipal Ped/Bike Facility
- Regional Trail
- Proposed Regional Trail
- Proposed Paved Park Trail

POPLAR LAKE COUNTY PARK

PLANNING CONSIDERATIONS

The site will be reserved to address future recreational needs. Plans for the area will be prepared in consultation with affected municipalities.

PROPOSED DEVELOPMENT

1. Master Planning

No master plan has been prepared for Poplar Lake County Park. Poplar Lake County Park is currently an undeveloped county park. Master planning activities are anticipated to begin in 2019. The master plan will inform future park development, partnerships, and funding efforts.

- Develop partnerships with the city of Shoreview, city of North Oaks, and Vadnais Lakes Area Watershed Management Organization (WLAWMO), other local agencies, and private entities for increased recreational opportunities and funding.
- Future improvements to the park will require a master planning process to address park and recreational opportunities, partnerships, and funding strategies.

2. Regional Park & Trail

- Investigate opportunities for inclusion into the regional park and trail system as part of an East to West regional trail corridor along County Road J.

3. Multi-use Soccer Complex

- There has been a demand for soccer complexes within the East portion of Poplar Lake County Park by adjacent municipalities. The East section of the park would be more conducive to this activity, but currently houses the Ramsey County Compost site. Master planning activities would address required infrastructure improvements, partnerships, funding strategies, and determine if a soccer complex is compatible with park development.

4. Ramsey County Compost Site

- The compost site is currently located in the eastern portion of the park. Master planning would be required to determine if this use is compatible with the park in the future.

5. Trail Development & Access

- Pedestrian access from adjacent neighborhoods and trail development is proposed within the park. Trail development would likely consist of paved trails, natural surface trails, interpretive and educational programming areas, and observation areas.

6. Vehicular Access

- Parking opportunities are proposed within the park. Dependant upon park and recreation needs it is likely to have both primary and secondary parking areas.

POPLAR LAKE COUNTY PARK

PROPOSED DEVELOPMENT

7. Wayfinding

- Pedestrian signage is proposed within the park to improve wayfinding to trail access points, park and recreation amenities, and interpretive education in natural areas.
- Vehicular signage is proposed for future parking lot development and access points.

8. Recreation Opportunities

- **Shelter/Restroom:** Building development may consist of restrooms, program buildings, and storage. Buildings shall comply with the Americans with Disabilities Act (ADA) and Universal Design standards.
- **Playground:** Development may be proposed for increased play opportunities.
- **Multi-Use Turf:** Multi-use turf areas may be proposed for recreational and turf sport game opportunities. Additional master planning activities would be required to determine if this use is compatible with the park, and address required infrastructure improvements, partnerships, and funding strategies.
- **Court Games:** Explore development of court games to correspond with changing trends, demographics, and park use.
- **Public Art:** Provide the opportunity and appropriate infrastructure to accommodate public art to improve community connections.
- **Programming:** Increase recreation and nature programming activities.
- **Observation/Viewing Areas:** Observation areas are proposed for Poplar Lake and adjacent natural areas.

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9. Habitat Restoration & Management

- There is currently no management within the park.
- Future land cover and restoration is planned for the park and includes maintaining the high diversity of the western woods and managing the eastern portion of the park toward oak woods.
- Other large priority restoration will include conversion of old field to prairie.

10. Acquisitions

Future park easements or property acquisition is proposed when properties or easements become available. Acquisition would allow additional park and recreation development.

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		Or ROUTINE (Maintenance)	_____	_____
Code #: <u>Parks and Recreation/660000</u>	Item: <u>Capital Asset Management-Parks</u>		<u>X</u>	_____
<hr/>				
Account: 441201 _____ 441212 _____	Dept Priority			
441202 _____ OTHER _____	Number: <u>13</u>	CM Ranking <u>not ranked</u>	CIPAC Ranking <u>not ranked</u>	

PROJECT DESCRIPTION:

The Parks and Recreation Department manages nine county parks totaling approximately 5,700 acres. This project reflects the scheduled replacement of building and grounds components within parks based on predictable life cycles. Each item included in this request has a scheduled life of 10 years or more and a value of more than \$50,000 (see attached spreadsheet).

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING									
		2020	2021	2022	2023	2024	2025	2020	2021	2022	2025
County Funds	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -				
Federal Funds	\$ -	-	-	-	-	-	-				
State Funds	\$ -	-	-	-	-	-	-				
Other (Specify):	\$ -	-	-	-	-	-	-				
Totals (Project/Item Funding)	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -				

Who Prepared Cost Estimate: Parks & Recreation Staff

Date of Estimate: 12/18/2018

NARRATIVE JUSTIFICATION:

In 2004, the Ramsey County Board of Commissioners established the goal: Ramsey County will implement a Comprehensive Capital Asset Management Preservation Plan (CCAMPP) to maintain high-quality services and maximize return on its public investment. Subsequently, the County established a uniform life cycle replacement program for buildings and grounds components based on industry standards and best practices. The Department has maintained this system to reflect life cycle replacement that has been implemented for projects funded under the County's Capital Improvement Program (bonds) and Building Improvements Program (levy). In addition, the Department maintains buildings and grounds condition reports for each area which are updated annually to document improvements, life cycle replacement and the general condition of facility components. Following the scheduled life cycle replacement of the buildings and grounds components enables the Department to maintain quality services and preserve the assets of the County. The backlog projects for County parks have been distributed as noted on attached summary. For assets at parks scheduled to receive future projects or master planning efforts, such as Battle Creek WaterWorks, maintenance costs are not being requested at this time. Playground replacement costs are covered in a separate request.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	_____	7. Provide Public Service	<u>X</u>	_____
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	_____	8. Provide Public Convenience	_____	<u>X</u>
5. Reduce Operating Costs/Energy Costs	<u>X</u>	_____	9. Enhance County Image	<u>X</u>	_____
6. Protect Property	<u>X</u>	_____			

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &

Project Title or

NON-ROUTINE
(New/Renovation)

Yes

No

Code #: Parks and Recreation/660000

Item: Capital Asset Management-Parks

Or ROUTINE
(Maintenance)

X

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Deferral of scheduled life cycle replacements will result in deterioration of buildings and grounds; require extraordinary operating costs for remedial repair and maintenance; failed components reflect negatively on the County's image; and will ultimately result in the loss of the intended public service when the buildings and grounds are no longer functional.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?

Yes x

No

When? Each previous 2-year cycle has included a request for County Parks maintenance

If project was funded, are carryover funds available?

Yes

No x

Year(s) and amounts budgeted and expended

Year(s)

Budgeted/Expended

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Deferral of scheduled life cycle replacements places extraordinary demands on operating budgets in order to maintain and repair antiquated and obsolete components. Since all of the items are included in this request are scheduled life cycle maintenance items, they are part of the current capital asset management system.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

n/a

IMPACT ON FUTURE REVENUES: (Be Specific!)

n/a

Estimated Useful Life: n/a

Estimated Payback Period: n/a (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2020 or 2021.

Loc	Subsystem Description	Funding	Most current install date	Approx. Life Cycle	Approx. Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025	2026	2027
Bald Eagle Reg Park	Boat Launch (Otter Lake)	2010 DNR/REG REHAB (not completed)		25		\$0	0	0	0	0	0	0	0	0	0	0
Bald Eagle Reg Park	Playground Equipment		2002	25	2027	\$55,000	0	0	0	0	0	0	0	0	0	55,000
Battle Ck Reg Park	Lower Afton (McK to 61)-Retaining Wall		2012			\$145,782	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #1 (Concrete)		1982	50	2032	\$75,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #2 (Wood)		1982	50	2032	\$60,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #3 (Concrete)		1998	50	2048	\$75,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #4 (Concrete)		1998	50	2048	\$75,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #5 (Concrete)		1998	50	2048	\$75,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #6 (Concrete)		1998	50	2048	\$75,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #7 (Wood)		1991	50	2041	\$60,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #8 (Wood)		1991	50	2041	\$60,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #9 (Wood)		1991	50	2041	\$60,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #10 (Wood)		1982	50	2032	\$60,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Playground Equipment (new section)		2005	25	2030	\$95,000	0	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Playground Equipment (original section)		1985	25	2010	\$125,000	125,000	0	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Roof-Asphalt-Pavilion		2002	25	2027	\$80,000	0	0	0	0	0	0	0	0	0	80,000
Battle Ck Reg Park	Site Amenities		2005	12	2017	\$52,800	52,800	0	0	0	0	0	0	0	0	0
Battle Creek-Waterw	Asphalt Shingle Roof		2000	20	2020	\$50,000	0	0	50,000	0	0	0	0	0	0	0
Battle Creek-Waterw	Slide-3 Story			25		\$70,000	0	0	0	0	0	0	0	0	0	0
Battle Creek-Waterw	Pool Heaters (2)		2000	10	2010	\$90,000	90,000	0	0	0	0	0	0	0	0	0
Battle Creek-Waterw	SCS Play Structure		2000	20	2020	\$112,000	0	0	112,000	0	0	0	0	0	0	0
Keller Archery	Fence		1978	50	2028	\$50,000	0	0	0	0	0	0	0	0	0	0
Keller Golfview	Playground Equipment		1998	30	2028	\$75,000	0	0	0	0	0	0	0	0	0	0
Keller Island	Bridge		1978	50	2028	\$70,000	0	0	0	0	0	0	0	0	0	0
Keller Lower	Bridge #2		1980	50	2030	\$70,000	0	0	0	0	0	0	0	0	0	0
Keller Round	Bridge		1984	50	2034	\$70,000	0	0	0	0	0	0	0	0	0	0
Long Lake Reg	Bridge		1995	50	2045	\$70,000	0	0	0	0	0	0	0	0	0	0
Long Lake Reg	Playground Equip-Pav	2014 REG REHAB	2014	25	2039	\$186,000	0	0	0	0	0	0	0	0	0	0
Long Lake Reg	Roof-Wood-Beach Bldg		2004	20	2024	\$100,000	0	0	0	0	0	0	100,000	0	0	0
Long Lake Reg	Roof-Wood-Pavilion	2009 REG REHAB	2010	20	2030	\$47,000	0	0	0	0	0	0	0	0	0	0
Marsden Range	Fence		1982	50	2032	\$50,000	0	0	0	0	0	0	0	0	0	0
Rice Creek Trail	Fencing/Gates	2005 REG REHAB	2005	30	2035	\$64,000	0	0	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Playground Equipment		1996	25	2021	\$150,000	0	0	0	150,000	0	0	0	0	0	0
Snail Lake Reg Park	Roof-Asphalt-Pavilion		2015	30	2045	\$50,000	0	0	0	0	0	0	0	0	0	0
Sucker Vad Reg Park	Playground Equipment	2005 REG REHAB	2005	25	2030	\$50,000	0	0	0	0	0	0	0	0	0	0
Tamarack	Boardwalk	2006 REG REHAB	2007	25	2032	\$200,000	0	0	0	0	0	0	0	0	0	0
Tamarack	Pole Barn		2000	50	2050	\$40,000	0	0	0	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Play Structure (Beach)		2000	30	2030	\$150,000	0	0	0	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Play Structure (Upper)		2000	30	2030	\$55,000	0	0	0	0	0	0	0	0	0	0
							267,800	0	162,000	150,000	0	0	100,000	0	0	135,000

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	___
		Or ROUTINE (Maintenance)	___	___
Code #: <u>Parks and Recreation/660000</u>		Item: <u>Green Ice</u>		
<hr/>				
Account:	441201 ___ 441212 ___	Dept Priority		
	441202 ___ OTHER _____	Number: <u>14</u>	CM Ranking <u>not ranked</u>	CIPAC Ranking <u>not ranked</u>

PROJECT DESCRIPTION:

This project consists of energy-efficiency projects to be completed at Shoreview and White Bear Lake arenas, in concert with regulatory-required projects submitted under a separate Major Project request ("Arena Regulatory Compliance"). In 2017, the Department adopted an Energy Action Plan identifying several short- to medium-term energy goals. One of those goals is a 35% reduction in energy usage across the Department by 2025. Arenas account for 85% of the Department's energy usage. So, any significant energy reduction efforts must be focused on the ice arenas. Since the work required under the Regulatory Compliance project will involve substantial remodeling, including complete replacement of the refrigeration system, there exists an opportunity to incorporate several energy-efficiency projects without further impacting the building operations. These projects are collected under the Department's Green Ice Initiative, which seeks to substantially reduce the operating cost of its ice arenas through energy efficient equipment, increased controls through building management systems, ease of maintenance, and maintenance standardization. Specific items for implementation under the Green Ice Initiative include building management systems (to allow for better programming, scheduling, monitoring, and maintenance of ice plant, HVAC, and lighting systems), LED lighting retrofits, implementation of RealIce (in-line plumbing equipment which allows the refrigerant plant to operate at higher temperatures and ice resurfacing utilizing cold water, resulting in substantial electrical and water heating savings), heat recovery (using waste heat generated by ice-making plant for space heating, snow melting, etc), and the usage of more energy-efficient refrigerants. By making this strategic investment concurrent with the Regulatory Compliance projects, the Department will reduce its energy usage at the 2 arenas by 48%, and the capital cost will be paid back in under 15 years. These projects will set up these arenas for long-term success, and will position the County as leaders in energy efficiency, environmental stewardship, and fiscal responsibility.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 871,062	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 871,062
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 871,062	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 871,062

Who Prepared Cost Estimate: Ryan Ries

Date of Estimate: _____

NARRATIVE JUSTIFICATION:

This project is necessary for several reasons. Since the current refrigerant, R-22, used in Department arenas is being phased out by the EPA in 2020, significant investment will be required to renovate the refrigeration system. However, this poses a terrific opportunity for the Department to incorporate modern energy-efficiency technologies to drastically reduce the energy footprint of the arenas, which account for the majority of the Department's energy usage. Reducing operating costs will allow the Department to offer excellent service to its customers and remain financially feasible in the long term. Additionally, the payback period for this project is estimated at 17.8 years. Since the project is being designed for a 40-year life cycle, this would mean the Department is "net positive" on this project for the last 22 years of its life.

EVALUATION CRITERIA:	Yes	No	Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	X	___	7. Provide Public Service	X
3 & 4. Replace Facility or Maintain Physical Property	X	___	8. Provide Public Convenience	___
5. Reduce Operating Costs/Energy Costs	X	___	9. Enhance County Image	X
6. Protect Property	X	___		

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: Parks and Recreation/660000	Item: Green Ice	Or ROUTINE (Maintenance)	X	

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

As a result of its ADA noncompliance, the County is open to the risk of a claim or suit from the Department of Justice. Supply of R-22 will continue to dwindle in anticipation of the 2020 phaseout, and costs will increase. Deferring scheduled maintenance will increase maintenance costs.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes ☒ No ☐ When? 2019 CIP
If project was funded, are carryover funds available? Yes ☐ No ☒
Year(s) and amounts budgeted and expended Year(s) 2019 Budgeted/Expended Budget was reallocated for VSC dome project

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Savings estimated at \$33,800 per year through the life-cycle of each facility. This project, combined with the Regulatory Compliance project, are expected to extend the life cycle of the facilities another 40 years.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

This project is estimated to reduce energy usage at each facility by 43%

IMPACT ON FUTURE REVENUES: (Be Specific!)

n/a

Estimated Useful Life: 40

Estimated Payback Period: 17.8 (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2020 or 2021.

Ramsey County Parks & Recreation

Arena Strategic Investment Proposed Plan - 2018-19

Shoreview

Green Ice Initiative	<u>Capital Cost</u>	<u>Rebate</u>	<u>Savings</u>	<u>Payback</u>
Reallce	\$30,000	\$4,000	\$4,000	6.5
Building Automation	\$60,000	\$7,500	\$3,000	17.5
Heat Recovery	\$75,000	\$5,000	\$1,500	46.7
LED Lighting	\$60,000	\$7,500	\$3,500	15.0
Refrigerant Efficiency	\$100,000		\$3,000	33.3
Refrigerant Cost			\$1,900	
<i>Green Ice Initiative Subtotals</i>	<i>\$325,000</i>	<i>\$24,000</i>	<i>\$16,900</i>	<i>17.8</i>
			43%	

White Bear Lake

Green Ice Initiative	<u>Capital Cost</u>	<u>Rebate</u>	<u>Savings</u>	<u>Payback</u>
Reallce	\$30,000	\$4,000	\$4,000	6.5
Building Automation	\$60,000	\$7,500	\$3,000	17.5
Heat Recovery	\$75,000	\$5,000	\$1,500	46.7
LED Lighting	\$60,000	\$7,500	\$3,500	15.0
Refrigerant Efficiency	\$100,000		\$3,000	33.3
Refrigerant Cost			\$1,900	
<i>Green Ice Initiative Subtotals</i>	<i>\$325,000</i>	<i>\$24,000</i>	<i>\$16,900</i>	<i>17.8</i>
			43%	

	<u>Capital Cost</u>	<u>Annual Savings</u>	<u>% Savings</u>	<u>Payback</u>
Green Ice Initiative Package (2019 Dollars)	\$650,000	\$33,800	48%	17.8
Green Ice Initiative Package (2025 Dollars)	\$871,062			

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes <u>X</u>	No ___
Code #: Parks and Recreation/660000	Item: Regional Park & Trail CIP/Legacy		___	___
<hr/>				
Account: 441201 ___ 441212 ___	Dept Priority	CM Ranking	CIPAC Ranking	
441202 ___ OTHER ___	Number: 13	not ranked	not ranked	

PROJECT DESCRIPTION:

Projects included within this category include redevelopment and new development of regional parks, trails and open spaces in accordance with the attached capital improvement program. All projects included in the capital improvement program are based on master plans approved by affected municipalities, the Ramsey County Board of Commissioners and the Metropolitan Council.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ 4,254,000	1,418,000	-	1,418,000	-	1,418,000	-
Other (Specify): Legacy Amendment Funds	\$ 9,628,477	1,498,220	1,510,557	1,654,925	1,654,925	1,654,925	1,654,925
Totals (Project/Item Funding)	\$ 13,882,477	\$ 2,916,220	\$ 1,510,557	\$ 3,072,925	\$ 1,654,925	\$ 3,072,925	\$ 1,654,925

Who Prepared Cost Estimate: Scott Yonke, Director of Planning and Development

Date of Estimate: 12/1/2018

NARRATIVE JUSTIFICATION:

Ramsey County is one of ten implementing agencies for the seven county metropolitan area parks and open space system. The implementing agencies own and operate the parks, trails and open space in the 54,000 acre regional system. Ramsey County owns over 5,000 acres within this system.

The Metropolitan Council is responsible for administration of the regional system of parks and open spaces, including approval of all park master plans prepared by the implementing agencies. Development funding, in the form of matching grants, is provided through a Capital Improvement Program (CIP) administered by the Metropolitan Council. The Regional CIP funding is composed of 40% Metro Park bonds and 60% State funding. The amount of funding distributed to each implementing agency is based, in part, on the number of visits to parks in each jurisdiction. Ramsey County is eligible for up to \$1,418,000 in Regional CIP funding for each of the 2020-2021, 2022-2023, and 2024-2025 bienniums, assuming state funding of \$10 million per biennium, however due to fluctuations within State and Metro Park bonding, funding levels may vary from year to year.

Funding is approved separately for each biennium. Ramsey County has proposed park and trail development projects for each biennium within the anticipated funding limits. In addition to the Regional CIP, Regional Parks and Trails are eligible for funding under the Legacy Amendment Parks and Trails Fund. Based on statutory formulas and the historical appropriation in 2020 and 2021, Ramsey County is estimated to receive approximately \$1,498,219.50 in 2020, \$ 1,510,556.91 in 2021, and \$1,654,925 each for 2022, 2023, 2024, and 2025 for regional parks and trails projects, however due to fluctuations within State sales tax, funding levels may vary from year to year. Legacy Amendment funds can be used for development, redevelopment, rehabilitation, natural resource management and program services that engage the public in outdoor activity.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	<u>X</u>	___	9. Enhance County Image	<u>X</u>	___
6. Protect Property	<u>X</u>	___			



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	___
Code #: Parks and Recreation/660000	Item: Regional Park & Trail CIP/Legacy		___	___

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Without this funding, necessary development and improvements to regional park facilities would not be implemented. Parks, trails and open spaces may contain barriers to access, be unsafe and not meet the recreational needs of the citizens of Ramsey County and the region.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No ___ When? _____
If project was funded, are carryover funds available? Yes ___ No X
Year(s) and amounts budgeted and expended Year(s) 1974-2019 Account Code _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Each improvement will be evaluated for ways to prevent or reduce increased maintenance and operations costs. Design and construction efficiencies will be incorporated into each project with this intent. Forty percent (40%) of any increased O & M costs may be offset by Metropolitan Council funding for regional park operations and maintenance. Ongoing capital asset management will be included in the Regional Park Capital Asset Schedule (routine, non-routine) and are expected to be financed through state appropriations.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

Future park projects dependent on the project type will require future energy (water, electric, gas) use consumption for operation of potential park and recreation infrastructure, general park and natural resource maintenance activities. It is anticipated that energy resiliency projects will be implemented for all proposed components regardless of the development footprint to take advantage of sustainable energy use and potential reuse of energy to meet net-zero energy for electric use, sustainable stormwater management, and reduction of water and gas use.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Each improvement will be evaluated for the potential to generate revenue sufficient to offset operations and maintenance costs.

Estimated Useful Life: 20-30 years

Estimated Payback Period: NA (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2020 or 2021.

Attachment A:
Environment and Natural Resources Trust Fund
M.L. 2018 Budget Spreadsheet



Legal Citation: M.L. 2018, Art. 6, Chp. 214, Sec. 4, Subd. 9

Project Title: Metropolitan Regional Parks System Master Plan Implementation - Ramsey County

Organization: Metropolitan Council

Project Budget: \$1,322,153

Project Length and Completion Date: Four years, June 30, 2022

Today's Date: August 10, 2018

ENVIRONMENT AND NATURAL RESOURCES TRUST FUND BUDGET			
BUDGET ITEM	Budget	Amount Spent	Balance
Personnel (Wages and Benefits)	\$66,107	\$0	\$66,107
Professional/Technical/Service Contracts			
Professional (External) Design Services for shared parking lot facility, and associated site and infrastructure improvements	\$12,910.71	\$9,517.37	\$3,393
Professional (External) Design Services for shared restroom building and associated site and infrastructure improvements.	\$25,000	\$0	\$25,000
Professional (External) Design Services for preliminary design plans for the Prairie Picnic Shelter	\$12,000	\$0	\$12,000
Equipment/Tools/Supplies			
N/A		\$0	\$0
		\$0	\$0
Capital Expenditures Over \$5,000			
City of New Brighton reimbursement request for the design and construction of a shared parking lot facility and associated site and infrastructure improvements	\$784,718.53	\$784,718.53	\$0
Construction of shared park development components for the Prairie Picnic Area and City of New Brighton Lions Park consisting of a shared restroom building; stormwater management; recreational amenity improvements; pedestrian trail connections, landscape restoration/enhancements, habitat restoration, vehicular/pedestrian wayfinding signage, and site amenities.	\$421,416.76		\$421,416.76
N/A		\$0	\$0
Fee Title Acquisition			
N/A		\$0	\$0
Easement Acquisition			
N/A		\$0	\$0
Professional Services for Acquisition			
N/A		\$0	\$0
Printing			
N/A		\$0	\$0
Travel expenses in Minnesota			
N/A		\$0	\$0
N/A		\$0	\$0
Other		\$0	\$0
N/A			
COLUMN TOTAL	\$1,322,153.00	\$794,235.90	\$527,917.10

Ramsey County Parks Proposed FY 2020 and 2021 Legacy Amendment Parks and Trails Funding Request

Park Agency Priority	Park or Trail Name	Project Description and Outcomes	FY 2020 Priority	FY 2020	FY 2021 Priority	FY 2021	Federal Trail Grant Leveraged	Other Non-State Funds leveraged
	System Wide	Continue contracts with Conservation Corps of Minnesota (CCM) to engage youth of the community in natural resource management projects throughout Ramsey County Regional Parks and Trails.	1	\$ 110,000	1	\$ 110,000		
	System Wide	Continue to support out reach nature and outdoor recreation based programming for people of low income and color throughout Ramsey County Regional Parks and Trails.	3	\$ 125,000	3	\$ 125,000		
	Bald Eagle Otter Lake Regional Park	Continue to support a volunteer corps for the Tamarack Nature Center and Discovery Hollow aka. (Destination for Discovery).	2	\$ 75,000	2	\$ 75,000		
	System Wide	Initiate phased design and construction of ADA improvements through the Regional Park and Trail System consistent with the Ramsey County Parks and Trails ADA Transition Plan.	6	\$ 100,000	4	\$ 100,000		
	System Wide	Master Plan Amendment/Updates consisting of Long Lake Regional Park Master Plan amendment, and Vadnais Snail Lakes Regional Park Master Plan for additional development areas within the Regional Parks.	8	\$ 75,000	7	\$ 75,000		
	System Wide	Initiate phased design and construction for Off-Leash Dog Area improvements at Battle Creek Regional Park, Bald Eagle Otter Lake Regional Park, and Rice Creek North Regional Trail consistent with System Wide Off-leash Dog Area Master Plan		\$ -	8	\$ 225,000		
	Battle Creek Regional Park	Supplement construction cost for the redevelopment of the existing playground in the Upper Afton section of Battle Creek Regional Park.	4	\$ 413,000		\$ -		
	Battle Creek Regional Park	Initiate phase design and construction for cross country ski trail improvements including snow making system, trail improvements, utilities, stormwater management, restoration, and site amenities at Battle Creek Regional Park Winter Recreation Area.		\$ -	6	\$ 500,556.91		
	Bruce Vento Regional Trail	Supplement design and development of the Bruce Vento Regional Trail extension from Bluekile Road to Highway 96 consisting of trail development, pedestrian connections, storm water management, wetland impacts, landscape restoration, signage, and site amenities; develop final design documents for the Bruce Vento Regional Trail from highway 96 to County Road J; Bruce Vento Regional Trail Master Plan Amendment	5	\$ 300,000		\$ -		
	Grass - Vadnais - Snail Lakes Regional Park	Design and Construction for redevelopment improvements at Snail Lake Beach Area consisting of beach improvements, beach building improvements, play amenities, picnic improvements, pedestrian connections, site and utility improvements, stormwater management, landscaping, signage, and site amenities	7	\$ 300,219.50	5	\$ 300,000		\$ -
Ramsey County Legacy Totals				\$ 1,498,219.50		\$ 1,510,556.91	\$ -	\$ -

DEPARTMENT SUMMARY



Property Management
Jean R. Krueger

121 7th Place East, St. Paul MN
651-266-2262

DEPARTMENT OVERVIEW

County Vision: A vibrant community where all are valued and thrive.

County Mission: A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

Property Management strives to provide direct and indirect services for safe, clean, and pleasant properties; to direct and assist in the effective and efficient operation of all County owned and leased buildings integrating present and future technologies; to evaluate and make recommendations by assessing present and future needs to enable the planning, development and maintenance of County properties in a manner that has a positive impact for the citizens and employees utilizing the County's properties, while embodying the County's rich and diverse cultural heritage.

For the past years, the focus has been centered on the bricks and mortar, the building operations and maintenance. Additionally, there was a significant amount of new construction and renovation during the past years: Libraries, Law Enforcement Center, 911 Center, Metro Square, etc. Many of these "new" buildings are no longer new, and in fact now require significant investment to maintain them, in addition to addressing the requirements of the older properties in the portfolio that continue to have extensive investment requirements. Property Management is intent on extending our attention to the greater workplace while recognizing the reality that we have very few "new" buildings and funding is limited. This makes asset management difficult, and new or expanded services nearly impossible.

One initiative that Property Management has undertaken is the development of Workplace Standards for Ramsey County consistent with those in use by other public agencies. The goals of implementing Workplace Standards are twofold: 1) increase the utilization of space; and 2) improve the effectiveness of the workplace in meeting the needs of employees. A 10% reduction in space could save \$3 million in annual expenditures. Gains in employee productivity or retention would be additional benefits.

We strive to address the entire property in other ways as well, from the employees who call it their place of work to the residents seeking services. Both residents and employees express their desires for improvements to buildings: accessible and welcoming are top priorities per the knowledge gained from the work on the Strategic Facilities Plan and the Accessible Service Delivery and Facilities initiative. The aesthetics of our buildings, inside and outside, including the common areas (lobby, entry, meeting, and conference rooms) need to be improved to ensure they are welcoming to our employees and residents; building lobbies are the first and last thing that residents see when obtaining services. However, work in this area is largely dependent on decisions related to colocation of services and the timing of new facilities. The work underway on the 2019 strategic priority, Residents First – Effective and Efficient Operations, will further inform investment decisions.

Property Management has recently increased the directly managed portfolio to include Union Depot, Landmark Center and the Barn. For 2020-2021, the levy funded budgets for Landmark Center and the Barn are

DEPARTMENT SUMMARY



Property Management
Jean R. Krueger

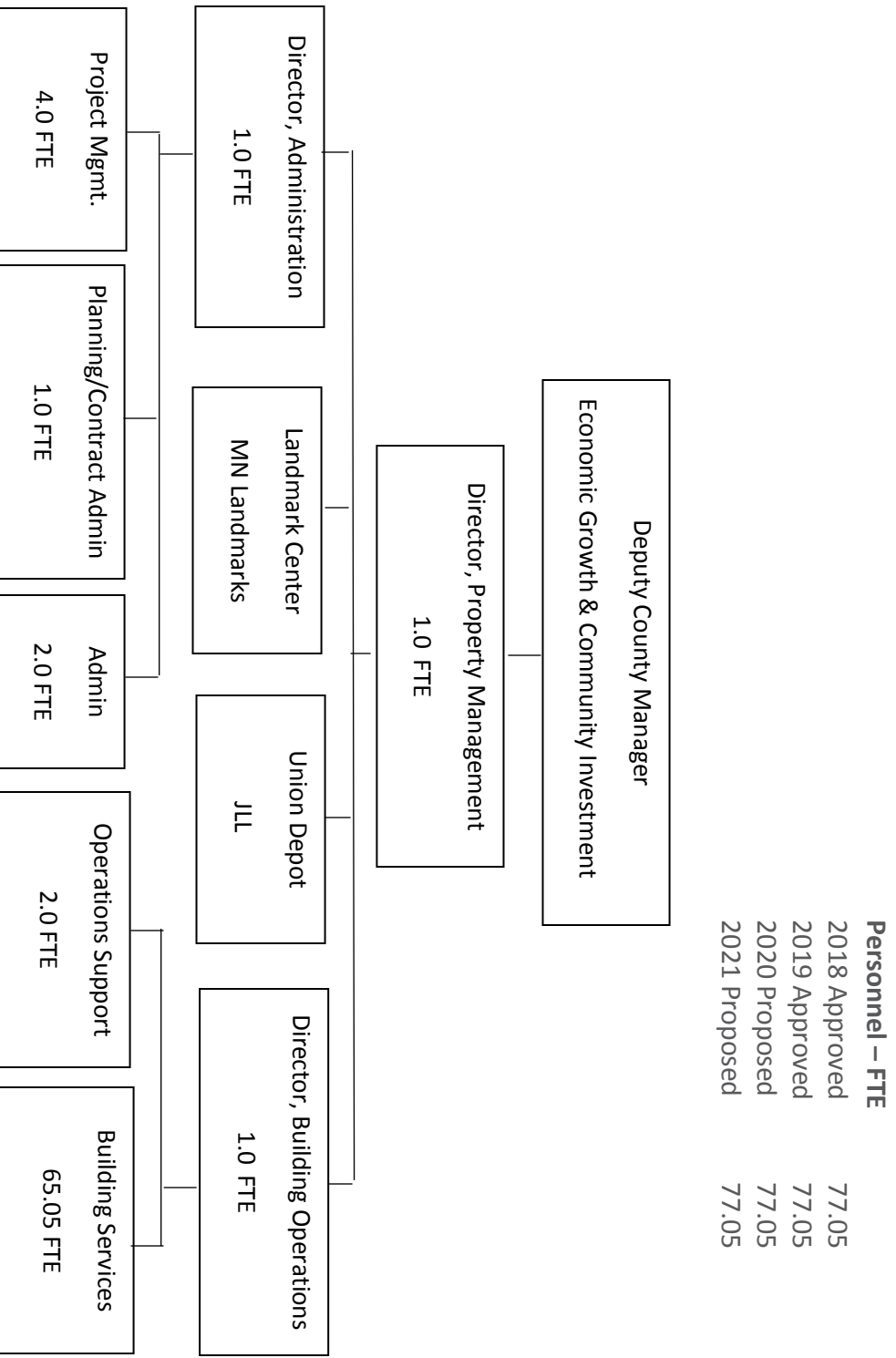
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DEPARTMENT OVERVIEW

incorporated into the overall budget for Property Management rather than as departments. (Extension Services are now part of Communications and Public Relations.) Additional properties are under consideration for inclusion in the directly managed portfolio for 2020-2021. No additional staffing is included in the 2020-2021 budget. To support additional properties or new programs in the future, additional staffing will be required.

To better serve employees and maximize staff time for proactive measures and responding to requests in all building service areas, and potentially to the expanded general service areas identified above, a centralized Property Management Call Center is planned, ideally in conjunction with a new service request and work order system (as part of Enterprise Asset Management) as our work order system is no longer functional.

DEPARTMENT 2019 ORGANIZATIONAL CHART



DEPARTMENT SUMMARY



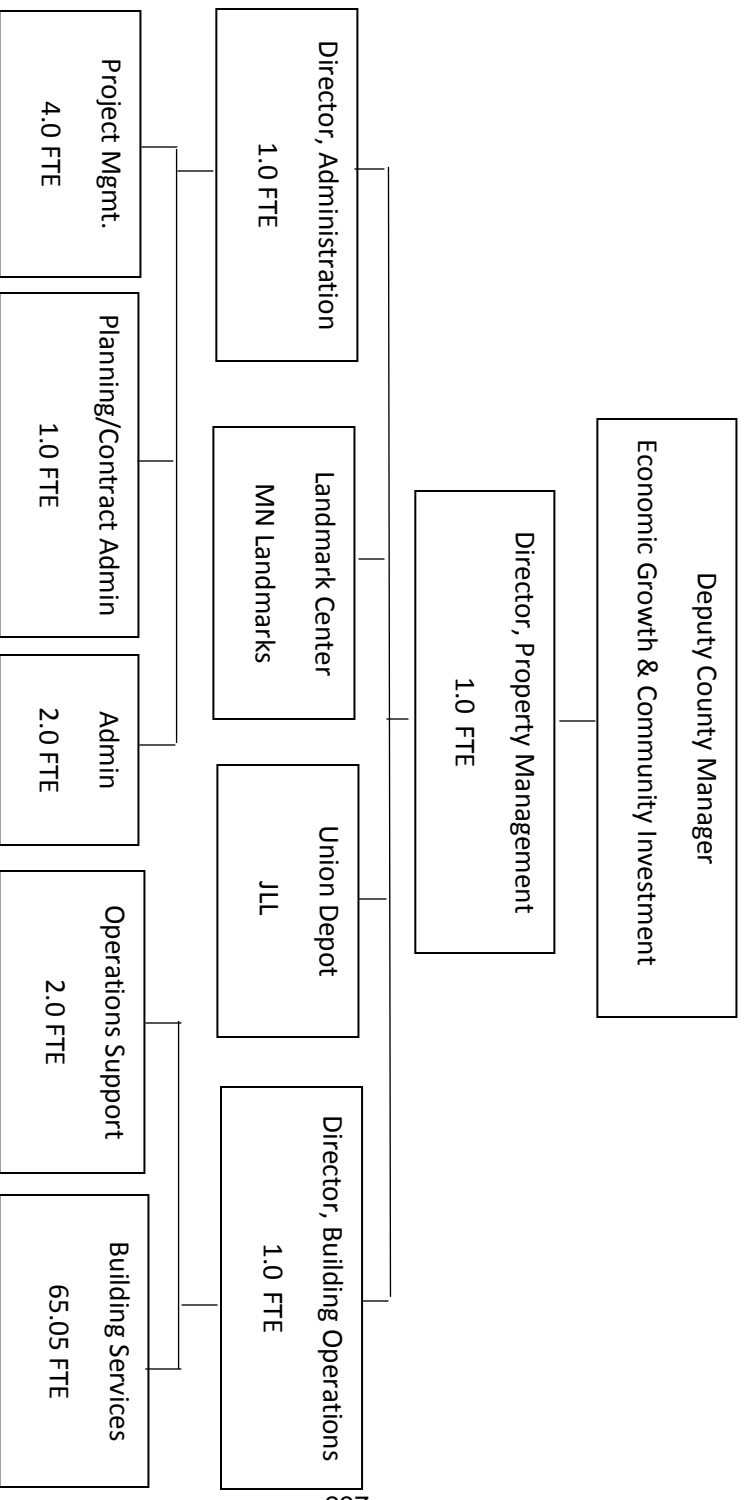
Property Management
Jean R. Krueger

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DEPARTMENT OVERVIEW

DEPARTMENT 2020 ORGANIZATIONAL CHART

Personnel – FTE	
2018 Approved	77.05
2019 Approved	77.05
2020 Proposed	77.05
2021 Proposed	77.05



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PROGRAMS AND SERVICES

- To maintain the County's high-quality of services and maximize return on its public investment by developing, implementing, and maintaining a comprehensive asset management plan for all County buildings and grounds and ensuring adequate facilities to meet current and future program needs in accordance with the Strategic Facility Plan.
- To provide integrated facility and project management services in order to ensure consistent and effective operations countywide.
- To continue to standardize a preventative maintenance program in an effort to lower operating cost and extend the life cycle of the structures and equipment for buildings managed by Property Management.
- To plan, develop, and maintain the County's buildings in a manner that has a positive impact on the services and programming provided and that is welcoming and accessible by the people using the buildings today and into the future.

DEPARTMENT SUMMARY



Property Management
Jean R. Krueger

121 7th Place East, St. Paul MN
651-266-2262

DEPARTMENT OVERVIEW

SUMMARY OF COMMUNITY ENGAGEMENT ACTIVITIES

As an internal service provider, Ramsey County Property Management's community is comprised of both internal and external organizations/community partners. Property Management has and continues to participate in a variety of on-going community engagement activities, some of which are as follows:

- Property Management is an active member of the Capital Improvement Program Citizen's Advisory Committee (CIPAC).
- Property Management is an active member of Saint Paul Building Owners and Managers Association.
- Property Management is an active member of the Countywide Safety Committee for Workplace Accident and Injury Reduction (AWAIR).
- Property Management has participated in Ramsey County's Small Business Enterprise (SBE) Procurement Fairs, encouraged open dialog, and received feedback from the vendors about how to improve County's existing procurement practices and processes.
- Property Management is an active member of the Saint Paul Downtown Alliance's Special Services District (SSD) Feasibility Committee and works in support of the 4th Street Market District.

Furthermore, Property Management participates in the following community engagement activities:

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Internal Community

1. Property Management solicits input and establishes dialog with departments and employees that are housed in Property Management operated facilities through surveys and tenant meetings regarding the overall appearance and operation of the facilities and delivery of Property Management services in order to provide employees with a safe and clean work environment that is conducive to deliver the best services to their customers and to inform on upcoming projects and assure continuity of services during these projects.
2. Property Management will continue to partner with and assist County departments with facility planning activities in accordance with Ramsey County's Strategic Facility Plan and the Residents First initiative.

External Community

1. Resident surveys were completed as a component of the Accessible Service Delivery and Facilities initiative. Property Management will continue to participate in surveys as part of the on-going Residents First initiative to solicit input from a diverse section of the community and visitors regarding the operation, appearance, physical attributes, ease of access, and potential improvements for navigating through Property Management operated facilities to inform investments in welcoming and accessible facilities.
2. Property Management will engage and solicit feedback from the community for all upcoming major construction activities, major renovation projects, facility/site developments, and acquisition and/or divestment of County properties.
3. Property Management will continue partnerships with external resources and advisory groups in planning and decision-making activities surrounding the efficiency and level of services that are delivered by the department.

DEPARTMENT SUMMARY



Property Management
Jean R. Krueger

121 7th Place East, St. Paul MN
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DEPARTMENT OVERVIEW

4. Property Management, through Minnesota Landmarks, Inc. and JLL, Inc., will continue to provide community events and cultural programming at Landmark Center and Union Depot, respectively,

METHODS FOR ADVANCING RACIAL EQUITY IN THE BUDGETING PROCESS

The Property Management Department provides overall facility administration and management to 25 Ramsey County facilities. In 2018, the department spent 19% of its discretionary operational spend (spending to vendors to which the department has a choice) on Central Certification Program (CERT) SBE vendors. Property Management includes workforce inclusion goals for major construction projects and seeks to improve results through on-going work with EGCI team members.

As of January 1, 2019, Property Management's workforce consisted of 20% female and 80% male. Ramsey County's workforce consisted of 60% female and 40% male. In addition, Property Management's workforce consisted of 22% people of color and 78% white. Ramsey County's workforce consisted of 35% people of color and 66% white. Property Management made slight gains from 2017 to 2018 toward racial equity. Ramsey County Property Management plans to build on its previously successful initiatives taking the following deliberate action steps:

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Achieving Workforce Equity

1. Property Management will partner with Economic Growth and Community Investment (EGCI) service team members, Ramsey County Human Resources, local schools, and community partners to attract and recruit new talent that resembles the community to permeate all levels of the department's and Ramsey County's workforce. Initiatives specific to maintenance mechanics and construction trades are beginning.
2. Property Management will continue strategies and initiatives to professionally develop, retain, and promote newly hired and existing staff.
3. Property Management will collaborate with EGCI service team members to develop new pathways for cross-departmental career advancements and job growth that will lead to increasing employees' household incomes.
4. Property Management will partner with Human Resources to evaluate the available pool and establish an action plan to improve department diversity.

Achieving Contracting Equity

1. Property Management partners with Ramsey County Finance Department and EGCI team members to develop and deploy deliberate procurement practices to forge new alliances with businesses and community partners to increase contracting equity within Ramsey County.
2. Property Management sets goals and implement procurement action steps to increase participation by CERT Small Business Enterprise (CERT SBE) that are also Minority Owned (MBE) and Women Owned Business Enterprise (WBE) contractors.
3. Property Management in collaboration with EGCI team members and Ramsey County Finance developed and will continue to use a tracking system to measure and report yearly contracting expenditure amounts and utilization percentages for CERT contractors.

DEPARTMENT SUMMARY



Property Management
Jean R. Krueger

121 7th Place East, St. Paul MN
651-266-2262

DEPARTMENT OVERVIEW

4. Property Management partners with EGCI team members to develop and implement strategies with community partners and contractors to promote hiring and training of minority workers who reside in concentrated areas of poverty within Ramsey County.
5. Property Management will actively participate in the economic development goals and strategies of the County and use procurement as a tool to achieve contracting equity within Property Management and the County as a whole.

CHALLENGES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Expenditure/Appropriation Budget

Property Management has incorporated an increase to the internal rental rate for 2020 to offset a majority of the increased costs for 2020-2021. Major increases include personnel costs, utility rates, insurance, Information Services charge, cleaning/security staff wage rates, and overall maintenance costs for the aging building portfolio. There remain concerns to adequately cover routine maintenance needs while providing for the often uncontrollable budget impacts due to weather and unforeseen equipment failures.

As indicated above, to cover our expected costs, an increase in the internal rental rate was required. The internal rental rate was established in 2008 at \$8.10/SF and is currently \$9.10/SF in 2019 for both operating and capital costs. The use of fund balance in both 2018 and 2019 was required. The approved increase in rental rate for 2020-2021 is \$0.50/SF and results in a new internal rental rate of \$9.60/SF. This is less than the \$1.00/SF increase requested and we will again need to utilize fund balance to cover the gap.

Lack of adequate funding can lead to additional deferred maintenance and significant investment requirements such as those that exist at several buildings: East, 555 Cedar, Metro Square and the Barn. Lack of funding for initiatives, as detailed below, affect our ability to provide additional services and delay our ability to modernize our systems and tools.

The City of Saint Paul is undertaking an extensive downtown street paving and sidewalk improvement program from 2019 to 2021. Ramsey County, as a downtown property owner with adjacent street frontage, will be assessed for this street maintenance work and be required to repair or replace deficient sidewalks in 2020 and 2021. Although there is no disagreement on the need for these downtown street and sidewalk improvements, the costs are unknown at this time and are not factored into the budget plan.

CERT SBE Participation

Property Management has steadily increased CERT SBE participation both with respect to dollar amount and number of vendors. However, a large dollar amount spent with CERT SBE vendors is concentrated to several vendors and there is no method of measuring the lasting impact of this spend on the workforce and specifically residents of Ramsey County. To make additional improvements in these areas, Property Management will continue to work with EGCI team members and Procurement on the following:

1. Development of CERT SBE master contracts.
2. Pursuit of alternate procurement methods such as “Best Value” and expanding use of Design Build.

DEPARTMENT SUMMARY



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DEPARTMENT OVERVIEW

3. Development of a reporting tool that ensures all CERT spend is captured without additional staff resources.
4. Development of programs and a tracking tool to improve the sustained economic impact of workforce inclusion goals.

Strategic Energy Plan

The Ramsey County Energy Governance Team was established in 2018 and is responsible for the Strategic Energy Plan. The Energy Governance Team is a cross department team focused on reducing energy consumption and reducing carbon emissions from Ramsey County operations. Performance data is planned for inclusion on the county data portal and is also shared with the City of Saint Paul for their recently established data benchmarking requirements. The Energy Governance Team is additionally considering their role as relates to climate change and resiliency of County operations.

Property Management is a key member of the Energy Governance Team and was directed to draft a Facility Energy Management policy for all County facilities which, among other areas, establishes temperature setpoints for various spaces and requires that the energy provisions of the State of Minnesota SB2030 requirements are followed for new construction and major remodeling projects. The SB2030 requirements will have impacts on the total cost of these projects.

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The reduction goals established in the 2017-2019 Strategic Energy Plan, and anticipated in future years, require a concentrated effort by the Property Management Energy and Technology team. This team continues to review operations at the Property Management managed buildings and implement low-cost and no cost operational practices as appropriate. The resources of this team are limited and affect our ability to achieve our reduction goals. Additional concerns in achieving our reductions goals are related to the ability to fund the low to moderate investment in new systems and technology based on the other building improvement projects required due to end of life and or life safety concerns.

Physical Security and Safety

Concerns regarding the physical security of our buildings are being expressed by employees and a consistent physical security approach (photo IDs and card access) is required. Additionally, it will be necessary to make it easier for employees that work from or need access to multiple buildings while maintaining adequate levels of security. A standard process and improved access control through lobbies are being evaluated. Property Management is a key player in the programs for emergency management, crisis management, and continuity of operations plans and must ensure these plans are actionable from a Property Management perspective, and assist other departments as needed.

General Services

Ramsey County has no space standards or central tracking of space utilization, nor any furniture standards or tracking of inventory. Property Management is developing workplace standards. As for current space and furniture utilization, there is no central tracking and although there is likely excess within the County, it is not known and therefore cannot be addressed. Although Property Management is proposing workplace standards,

DEPARTMENT SUMMARY



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DEPARTMENT OVERVIEW

the lack of monitoring and addressing utilization is undoubtedly leaving inefficiency. There is a great desire to incorporate improved/expanded technology into common areas and improve our branding, wayfinding signage, and audio-visual equipment capabilities. Initiatives are under discussion with Information Services and Communication to develop recommendations in these areas. Additionally, better utilization of conference rooms could be achieved with shared use of more of these rooms by all departments and the implementation of a county wide scheduling system for reservations.

OPPORTUNITIES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Strategic Facility Plan

The Strategic Facility Plan and the 2018 Accessible Service Delivery and Facilities initiative form the basis of decisions on buildings managed by Property Management and others. A focus for the near term is the strategic priority Residents First: Effective and Efficient Operations. A cross-department group is working to recommend co-location of related County services in a modernized facility with multiple satellite locations to enhance access and convenience for Ramsey County residents. The success of this initiative will depend upon:

1. Identifying what County services provide the most co-location benefits.
2. Determining the process and system modernization necessary to effectively and efficiently deliver services in the proposed model.
3. Determining the standards and tools necessary to best deliver, from a resident perspective.
4. Completing a facility pre-design.
5. Developing site criteria/features.
6. Community engagement to define “welcoming and accessible” and inform location decisions.

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Enterprise Asset Management

Property Management is one of three departments (including Public Work and Parks and Recreation) sponsoring an Enterprise Asset Management (EAM) program to modernize the management of physical assets for the County. Currently, building assets are managed by utilizing outdated and inefficient practices that do not provide accurate or comprehensive information about the properties. The work order system used by Property Management is no longer functioning and all recordkeeping is manual. Poor recordkeeping and resource utilization are current challenges.

The goals of the EAM program are to understand “from an enterprise perspective” where the County’s assets are located, the total cost of an asset, and how to use data to more efficiently manage assets throughout their life cycle. The expected outcome of the program is to provide the ability to prioritize asset maintenance activities, enhancements and replacement purchases. Challenges to Property Management will be how to efficiently transition to a new system, how to use the data being collected to accurately predict an asset’s useful life, and to ensure adequate funds are available to maintain the desired asset condition.

Property Management Managed Buildings

Property Management has assumed responsibility for additional properties over the past years; adding Union Depot in 2018 and incorporating both Landmark Center and the Barn (separate from Extension Services use) in

DEPARTMENT SUMMARY



Property Management
Jean R. Krueger

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DEPARTMENT OVERVIEW

2019. The continuing centralization of properties leads to greater consistency and efficiency of operations and is expected to continue. Consideration is being given to integrating the Parks Admin building and Boys Totem Town property into the Property Management portfolio. There are only a few buildings, outside those in the Parks and Recreation department, which are not directly managed by Property Management. These should be considered for future inclusion in the portfolio managed by Property Management and include: Ramsey County Care Center and Lake Owasso Residence. Adequacy of staffing resources continues to be evaluated in order to effectively manage the larger portfolio and deliver on programs.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Well-being, A.1.: Property Management is a key member of the Energy Governance Team focused on reducing energy consumption and reducing carbon emissions from County operations. Managing energy consumption remains a high priority for Property Management, at managed buildings, as part of our commitment to environmental stewardship and promoting the well-being of our community. For 2018, once again, consumption was reduced from the prior year. The year over year reduction was 10.3%, offsetting the impact of rate increases for energy. Continued reductions are anticipated based on the ability to commit staff resources for operational reviews to maximize system performance and the ability to invest in more energy efficient equipment and systems. The 2040 reduction target, a 60% reduction from 2008 consumption levels, remains a realistic goal based on achieving at least a 2% year over year reduction.

Opportunity A.1.: Since 2012, Property Management has been intentional regarding CERT SBE spend on discretionary operational expenditures. For 2018, 19% (approximately \$1.2 million) of the discretionary operational spend was with CERT SBE vendors. This focus remains, although increasing amounts of staff resources are required to locate and educate vendors. Slight increases in the percentage of CERT SBE spend are expected over the next few years. The available CERT SBE vendors is limited in some areas of Property Management discretionary spend and will remain a limiting factor in the percentage of CERT SBE spend.

Accountability A.1.: Property Management strives to operate and maintain managed buildings at costs that are competitive with others, private and public sector, as determined by comparison with costs reported by the Building Owners and Managers Association (BOMA). For 2018, Property Management's average cost per square foot of \$7.26 was slightly below the BOMA reported average of \$7.50 per square foot (St. Paul, all sectors and locations). With the average age of managed buildings increasing, the number of buildings with 24 hour a day and 7 day a week operations, and a commitment to providing welcoming space for residents and employees, this gap is expected to disappear without significant capital investment in our buildings. In addition to the requested capital funds for building improvements, to address predictable life-cycle maintenance of building and grounds, several regular and major requests have been submitted. These additional requests, submitted through the Capital Improvement Program (CIP), would address significant end of life asset replacements, energy and other efficiency upgrades, technology deployments and upgrades, and improvements to create a welcoming and accessible environment for residents and employees.

DEPARTMENT SUMMARY



Property Management
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DEPARTMENT OVERVIEW

			2018	2019	2020	2021	2040
Objective	Strategy	Measure	Actual	Estimate	Estimate	Estimate	Target
Reduce energy consumption (normalized) at managed facilities by 2% year over year	Focus on efficient operation of building systems to minimize energy consumption	Reduction in energy consumption from prior year (normalized)	10.30%	4.00%	4.00%	4.00%	2.00%
Increase CERT SBE spend as a percent of discretionary operations spend to 22% and maintain levels for discretionary project spend at 32%	Consider CERT SBE vendors for all discretionary spend, operational and project related spend.	CERT SBE spend as a percent of discretionary operational spend	19%	22%	25%	25%	25%
To operate and maintain managed buildings at costs that are competitive with others, private and public sector, as determined by comparison with BOMA costs.	Strive for continued process improvement and efficiencies in routine maintenance and repair activities to keep operating costs competitive with the market.	Average operating cost per net rentable square foot	\$7.26	\$7.47	\$7.94	\$8.07	\$11.12

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Property Management/350000

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 352,800	\$ 226,400	\$ 126,400	\$ -	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 352,800	\$ 226,400	\$ 126,400	\$ -	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Property Management/350000

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
1	ADA Assessment Report	\$ 252,800	\$ 126,400	\$ 126,400	\$ -	\$ -	\$ -	\$ -
2	Public Facing Building Signage Program	100,000	100,000	-	-	-	-	-
TOTALS (Last Page Only)			\$ 226,400	\$ 126,400	\$ -	\$ -	\$ -	\$ -



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 4

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	___
Code #: <u>Property Management/350000</u>	Item: <u>ADA Assessment Report</u>	Or ROUTINE (Maintenance)	___	<u>X</u>
<hr/>				
Account: 441201 ___ 441212 ___	Dept Priority	CM Ranking	CIPAC Ranking	
441202 ___ OTHER _____	Number: <u>1</u>	<u>9</u>	<u>3</u>	

PROJECT DESCRIPTION:

Ramsey County has forty-seven (47) County-owned facilities and twenty (20) leased spaces in other buildings. This request is to on-board a consultant to conduct field surveys of all Ramsey County properties related to program accessibility per the Department of Justice's Americans with Disabilities Act (ADA). The survey portion of the consultant work will examine all public-facing spaces in County-owned and County-leased buildings. At a minimum, the surveys will examine the site approach to the building including any on-site parking and the path of travel to the public entrance. From the entry, the public lobbies, public restrooms, public service counters and public waiting areas will be examined. The assessment report developed from the field surveys will outline concerns identified in each building as high, medium or low priority along with recommended corrective action and all associated costs of the renovation work.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 252,800	\$ 126,400	\$ 126,400	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 252,800	\$ 126,400	\$ 126,400	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Wold Architects and Engineers

Date of Estimate: 26-Nov-18

NARRATIVE JUSTIFICATION:

Ramsey County's Accessible Service Delivery and Facilities initiative states services should be accessible, welcoming, efficient, and cost-effective while aligning with our "Residents First" approach. There are three primary elements to delivery of a welcoming facility: signage, quality aesthetics and ease of access both in the form of location as well as ADA compliance. Ramsey County builds and remodels all facilities according to the accessibility requirements contained in the Minnesota State Building Code, which incorporates the ADA's guidelines for public buildings. Since 1992, when the ADA became enforceable, the Department of Justice has continued to periodically revise the ADA to include new or modified accessibility requirements that effect state and local government facilities. Although public entities like the County are not required to make ADA improvements in older buildings that would not otherwise be renovated, there is a clear benefit to improving site and building access to existing County buildings that provide program services to County residents. This ADA Assessment Report will describe the status of our facilities related to the most current accessible guidelines, in order to inform a comprehensive, and likely a multi-phase approach to improving access to services and programs in all of our public buildings. Ramsey County should offer its residents the accommodations that make everyone feel welcomed and equal, regardless of their abilities.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	___	<u>X</u>	9. Enhance County Image	<u>X</u>	___
6. Protect Property	<u>X</u>	___			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Property Management/350000

Item: ADA Assessment Report

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Not complying with the ADA requirements puts Ramsey County in potential legal jeopardy if an accident were to occur because of non-compliance or if someone were to file a complaint with the Department of Justice. In the spring of 2018, an individual filed a claim against the County indicating the restrooms at the Courthouse were not ADA compliant. Though the restrooms were compliant to when they were last remodeled, the County Attorneys Office worked with Property Management to make improvements allowing residents to have better access when using these facilities. The suit was settled shortly after making these changes. Assessing resident accessibility at all County facilities, and implementing improvements as deemed beneficial, will better serve residents, ensure consistency at all facilities, and eliminate future ADA related complaints.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes___ No_X When? _____
If project was funded, are carryover funds available? Yes___ No___
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Once the study has been completed and the recommendations have been outlined, Property Management will submit for funding to implement a phased approach to updating County facility public spaces to meet current ADA requirements.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

There is no impact on energy efficiency or renewable energy.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Making sure that County buildings are compliant to ADA requirements would not only ensure that they meet current building codes, but would also offer residents assurance that they will not be negatively impacted when visiting a County facility thus generating more resident foot traffic within County facilities.

Estimated Useful Life: 10 Years

Estimated Payback Period: N/A (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 and 2021 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$126,400 in 2020 and \$126,400 in 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 10

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE	Yes	No
		<u>X</u>	<u>X</u>	<u> </u>
Code #: <u>Property Management/350000</u>	Item: <u>Public Facing Building Signage Program (Maintenance)</u>		<u> </u>	<u>X</u>
<hr/>				
Account: 441201 <u> </u> 441212 <u> </u>	Dept Priority	CM Ranking <u>15</u>	CIPAC Ranking <u>5</u>	
441202 <u> </u> OTHER <u> </u>	Number: <u>2</u>			

PROJECT DESCRIPTION:

Ramsey County has forty-seven (47) County-owned facilities and twenty (20) leased spaces in other buildings. Ramsey County Property Management has identified the need to create continuity and equity in public-facing signage in county-owned and selected areas in the leased facilities. This request is to fund the development of a written "master" signage program. The deliverable is a signage program document which provides principles for the use, application, content, aesthetic and technological capability of public-facing building signage county-wide. Public-facing signage is characterized as all signage from the first point of presence with exterior monuments all the way up to and ending with office suite entry locations. The objective is to establish continuity of aesthetic, consistency with the County brand strategy and equity in application across the county. Programmable and interactive technology can allow the county to modernize; becoming more reflective of and understandable to the diverse population of Ramsey County. Development and implementation of a cohesive and comprehensive sign program and design principles, which align with the Communications department's county brand strategy, will benefit the public by enhancing their recognition and understanding of the county brand and how to access the services it provides. CONTINUED ON NEXT PAGE

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Sign Source

Date of Estimate: 21-Dec-18

NARRATIVE JUSTIFICATION:

Ramsey County's Accessible Service Delivery and Facilities initiative states services should be accessible, welcoming, efficient, and cost-effective while aligning with our "Residents First" approach. There are three primary elements to delivery of a welcoming facility: signage, quality aesthetics and ease of access both in the form of location as well as ADA compliance. The county lacks a comprehensive and modern facility signage program. Much of the facility signage is dated to original construction or last major renovation. Decades old in some instances. Signage among the facilities is inconsistent in content, application and aesthetic. Most signage is not reflective of the county brand strategy in use of logo, color and type size. Most signage is in English only. These issues cause confusion for vendor and business partners of the county, and more importantly confusion for residents seeking services. These issues do not promote a welcoming environment and the county's "Residents First" approach. Property Management, working with Communications, will ensure the signage program incorporates the county brand strategy and provides the best experience for residents seeking services.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	<u> </u>	7. Provide Public Service	<u>X</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	<u> </u>	8. Provide Public Convenience	<u>X</u>	<u> </u>
5. Reduce Operating Costs/Energy Costs	<u> </u>	<u>X</u>	9. Enhance County Image	<u>X</u>	<u> </u>
6. Protect Property	<u>X</u>	<u> </u>			

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Department Name &

Project Title or

Code #: Property Management/350000

Item: Public Facing Building Signage Program

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Failure to provide Accessible Service Delivery and Facilities and not align with our "Residents First" approach. Current signage is inconsistent across facilities and is not all compliant with the county brand strategy. Most signage is in English only making navigation challenging for many residents.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes___ No_ X When? _____
If project was funded, are carryover funds available? Yes___ No_ X
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Occasional tech support service calls for possible programming needs related to electronic interactive kiosk signage. Unknown, but nominal, increase in electricity cost where electronic interactive kiosks will be introduced.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY COSTS.)

Unknown, but nominal, increase in electricity cost where electronic interactive kiosks will be introduced.

IMPACT ON FUTURE REVENUES: (Be Specific!)

N/A

Estimated Useful Life: 10 Years

Estimated Payback Period: N/A (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

PROJECT DESCRIPTION: (CONTINUED)

The scope of this request is development of written signage principles, standards and specifications. It does not include manufacture, installation/construction of the program. That implementation will occur in future projects. This initiative is worthy of a capital funding investment because it will create a consistent county wide program that as implemented will increase the ease with which the public can identify a county facility and the ease with which the public can access program and service location information. These are critical elements to creating accessible and welcoming delivery of services. Doing so also directly promotes county goals of enhancing access to opportunity and strengthening individual, family and community health, safety and well-being.

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$100,000 in 2020.

DEPARTMENT SUMMARY



Property Tax, Records and Election Services
Christopher A. Samuel

90 Plato Blvd West
651-266-2195

DEPARTMENT OVERVIEW

County Vision: A vibrant community where all are valued and thrive.

County Mission: A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

The Department of Property Tax, Records and Election Services (“PTRES”) primarily provides information and services related to property and property records, property ownership, elections and money received by the county that are assigned to the statutory offices of the County Auditor, County Treasurer and Examiner of Titles. Functional responsibilities include:

Property Tax Services (part of County Auditor and County Treasurer): This section is responsible for all money coming into the County. The largest revenue source, property taxes, is calculated, billed, distributed, adjusted and reported here. Properties that forfeit to the State for non-payment of property taxes are administered by the Tax Forfeited Land section and returned to the tax rolls through a variety of means. This section also administers the County’s 4R program (Reuse, Recycle, and Renovate for Reinvestment) by rehabbing or removing structures on tax forfeited land in an environmentally friendly and sustainable manner. The Local Government Policy & Research section provides auditing, reporting and property tax administration services. In 2019, as part of IPR Modernization, clerical and support staff responsible for payment processing and direct individual customer service were shifted to the newly created Unified Team which reports to IPR Administration.

County Recorder and Registrar of Titles: In 2019, as part of IPR Modernization, clerical and support staff responsible for document recording and indexing, and direct individual customer service were shifted to the newly created Unified Team which reports to IPR Administration.

Examiner of Titles: The Examiner of Titles is appointed by the District Court to administer the registered land system, commonly referred to as the Torrens system. The Examiner’s office examines titles and issues reports to the Court to register title to land; hears related Torrens cases; supervises all Torrens proceedings; issues directives and certifications in administrative proceedings; and serves as legal advisor to the Registrar of Titles.

Elections (part of County Auditor): The Elections office administers elections in Ramsey County in a fair, honest, impartial, accurate and efficient manner. Election staff are responsible for voter registration, absentee voting, polling places, election judges, ballots, election results, accurate and timely election information, trained and informed local election officials, candidate filing, and secure archival materials. This section administers city and school district elections for most jurisdictions in the County under contracts for election services. Services provided under contract cover two-year election cycles and the total for the two years shows in the odd year budget. State and federal regular elections fall in the current year and the increased county costs associated with those elections have historically been handled through the use of county general fund balance. This practice recognizes the variability of county election costs between even and odd year elections. Every ten years the results of the census creates the need to redraw election district boundaries, a process known as redistricting. Funds for redistricting are included in the 2021 budget funded by general county fund balance.

DEPARTMENT SUMMARY

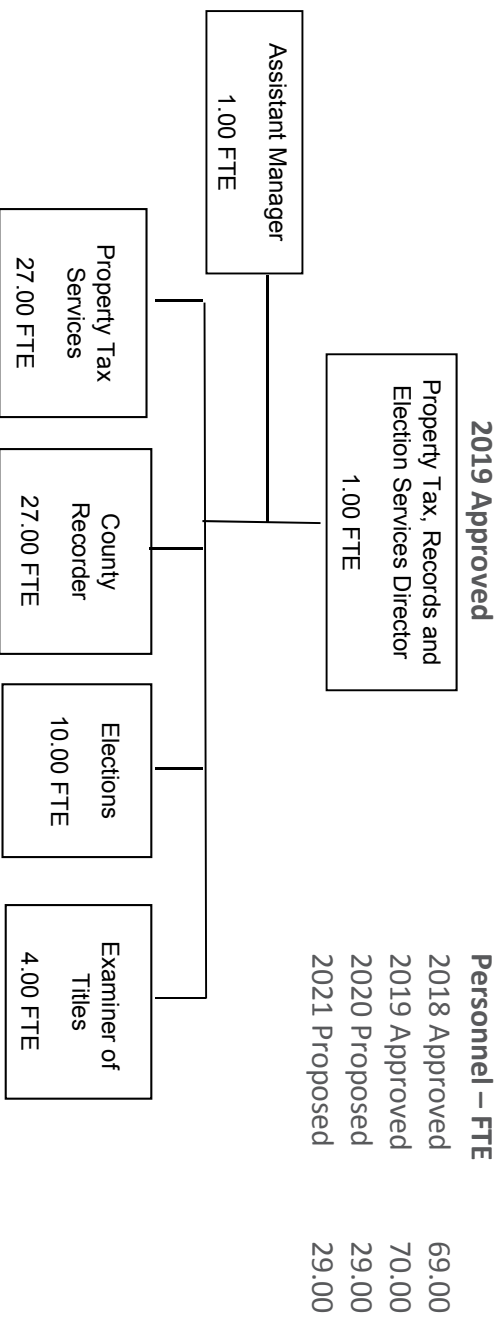


Property Tax, Records and Election Services
Christopher A. Samuel

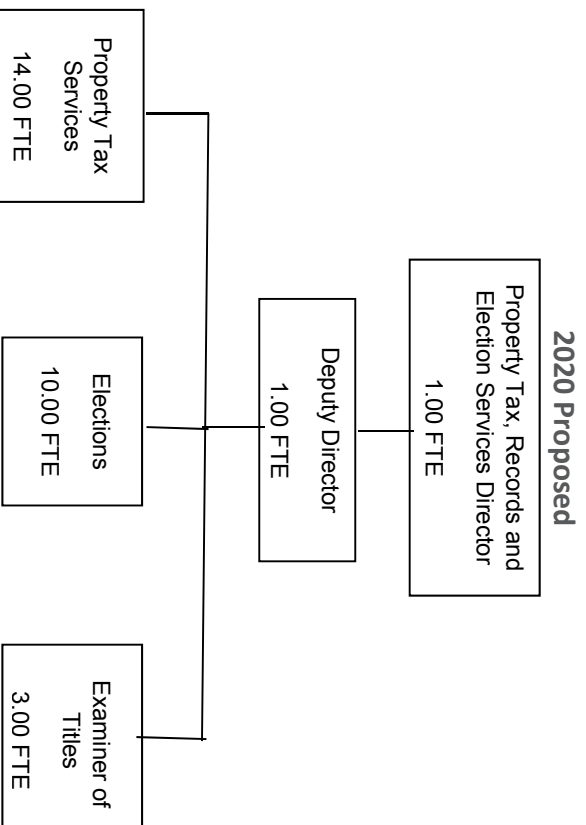
90 Plato Blvd West
651-266-2195

DEPARTMENT OVERVIEW

DEPARTMENT 2019 ORGANIZATIONAL CHART



DEPARTMENT 2020 ORGANIZATIONAL CHART



DEPARTMENT SUMMARY



Property Tax, Records and Election Services
Christopher A. Samuel

90 Plato Blvd West
651-266-2195

DEPARTMENT OVERVIEW

PROGRAMS AND SERVICES

- Provide for the collection, deposit and reporting of payments for property taxes and all other County revenues.
- Calculate property taxes, and use efficient processes for collection and distribution of property tax revenues.
- Manage delinquent tax accounts in a fair and equitable manner.
- Manage tax forfeited lands and administer the 4R program to renovate or remove structures in a green and sustainable fashion.
- Provide information related to property values, taxes, collections, economic development, debt, and other topics as required or requested.
- Examine titles for Torrens property.
- Administer elections in Ramsey County in a fair, honest, impartial, accurate, and efficient manner.

SUMMARY OF COMMUNITY ENGAGEMENT ACTIVITIES

- Increase voter participation across Ramsey County.
 - Expand voter registration services to ensure easy, accessible options for our residents.
 - Expand early voting opportunities including pop-up targeted voting sites to make voting more convenient and accessible.
 - Establish teacher liaisons at each of the high schools and work to improve the teaching of civic education and to recruit students to serve as student election judges with support from the State of Minnesota, the U of MN, and foundations.
 - Work with our residents, the colleges and community groups to identify barriers to voting and to remove them.
 - Increase Saint Paul voter registration by implementing and supporting new tenant voter registration.
 - Use social media and other methods to communicate voter registration and voter information to households in low turnout precincts.
 - Develop and publish voter guides and other voter education.
 - Provide translators and/or bilingual election judges to assist English-limited voters.
- Conduct community meetings to address property valuation and taxation concerns.
- Involve residents and business partners in department modernization efforts to make sure that the type and method of delivery of services meets customer expectations and needs.

PTRES will participate on the IPR service team's Community Engagement Action Team.

DEPARTMENT SUMMARY



Property Tax, Records and Election Services
Christopher A. Samuel

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DEPARTMENT OVERVIEW

METHODS FOR ADVANCING RACIAL EQUITY IN THE BUDGETING PROCESS

Actively recruiting diverse and talented students for temporary employment to show the job opportunities available in Property Tax, Records and Election Services and the County.

The Tax Forfeited Land section favors the use of CERT vendors so that minority owned small businesses can provide services for tax forfeit and 4R program activity. This provides business opportunities that would not be readily available through the typical large master contract process.

Properties with delinquent property taxes and those approaching forfeiture for non-payment of property taxes tend to be concentrated in areas of concentrated poverty and racial concentrated poverty. Efforts to provide earlier intervention before accumulated unpaid taxes become unwieldy can keep families in their homes as can assistance efforts to help residents repurchase a home that has been lost due to forfeiture. Cross Service Team cooperation is important in this effort especially with the Health and Wellness Service Team. Efforts in this area include:

- Developing a service catalog of county and vetted community services that can be used/offered to help those in distress, assist with legal or financial needs, address hazardous materials or rehabilitation of structures or other topics.
- Establishing a process for earlier intervention. This can include means of identifying potential or growing problem areas sooner and providing or offering services strategically targeted to particular properties or individuals, or could be as broad-based as including information with mass mailings such as tax statements or delinquent tax notices. This should also include discussion of how we motivate residents to use available services. This can also include efforts across government jurisdictions and non-profits.

Work with the EGCI Service Team continues to strategically invest through the 4R program in the rehabilitation and green demolition of tax forfeited properties with structures that tend to be in areas of racial concentrated poverty. Tax forfeited property, both with and without a structures, are offered to municipalities at a discounted rate for the development of affordable housing. These efforts can help in improving the quality of life and property values in affected neighborhoods. Recent studies have shown a significant gap in available, affordable housing for persons of color and we are working with the other Service Teams to address this gap and to make sure that our policies and practices are not acting to contribute to the gap.

Certain precincts located in areas of racial concentrated poverty have some of the lowest voter turnout levels in the state. This lack of voter participation can cause its residents and their needs to be ignored or unrecognized. Efforts are underway to encourage and increase civic engagement in these areas.

PTRES will participate on the IPR service team's Racial Equity Action Team.

DEPARTMENT SUMMARY



Property Tax, Records and Election Services
Christopher A. Samuel

90 Plato Blvd West
651-266-2195

DEPARTMENT OVERVIEW

CHALLENGES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Cyclical nature of work: Some of the department's work volumes and revenues are tied to activity greatly influenced by market or economic trends. The exact timing of these cyclical changes and volumes can be difficult to predict so we must be nimble in our response and make efficient use of our technology to meet changing demands.

Technology: Much of our work is dependent on diverse, highly specialized computer systems. The County Board has supported the Modernization Program to upgrade and optimize systems within the County Assessor and Property Tax, Records and Election Services departments to make sure we are well positioned to deliver services in the current and future technical environments. The challenge is to make full use of the technology to create operational efficiencies, expand services, develop interactive customer service and provide information in new ways to meet increasing and changing demands. Applications outside of our primary systems need to be integrated or modified to become sustainable. All of these efforts require resources in high demand: time, staff, financing and technical assistance.

Succession planning: As is the case in many areas of the County, we have a large number of employees that are approaching retirement in the near future, including many of the managerial and supervisory staff. In the highly specialized areas that many of these employees work, with relatively long learning curves to be fully functional and limited knowledgeable replacements being readily available in the marketplace, getting new staff on board and educated/trained will be critical to future success.

Hiring and retaining employees: We strive to hire for diversity, but some of our job specialty areas do not have a trained recruitment pool of diverse applicants, hence our strategic goals to find ways to correct for this deficiency.

CERT vendors: We favor the use of CERT vendors and have encountered challenges where a minority-based non-profit could not meet CERT requirements or where the business selected does not have the financial wherewithal or depth to address circumstances when there are unexpected difficulties on a project. We continue to work with Procurement and the County Attorney to try and find ways to help these businesses and non-profits qualify for our projects and for them to be successful in their work for the County.

OPPORTUNITIES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Technology: (See Challenges above). The County Board has been very supportive of new technology and IPR Modernization. The opportunity is to make full use of the technology to create operational efficiencies, expand services, develop interactive customer service and provide information in new ways to meet increasing and changing demands.

Succession planning: Opportunities associated with staff turnover include the abilities to hire for diversity and to hire for the skill sets needed for a nimble, modern, and forward-thinking organization.

DEPARTMENT OVERVIEW

Modernization: The IPR Modernization Program will continue to drive our systems, processes, and staff towards efficiency, transparency, resiliency, collaboration, and improved service for our residents. Examples of where PTRES is impacted:

- Creation of the Unified Team to focus on customer service and needs. (Residents First strategy)
- Implementation of a new property tax system. (Providing for the sustainability and supportability of this vital system; efficient operations).
- Implementation of an enterprise cashiering and receipting management system (“ECRM”) including a central payment portal to allow customers to make payments to the county at the time, location and method of their choice (Residents First and No Wrong Door strategies).
- Implementation of electronic pollpads to administer voter registration (Residents First and efficient operations).
- Resident insights on election customer service (Resident First).
- Implementation of a property asset tool for tax forfeited land (Efficient operations).
- Process and policy review, documentation and training (Efficient operations).
- Promoting, hiring and training to meet organizations needed capabilities, diversity and to provide for succession for key positions (TARP).

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Goal: Prosperity: With assistance from Policy and Planning and Communications and in conjunction with local community and government partners, the department is developing and implementing a ten-year plan to increase civic engagement and raise voter turnout to match or surpass the statewide average turnout by 2028. This phased approach will address barriers to voting, voter motivation and voter education and expand to reach wider populations over time. While addressing overall election participation, this effort will focus on areas with traditionally low voter turnout. By the end of the ten years, civic engagement in the election process will be fully operationalized as part of what we do as a department, County and community.

In 2018, the department surpassed its target of 10,000 new pre-registered voters with 13,000 new registered voters. Even more encouraging, the number of registered voters increased more rapidly in areas that have had lower voter turnout rates. One of these precincts, Saint Paul Ward 1 Precinct 9, had 71.8% of voters registered in 2018, an increase of over 30% since 2017. The next target is to have 300,000 voters for the first time in the history of the County for the 2020 presidential election.

Goal: Accountability: The department emphasizes excellent customer service and the customer experience. The IPR Modernization Program builds on the successes of the past and the knowledge of our staff to transition to the next generation of capabilities and systems that will improve customer service, accuracy, timeliness and transparency for county residents. Modernization is a continuous improvement process rather than a destination and this progress can be tracked.

DEPARTMENT SUMMARY



Property Tax, Records and Election Services
Christopher A. Samuel

90 Plato Blvd West
651-266-2195

DEPARTMENT OVERVIEW

The implementation of an enterprise wide cashiering and receipting management system ("ECRM") in conjunction with a central payment portal will allow customers to pay electronically for any county service at the time and location of their choice. This County Treasurer led implementation will increase the efficiency of County departments in recognizing and processing those payments while protecting financial data and de-risking payment processing operations. Measures show the percentage of funds coming into the County that can be paid through an on-line payment portal (currently property tax payments can be paid that way) and the number of departments that have implemented ECRM.

Objective	Strategy	Measure	2018	2019	2020	2021	2040
			Actual	Estimate	Estimate	Estimate	Target
Increase voter participation in areas of low voter turnout	Partner with community organizations to remove barriers to voting	Percent of eligible voters registered in St. Paul W1 p9	71.8%	74.0%	76.0%	76.0%	85.0%
Increase total voting for 2020 presidential election to 300,000	Partner with community organizations to remove barriers; develop a communication and marketing plan for voter education; engage young adults by promoting civic education and voter outreach in schools	Total number of persons voting in the general election	247,050	---	300,000	---	315,000
Increase customer satisfaction by allowing payments to the county to be made at the time, location and method of choice	Implement central online payment portal	Percent of County's receipts based on dollar volume that can be paid through central online payment portal	73.0%	73.0%	83.0%	83.0%	100.0%
Increase the efficiency of processing payments and the security of associated financial data for all County departments.	Implement enterprise cashiering and receipting management system ("ECRM")	Number of departments implemented on an enterprise cashiering and receipting system	N/A	3	6	9	All

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Property Tax, Records and Election Services

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 1,042,550	\$ 292,550	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 1,042,550	\$ 292,550	\$ -	\$ -	\$ -	\$ -	\$ 750,000

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Property Tax, Records and Election Services

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
	1 Payment Processor	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
	2 Electronic Pollbooks	992,550	242,550	-	-	-	-	750,000
TOTALS (Last Page Only)			\$ 292,550	\$ -	\$ -	\$ -	\$ -	\$ 750,000



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 9

Department Name & Property Tax, Records and Election Services	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
Code #: <u>240401</u>	Item: <u>Payment Processor</u>		<u> </u>	<u> </u>
		(Maintenance)	<u>X</u>	<u> </u>
<hr/>				
Account: 441201 <u>X</u> 441212 <u> </u> 441202 <u> </u> OTHER <u> </u>	Dept Priority Number: <u>1</u>	CM Ranking <u>17</u>	CIPAC Ranking <u>2</u>	

PROJECT DESCRIPTION:

Replace the current high-speed payment processor in Property Tax, Records and Election Services

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Aperta - Current Vendor

Date of Estimate: 12/13/2018

NARRATIVE JUSTIFICATION:

The department's current payment processing hardware is supported by the vendor through 2020. This request is to replace the current equipment with a newer model that will continue to efficiently process payments received by the county and create the necessary approved check21 files that allow us to electronically submit our funds to our financial institution. The use of this equipment allows for a automated process that scans and verifies payments. It allows the county to submit multiple daily banking files on high volume days and expedites the customers payments through the banking system in a secure manner. The payment processor also images the payments and supporting documentation which gives staff the ability to research payment inquiries more rapidly along with meeting the county's retention requirement. The county is responsible for providing one pc to drive the processor. Operating sytem software supported by is Windows Server 2008R2, Windows Server 2012R2, Windows Server 2016. SQL Software supported is SQL Server 2008R2, SQL Server 2012, SQL Server 2014, SQL Server 2016

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u> </u>	<u>X</u>	7. Provide Public Service	<u>X</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u> </u>	<u>X</u>	8. Provide Public Convenience	<u>X</u>	<u> </u>
5. Reduce Operating Costs/Energy Costs	<u> </u>	<u>X</u>	9. Enhance County Image	<u>X</u>	<u> </u>
6. Protect Property	<u>X</u>	<u> </u>			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name & Property Tax, Records and Election Services **Project Title or**

Code #: 240401

Item: Payment Processor

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The county would need to continue using the existing unsupported equipment and if failure occurs it will result in down time or requiring staff to manually process payments and submit paper checks to the bank. The county would no longer have images available for data retention or for future research.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes___ No_ X When? _____
If project was funded, are carryover funds available? Yes___ No___
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

The new equipment is more compact requiring less space and the cost of on-going maintenance is lower than our current model. Annual Hardware Maintenance (\$3000) and Annual Software Maintenance (\$400)

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

Energy impact of payment processor is negligible.

IMPACT ON FUTURE REVENUES: (Be Specific!)

This equipment allows for the county to process and deposit funds faster, allowing for our revenue to be invested quicker.

Estimated Useful Life: 7 to 10 years

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$50,000 in 2020.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **13**

Department Name & Property Tax, Records and Election Services	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
Code #: <u>240601</u>	Item: <u>Electronic Pollbooks</u>		<u> </u>	<u> </u>
		<u>X</u>	<u> </u>	<u> </u>
Account: 441201 <u>X</u> 441212 <u> </u>	Dept Priority			
441202 <u> </u> OTHER <u> </u>	Number: <u>2</u>	CM Ranking <u>18</u>	CIPAC Ranking <u>4</u>	

PROJECT DESCRIPTION:

Purchase and deployment of electronic pollbooks in all county polling places. The electronic pollbooks will take the place of the paper polling place rosters and related voter lists that are deployed to each polling place for every election conducted in the county.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 992,550	\$ 242,550	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 992,550	\$ 242,550	\$ -	\$ -	\$ -	\$ -	\$ 750,000

Who Prepared Cost Estimate: Joseph Mansky, RC Elections Manager

Date of Estimate: 12/17/2018

NARRATIVE JUSTIFICATION:

In 2018, the Minnesota legislature authorized state grants for the purchase of electronic pollbooks. The state grant of \$273,240 will cover 75% of the cost of the pollbook purchase, with the county matching the remaining 25% in the amount of \$91,080. The total state grant and the county matching funds will not be sufficient to fully cover all the county capital costs. As a result, an additional \$278,189 in county non-matching funds will be required to complete the purchase, with \$242,550 coming in 2020. Since the state funds must be used no later than August 31, 2019, the purchase of the electronic pollbooks will be staged in two parts: May, 2019 and January 2020.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u> </u>	<u>X</u>	7. Provide Public Service	<u>X</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u> </u>	<u>X</u>	8. Provide Public Convenience	<u>X</u>	<u> </u>
5. Reduce Operating Costs/Energy Costs	<u> </u>	<u>X</u>	9. Enhance County Image	<u>X</u>	<u> </u>
6. Protect Property	<u> </u>	<u>X</u>			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name & Property Tax, Records and Election Services **Project Title or**

Code #: 240601

Item: Electronic Pollbooks

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The state grant and matching county funds already approved by the county board are insufficient to meet the costs of countywide deployment of the electronic pollbooks. For administrative purposes, the cost of having to support both an electronic and a paper polling place roster system would be highly inefficient and prohibitive.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes___ No_X___ When? _____
If project was funded, are carryover funds available? Yes___ No___
Year(s) and amounts budgeted and expended Year(s) _____ Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

The Elections Office estimates that the electronic pollbooks will need to be replaced at approximately 6 to 7 year intervals. Assuming an initial purchase in 2019-2020, the first replacement cycle would likely occur in 2025.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY COSTS.)

Energy impact of pollbooks and peripherals is negligible.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Voter registration is a statutory function of the county auditor and as a consequence, there are no revenue opportunities with the operation of the electronic pollbooks.

Estimated Useful Life: 6 - 7 years

Estimated Payback Period: None (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 from the Capital Improvement Program Contingent Account.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using \$242,550 from the Capital Improvement Program Contingent Account in 2020.

DEPARTMENT SUMMARY



Public Works

1425 Paul Kirkwold Dr, Arden Hills

Ted Schoenecker

651-266-7100

DEPARTMENT OVERVIEW

County Vision: A vibrant community where all are valued and thrive.

County Mission: A county of excellence working with you to enhance our quality of life.

DEPARTMENT OVERVIEW

With Transit and Transit Oriented Development and Active Living Ramsey County moving into the Public Works Department underneath the Multimodal Planning division in 2018, the Public Works Department is now responsible for the development of a true multimodal transportation system that prioritizes the needs of pedestrians, bicyclists, buses/trains, cars and trucks to be able to connect to the places that people want to go within and outside of the county. Enhancing the safety and functionality of that transportation network, for all users and all modes, is of the highest importance.

The 2020-2021 proposed Public Works budget adds 5.0 additional FTE's. Two positions were transferred from Workforce Solutions which will become an Enterprise Asset Management Capability Specialist and a Contract Manager. The three new FTE's will include one Project Engineer and two Transportation Planners. The addition of these positions allows Public Works to more effectively deliver projects in the 5-year Transportation Improvement Plan (TIP), allocate adequate staffing towards the Regional Railroad Authority's major transitways, operationalize the county's All Abilities Transportation Network (AATN) policy, build out the capabilities for Enterprise Asset Management, and improve our planning and community engagement activities.

The Vacancy Factor for the 2020-2021 Public Works budget was changed from 0.5% to 1.5% based on historical analysis. This allowed funding to be allocated towards the Enterprise Asset Management Capability Specialist and Contract Manager positions.

The use of fund balance shown for 2018 and 2019 were the budgeted increases to the Regional Rail Authority Fund Balance. Going forward the Regional Rail Authority Tax Levy and Fund Balance changes will be shown in the Regional Rail Authority section of the budget book. The portion of Regional Rail Authority Property Tax Levy and Transit Tax Levy that is funding Public Works operations is shown in the Public Works Budget as revenue (transfers from other funds) so that the tax levy shown is strictly "General" County Property Tax Levy.

DEPARTMENT SUMMARY

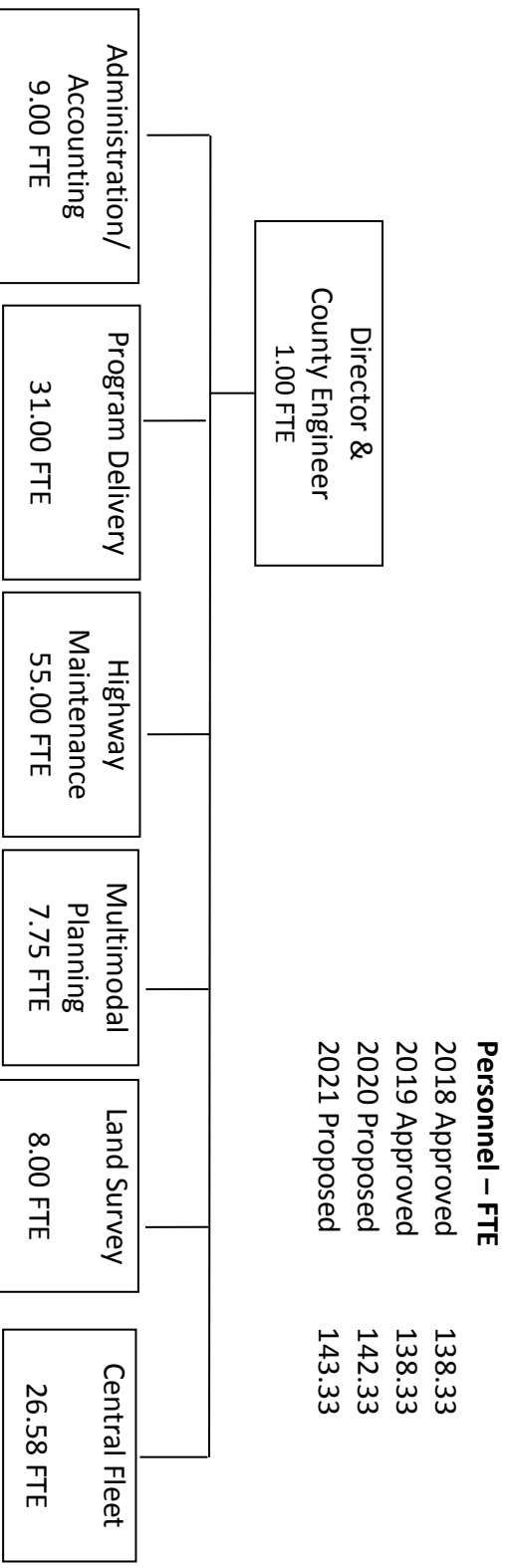


Public Works
Ted Schoenecker

1425 Paul Kirkwold Dr, Arden Hills
651-266-7100

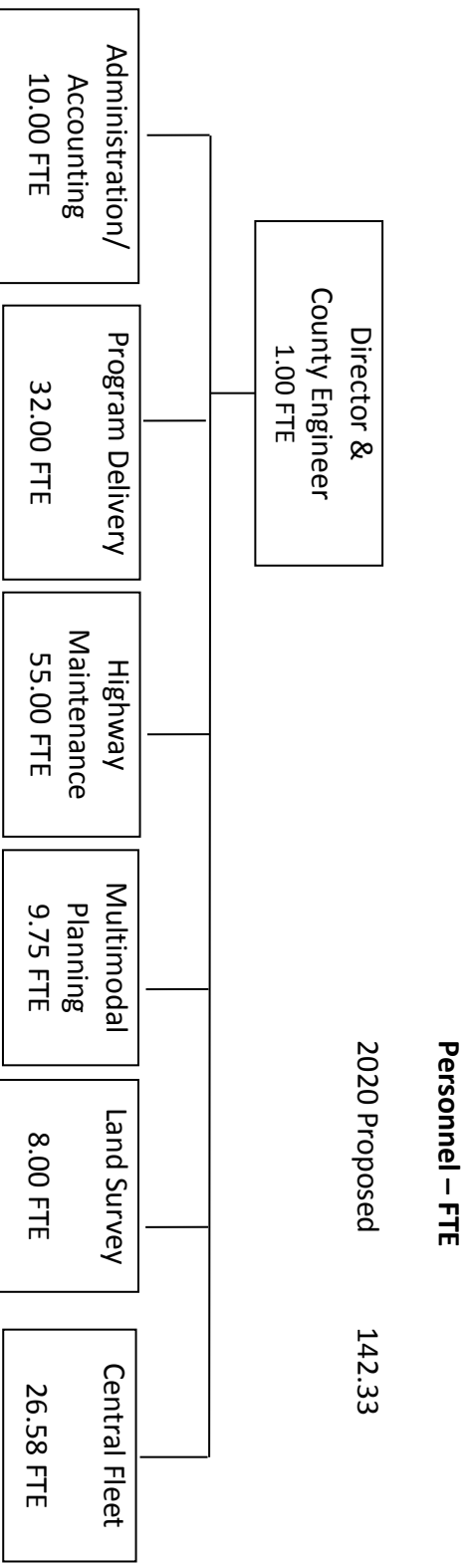
DEPARTMENT OVERVIEW

DEPARTMENT 2019 ORGANIZATIONAL CHART



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DEPARTMENT 2020 ORGANIZATIONAL CHART



DEPARTMENT SUMMARY



Public Works
Ted Schoenecker

1425 Paul Kirkwold Dr, Arden Hills
651-266-7100

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DEPARTMENT SUMMARY

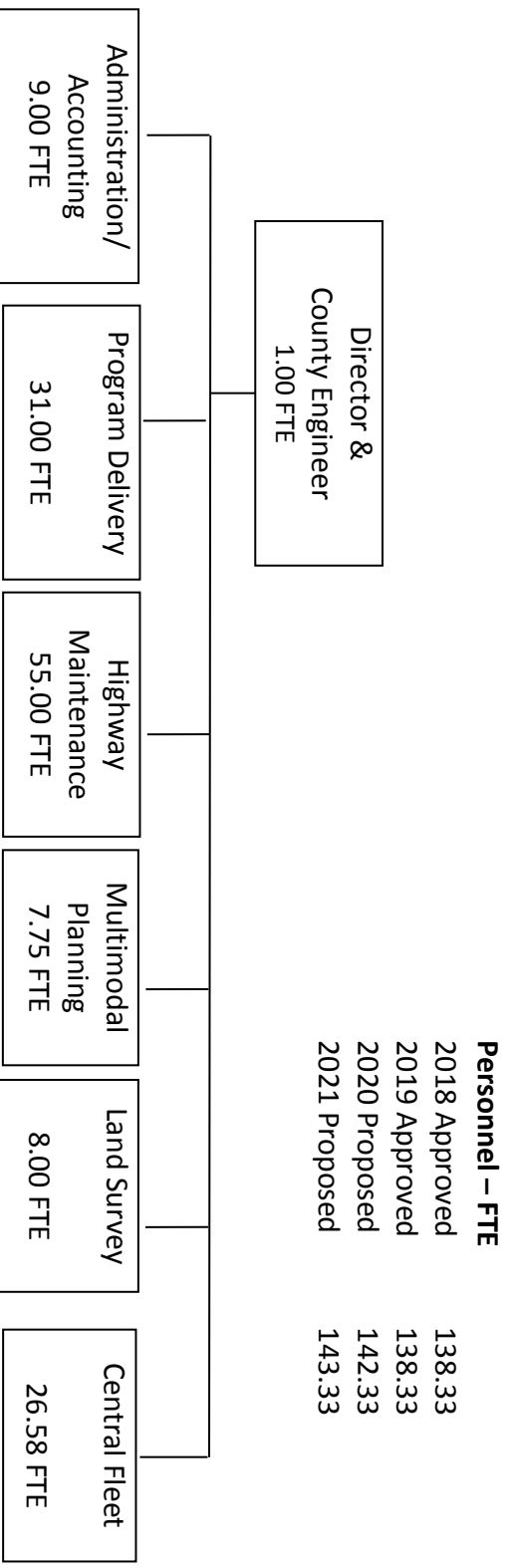


Public Works
Ted Schoenecker

1425 Paul Kirkwold Dr, Arden Hills
651-266-7100

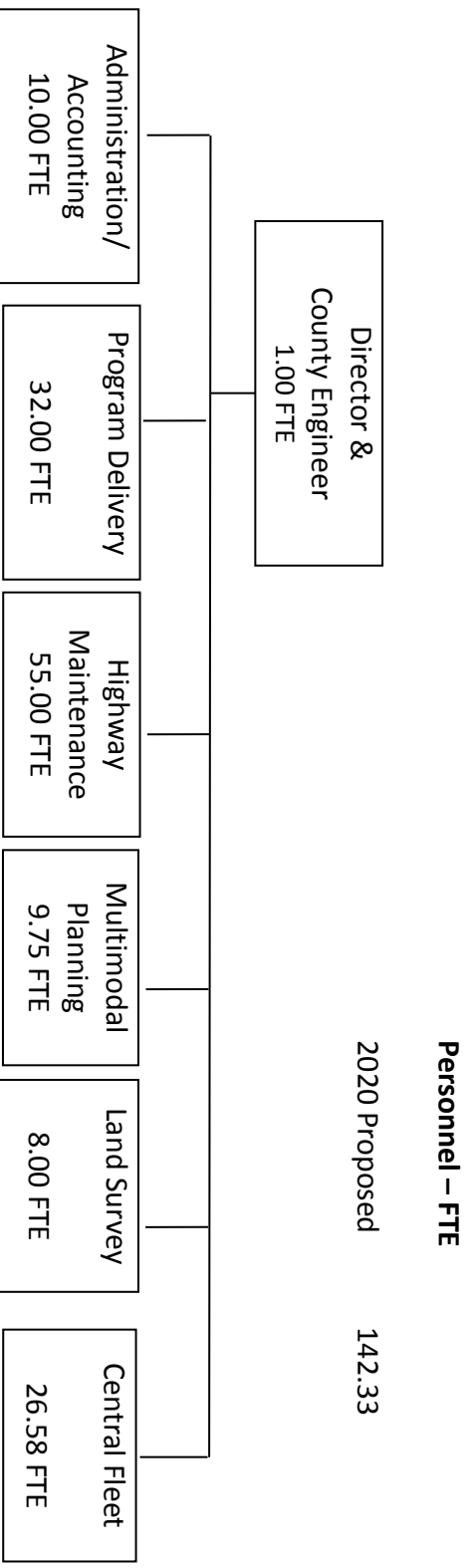
DEPARTMENT OVERVIEW

DEPARTMENT 2019 ORGANIZATIONAL CHART



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DEPARTMENT 2020 ORGANIZATIONAL CHART



DEPARTMENT SUMMARY



Public Works
Ted Schoenecker

1425 Paul Kirkwold Dr, Arden Hills
651-266-7100

DEPARTMENT OVERVIEW

PROGRAMS AND SERVICES

- Multimodal transportation planning
- Design, construct/reconstruct, operate and maintain county road system, including roadways and all elements associated with them, sidewalks, trails and bicycle lanes
- Advocate for, plan, design and develop transitway corridors
- Protect and enhance water resources
- Maintain land survey records
- Fleet management for entire county

SUMMARY OF COMMUNITY ENGAGEMENT ACTIVITIES

As programs, services and projects are implemented, they are integrated with authentic and robust public engagement designed to foster collaboration across economic status, race and culture with the goal of meeting a wide range of transportation needs. With a clear understanding of how transportation impacts our quality of life, we strive to meet the needs of our community, many of which fall outside the traditional transportation landscape.

The development of the county's transitway projects (Green Line, Gold Line, Rush Line and Riverview) can be used as a model of highly effective, transparent, and creative community engagement to connect with and hear all kinds of different voices and perspectives for the project. This community engagement is embedded into and occurs throughout the lifecycle of the project. The ideas, thoughts and strategies that are being used on these transitway projects are now being used and imbedded into our more traditional roadway reconstruction projects. Two recent examples are the Dale Street / I-94 project and the recently released RFP for consultant services for the Rice Street Visioning project. Both projects are connecting into the communities on a more personal level to better understand the full range of community issues, needs and wants that go beyond the traditional transportation aspects.

Cross collaboration between the different departments within the county is key in effective and meaningful community engagement. The different departments have different insights into the community that can be used to develop and ultimately construct a better transportation project. This cross collaboration is occurring and will continue to grow between Public Works, Workforce Solutions, Public Health, Economic Development, Parks and Recreation, Communications and others.

To have adequate time to gather and incorporate community feedback, projects are starting to be worked on earlier by investing more time on the front end. More resources are required, on a per-project basis, to determine the appropriate level of public outreach, define 'community' and identify groups, determine the most effective form(s) of communication, plan and attend meetings (often multiple times and in different size groups), follow up on meetings, respond to inquiries, keep social media up-to-date, etc.

DEPARTMENT OVERVIEW

To foster this increased and needed engagement, we are utilizing a variety of options including existing Public Works staff, other county department staff, community organizations, agency partners, and consultant expertise. Each engagement effort is developed to fit the project complexity and community context to ensure authentic communication. This will lead to increased effectiveness in providing a range of County services to each community through a strong relationship.

METHODS FOR ADVANCING RACIAL EQUITY IN THE BUDGETING PROCESS

Attracting staff that represent residents of our community

To attract racially diverse staff, we need to make investments to broaden our candidate pool by reaching potential applicants of all backgrounds. Through collaboration with partners both inside and outside of the County (i.e. Workforce Solutions, County Library staff, local schools and colleges), we have identified programs that teach the skills we seek, attended job fairs, and participated in events that raise awareness about Public Works professions. These activities are positive steps toward building relationships that will yield strong candidates for the long term.

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Another way we have increased the number of applicants is by modifying job requirements, testing protocols, and the applicant scoring process to ensure they are free of implicit bias. In reviewing how we hire maintenance workers and technicians, we have eliminated required skills that are not truly necessary for the position. For example, a strong applicant may have not had the means to obtain a commercial driver's license, a requirement for a number of our maintenance positions. We can hire the best candidate and provide training for the worker to obtain a commercial license and be fully utilized on the job.

Delivering projects that have a positive impact on users of all races and abilities

The Ramsey County All Abilities Transportation Network policy is a commitment to creating and maintaining a transportation system that provides equitable access for all people regardless of race, ethnicity, age, gender, sexual preference, health, education, abilities and economics.

Delivering projects that serve our residents requires allocation of significant resources at the very beginning when a more detailed scope of improvements is determined, which occurs annually as we develop our five-year Transportation Improvement Program (TIP) and on a project-by-project basis. This requires the whole Public Works Department to be more playful in how we do our work and who is being impacted. We are also examining the process that we go through on identifying projects that get selected for inclusion in our TIP that reflect the vision and direction of the County Board for addressing racial equity, investment in areas of concentrated poverty and a focus on pedestrians and bicyclists.

DEPARTMENT OVERVIEW

CHALLENGES THAT MAY IMPACT DEPARTMENT PERFORMANCEContracting and Workforce Inclusion Goals for Construction Projects

To increase opportunities and promote economic prosperity for County residents and businesses, Public Works is focusing on increasing CERT SBE participation in our procurement of professional services and supplies, equipment, and materials. We are also looking to grow local minority and female workforce participation on our transportation construction projects.

Public Works has been actively working on new approaches from a countywide perspective. We have significantly increased collaboration with other County Departments (i.e. Finance/Procurement, Workforce Solutions, Property Management, Parks, Economic Development, etc.) and outside partners (i.e. FHWA, MnDOT, Hennepin County) to learn from their successes and failures and brainstorm creative ways to be more intentional in our contracting of CERT SBE entities and in increasing minorities and females on our construction projects. This has led us to incorporate provisions in our construction contract solicitations that identify available resources to bidders; incentivize participation in programs such as apprenticeships and include the goals for minority and female participation on our construction projects. It is also a requirement for our contractors and vendors to track this information on their projects and report back to us on an annual basis.

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Based on a resolution passed by the County Board on December 11, 2018, Public Works is part of a task force with several other departments to develop a countywide policy that sets workforce and contracting goals for all county capital and development projects.

Transitway Development

Transit projects are inherently complex. These multi-year, multi-million dollar investments require a sustained high level of professional attention and expertise in a highly scrutinized and political environment. With work underway to advance multiple transitway corridors simultaneously, demands on staff time are significant and increasing.

At the federal and state level, maintaining investments for transit projects and operations is an ongoing challenge, subject to a growing political divide.

The Counties Transit Improvement Board (CTIB) dissolved in 2017; 2018 was the first year of operations in a post-CTIB environment. As Gold Line, Riverview and Rush Line corridors are being developed and moving towards completion, new and revised functions will be implemented to replace processes and procedures previously addressed within CTIB, including all strategic coordination with the other former CTIB counties and the Metropolitan Council.

DEPARTMENT OVERVIEW

OPPORTUNITIES THAT MAY IMPACT DEPARTMENT PERFORMANCE

Multimodal Planning

Building a multimodal planning division is advancing and further operationalizing the All Abilities Transportation Network Policy and facilitating the cross-training of staff resources to enable more effective community engagement, improved collaboration with other agency partners, and enhanced coordination with other departments within Ramsey County. These efforts may set the ground work for a future integrated planning department within Ramsey County.

Transitway Development

High profile transitway projects provide the opportunity for more county residents to understand how the role of the county in transit development affects them and their community and to engage in planning processes through citizen advisory committees and other mechanisms. Working regionally creates relationships that bring broader benefits to the department and Service Team.

Roadway Jurisdictional Realignment

Public Works will be undertaking a Jurisdictional Realignment Study for the roadways within the county. This study will identify roadways that would be best suited under county ownership and roadways best suited under city/township or Minnesota Department of Transportation ownership. This study will include close collaboration with the cities and MNDOT. Even though roadways may be identified as going to or from the county, each roadway will require much greater discussion about the needed improvements or requirements for transferring between any two agencies. As an outcome, if the study identifies the county taking on more roadways because they are similar to other county roads, further discussion will need to occur on staffing, equipment, material and space needs to maintain and operate these roadways into the future.

Public Works Space Study

Through Property Management, a Public Works Space Study will be completed in 2019 to identify the current and future space needs for Public Works. As a part of the Talent, Attraction, Retention and Promotion (TARP) strategic initiative, the place where Public Works employees work needs to accommodate and meet the evolving and dynamic changing workforce needs. Ramsey County must be viewed by all employees across races, classes and cultures as a welcoming place where they can contribute, feel valued and thrive.

Three major influences on current and future space needs for the Public Works Department includes:

- Creation of the Multi-Modal Planning Division that now includes Transit and Transit Oriented Development and Active Living personnel
- Outcomes from the Jurisdictional Realignment study
- Future discussions with St Paul regarding maintenance and operations of county roads in the city limits

DEPARTMENT SUMMARY



Public Works

1425 Paul Kirkwold Dr, Arden Hills

Ted Schoenecker

651-266-7100

DEPARTMENT OVERVIEW

Enterprise Asset Management

Asset management is a critical component to assist the department in identifying what its assets are, activities that are done on those assets, and prioritization of when work is done on those assets or those assets are replaced. Currently, Public Works assets are managed with outdated and inefficient practices that do not provide accurate or comprehensive information about the asset. Poor recordkeeping and resource utilization are current challenges. The goals of the Enterprise Asset Management program are to understand from an enterprise perspective where the County's assets are located, the total cost of an asset, and how to use data to more efficiently manage assets through their lifecycle. The expected outcome of the program is to provide the ability to prioritize asset maintenance activities, enhancements and replacement purchases. This is a very large undertaking for the entire department and will take significant resources and time to implement but maintaining status quo is not sustainable. Public Works has been partnering with Parks and Recreation and Property Management since the three departments are responsible for the majority of the infrastructure assets within Ramsey County.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Well-Being – Severity Crash Rate Reduction

The county is committed to identifying safety improvements for all transportation users by utilizing the County's All Abilities Transportation Network policy to guide decisions and funding investments. An example of this is the conversion of 4-lane undivided roadways to 3-lane roadways, which is known to have a safety benefit for pedestrians, bicyclists and autos.

Opportunity - Invest in Multimodal Transportation

The County is committed to providing equitable access to all people as part of the All Abilities Transportation Network. The inclusion of multimodal features (primarily pedestrian and bicycle facilities) is included in the scoping process for all projects, which has been strongly supported by our local communities.

Accountability - Pavement Quality

Properly maintained pavements and bridges protect the county's investment in the transportation infrastructure and extends the serviceable life of these items. The passage of the wheelage tax in 2014 and 2017 have significantly increased the county's investment in its pavement quality while also helping to address other infrastructure needs like ADA pedestrian ramps, traffic signal replacement and enhancements to include Accessible Pedestrian System (APS) elements, drainage needs and other appurtenances (i.e. guardrail, retaining walls, etc.)

DEPARTMENT SUMMARY



Public Works
Ted Schoenecker

1425 Paul Kirkwold Dr, Arden Hills
 651-266-7100

DEPARTMENT OVERVIEW

			2018	2019	2020	2021	2040
Objective	Strategy	Measure	Actual	Estimate	Estimate	Estimate	Target
Reduce the overall crash rate and the crash severity rate on the county road system by 10 percent by 2040	Identify safety improvements for all transportation users on reconstruction and mill and overlay projects	Crash Severity Rate	2.5	2.5	2.5	2.4	2.3
Invest between 15-20% of total construction dollars towards multimodal features of the transportation system	Identify projects to be included in the 5-year County Transportation Improvement Plan	Investment in multimodal features as a percentage	16%	17%	17%	18%	18%
Maintain an average pavement quality index (PQI) of 65 by 2025	Collect pavement data through the Minnesota Department of Transportation (MnDOT) pavement rating digital inspection vehicle	Pavement Quality Index	61	62	62	63	65

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Public Works - 550000

FUNDING SOURCE		Total All Years	ESTIMATED FUNDING					
			2020	2021	2022	2023	2024	2025
County Funds		\$ 12,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Federal Funds		9,006,000	1,019,000	-	2,987,000	5,000,000	-	-
State Funds		16,518,000	80,000	7,580,000	7,280,000	1,418,000	80,000	80,000
Other (Specify)	Municipal	17,539,000	1,211,000	6,778,000	2,219,000	7,331,000	-	-
Other (Specify)	County State Aid Highway	63,122,000	7,467,000	26,928,000	12,728,000	13,999,000	1,000,000	1,000,000
Other (Specify)	Wheelage Tax	45,600,000	7,600,000	7,600,000	7,600,000	7,600,000	7,600,000	7,600,000
TOTALS (Must agree with Summary by Project)		\$ 163,785,000	\$ 19,377,000	\$ 50,886,000	\$ 34,814,000	\$ 37,348,000	\$ 10,680,000	\$ 10,680,000

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Public Works - 550000

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
1	Pavement Preservation	\$ 40,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000
2	CSAH Road Construction	99,705,000	8,697,000	40,206,000	24,134,000	26,668,000	-	-
3	Traffic Signal Upgrades	4,200,000	700,000	700,000	700,000	700,000	700,000	700,000
4	Drainage Systems & Structures	3,600,000	600,000	600,000	600,000	600,000	600,000	600,000
5	Comprehensive Bridge Maintenance	3,600,000	600,000	600,000	600,000	600,000	600,000	600,000
6	Pedestrian & Bike Facilities	4,200,000	700,000	700,000	700,000	700,000	700,000	700,000
7	ADA Compliance	3,600,000	600,000	600,000	600,000	600,000	600,000	600,000
8	Roadway Appurtenances	3,600,000	600,000	600,000	600,000	600,000	600,000	600,000
9	New Equipment - Rd Mtce & Eng	480,000	80,000	80,000	80,000	80,000	80,000	80,000
TOTALS (Last Page Only)		\$ 163,785,000	\$ 19,377,000	\$ 50,886,000	\$ 34,814,000	\$ 37,348,000	\$ 10,680,000	\$ 10,680,000



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**
Yes **No**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	<u> </u>	
		Or ROUTINE (Maintenance)	<u>X</u>	<u> </u>
Code #: <u>Public Works - 550000</u>		Item: <u>Pavement Preservation</u>		
<hr/>				
Account:	<u>441201</u>	<u>441212</u>	Dept Priority	
	<u>441202</u>	<u>OTHER 443201</u>	Number:	<u>1</u>
		CM Ranking	<u>Not Ranked</u>	CIPAC Ranking <u>Not Ranked</u>

PROJECT DESCRIPTION:

This project includes three types of major road maintenance of pavements: Cold In Place Recycling (CIR), Mill and Overlay and Concrete Rehabilitation. CIR consists of pulverizing deteriorated pavement, adding emulsions, and paving. Mill and overlay consists of grinding off the surface of deteriorated pavement and paving. Concrete repair includes patching deteriorated concrete and joint repair or bituminous overlay. Estimate includes bringing pedestrian facilities into compliance with the Americans with Disabilities Act.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 12,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): County State Aid Highway	\$ 6,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Other (Specify): Wheelage Tax	\$ 22,800,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
Totals (Project/Item Funding)	\$ 40,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

To maintain desirable road conditions, all Ramsey County roads are assessed and maintained according to the Pavement Management System Condition Rating Program. These ratings are performed every two years by visually inspecting every segment of roadway under County jurisdiction. The Pavement Management System is also used to establish priorities for major maintenance work. Projects are completed based upon available funding. Major maintenance activities, such as this project, are a cost-effective method of preserving the County's investment in the underlying structure of the road costing an average of \$250,000 per mile versus many times that amount for full reconstruction.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	<u> </u>		<u>X</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	<u> </u>		<u>X</u>	<u> </u>
5. Reduce Operating Costs	<u>X</u>	<u> </u>		<u>X</u>	<u> </u>
6. Protect Property	<u>X</u>	<u> </u>			
			7. Provide Public Service	<u>X</u>	<u> </u>
			8. Provide Public Convenience	<u>X</u>	<u> </u>
			9. Enhance County Image	<u>X</u>	<u> </u>



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: Pavement Preservation

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Deterioration of the road system will not only continue, but at an accelerated pace, causing drivers to experience not only the inconvenience but the potential safety hazards of rough pavements. The total service life of roads, that are not resurfaced on a timely basis will be shortened, decreasing the amount of time before the road requires the much more costly reconstruction solution.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <u>x</u>	No <u> </u>	When? <u>Annually</u>
If project was funded, are carryover funds available?	Yes <u> </u>	No <u>x</u>	
Year(s) and amounts budgeted and expended	Year(s) <u>Annually</u>		Budgeted/Expended <u>\$2,000,000 annually</u>

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

The American Automobile Association estimates that deteriorated roads add \$.03 per mile in automobile operating expenses and the deteriorated roads cost about \$3,000 more per mile per year to maintain. The average County road carries 9,600 cars per day. $(9,600 \times \$0.03 \times 365 \text{ days}) + \$3,000 = \$108,120$ per mile per year.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: 15 Years

Estimated Payback Period: 2.30 years (\$250,000 per mile est cost / \$108,120.) (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bonds proceeds of \$2,000,000 in 2020 and \$2,000,000 in 2021 along with County Stated Aid Highway and Wheelage Tax funds.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			___	<u>X</u>
Code #: Public Works - 550000	Item: CSAH Road Construction	Or ROUTINE (Maintenance)	<u>X</u>	___

Account:	441201 ___	441212 ___	Dept Priority			
	441202 ___	OTHER <u>442305</u>	Number:	<u>2</u>	CM Ranking	CIPAC Ranking
					Not Ranked	Not Ranked

PROJECT DESCRIPTION:

Reconstruction of Ramsey County roadways and traffic signals according to the priorities established by the Ramsey County Transportation Improvement Program. This request includes only those construction projects for which the County's share of the costs are funded by its County State Aid Highway account balance.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ 9,006,000	1,019,000	-	2,987,000	5,000,000	-	-
State Funds	\$ 16,038,000	-	7,500,000	7,200,000	1,338,000	-	-
Other (Specify): County State Aid Highway	\$ 57,122,000	6,467,000	25,928,000	11,728,000	12,999,000	-	-
Other (Specify): Municipal	\$ 17,539,000	1,211,000	6,778,000	2,219,000	7,331,000	-	-
Other (Specify): Wheelage Tax	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 99,705,000	\$ 8,697,000	\$ 40,206,000	\$ 24,134,000	\$ 26,668,000	\$ -	\$ -

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

The Department of Public Works utilizes the Transportation Improvement Program (TIP) to determine the prioritization of road reconstruction projects. The TIP is developed by assessing the condition of the existing road system and its adequacy to meet needs. Priorities are established with community involvement. Projects are then initiated in accordance with this priority listing and are implemented when the plan development process is complete and accepted via the required public involvement process. The specific projects listed here are those for which funding for the County share is available or will be available from its County State Aid Highway fund balance.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs	<u>X</u>	___	9. Enhance County Image	<u>X</u>	___
6. Protect Property	<u>X</u>	___			

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: CSAH Road Construction

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Completion of the specific projects listed under this request does not require Non-County State Aid Highway funding for the County's share. No County funds are requested.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <u>x</u>	No _____	When? <u>Annually</u>
If project was funded, are carryover funds available?	Yes _____	No <u>x</u>	
Year(s) and amounts budgeted and expended	Year(s)		Budgeted/Expended

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Implementation of the proposed projects will reduce the cost of maintaining these roadways.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

County State Aid funding is currently based in part on road system needs. Funds are allocated based upon many factors including road conditions and capacity. Accordingly, as road pavements are improved, minor adjustments in the CSAH allotments will occur which will be more than offset by decreased maintenance costs.

Estimated Useful Life: 35 Years

Estimated Payback Period: 5 to 7 Years (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Federal, County State Aid Highway, and Municipal funds in 2020 and 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**
Yes **No**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: Public Works - 550000	Item: Traffic Signal Upgrades	Or ROUTINE (Maintenance)	<u>X</u>	<u> </u>
<hr/>				
Account: 441201 <u> </u> 441212 <u> </u>	Dept Priority	CM Ranking	CIPAC Ranking	
441202 <u> </u> OTHER 442320	Number: <u>3</u>	<u>Not Ranked</u>	<u>Not Ranked</u>	

PROJECT DESCRIPTION:

Replacement and upgrades to traffic signal systems.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING							
		2020	2021	2022	2023	2024	2025		
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Funds	\$ -	-	-	-	-	-	-		
State Funds	\$ -	-	-	-	-	-	-		
Other (Specify): Wheelage Tax	\$ 4,200,000	700,000	700,000	700,000	700,000	700,000	700,000		
Totals (Project/Item Funding)	\$ 4,200,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$	700,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

Ramsey County Public Works owns and operates 162 traffic signals and is responsible for operation of 42 additional signals owned by other agencies. The County also owns an additional 161 signals within the City of St Paul which, by agreement, are operated by the City. The majority of these were built between the years 1970 and 2000. Many of the systems are in need of upgrades or complete replacement. Upgrades may include new conduit and wiring, cabinet and controller replacement, ADA improvements, pedestrian countdown timers, signal head replacement, street lighting, communications equipment and fiber. Signal upgrades can cost as much as \$100,000. More than 50 signals have aged to the point of needing complete replacement. A complete signal replacement costs approximately \$200,000 to \$250,000.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	<u> </u>	7. Provide Public Service	<u>X</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	<u> </u>	8. Provide Public Convenience	<u>X</u>	<u> </u>
5. Reduce Operating Costs	<u>X</u>	<u> </u>	9. Enhance County Image	<u>X</u>	<u> </u>
6. Protect Property	<u>X</u>	<u> </u>			

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: Traffic Signal Upgrades

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

If signals are not replaced or upgraded they will eventually fail, significantly impacting traffic congestion and accident rates.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes	No <u>X</u>	When? _____
If project was funded, are carryover funds available?	Yes	No	
Year(s) and amounts budgeted and expended	Year(s) <u>2018 & 2019</u>		Budgeted/Expended <u>\$800,000 annually</u>

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

New and upgraded signals require less operating / maintenance costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: 20 Years

Estimated Payback Period: (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Wheelage Tax funds of \$700,000 in 2020 and \$700,000 in 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: <u>Public Works - 550000</u>	Item: <u>Drainage Systems & Structures</u>	Or ROUTINE (Maintenance)	<u> </u>	<u> </u>
			<u> X </u>	<u> </u>

Account:	441201 <u> </u>	441212 <u> </u>	Dept Priority				
	441202 <u> </u>	OTHER	Number:	<u> 4 </u>	CM Ranking	<u>Not Ranked</u>	CIPAC Ranking <u>Not Ranked</u>

PROJECT DESCRIPTION:

Regular and major maintenance and/or replacement of drainage structures and systems including a variety of water quality facilities.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Wheelage Tax	\$ 3,600,000	600,000	600,000	600,000	600,000	600,000	600,000
Totals (Project/Item Funding)	\$ 3,600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

Ramsey County Public Works has an estimated 9,000 to 10,000 drainage structures and systems which collect and treat stormwater runoff. The department's current goals focus on performing preventative and corrective maintenance of approximately 350 catch basins and 25 outfalls annually. Beginning in 2018, the department proposes to expand its program in scope and expenditures and tie those efforts directly to an Asset Management system which will inventory and assess condition and function of both structure elements and water quality treatment facilities. The importance of water quality, as evidenced by more stringent federal, state and local permit requirements, emphasizes the need to develop proactive timely maintenance to help ensure effective function over designed service life.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	<u> </u>		<u>X</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	<u> </u>		<u>X</u>	<u> </u>
5. Reduce Operating Costs	<u>X</u>	<u> </u>		<u>X</u>	<u> </u>
6. Protect Property	<u>X</u>	<u> </u>			
			7. Provide Public Service	<u>X</u>	<u> </u>
			8. Provide Public Convenience	<u>X</u>	<u> </u>
			9. Enhance County Image	<u>X</u>	<u> </u>

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: Drainage Systems & Structures

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Lack of proper maintenance results in damage to roadway elements and creates potential public safety issues, increased maintenance or replacement costs of drainage structures and related elements, and inadequate treatment of stormwater runoff prior to discharge to natural resources, and non-compliance with applicable federal, state and local permit requirements.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?

Yes X

No

When? 2005, 2014

If project was funded, are carryover funds available?

Yes

No x

Year(s) and amounts budgeted and expended

Year(s) 2018 & 2019

Budgeted/Expended \$600,000 (2018) \$500,000 (2019)

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Initial expenditures will be greater than previous years but will result in lower long term investment and maintenance costs by optimizing service life of stormwater assets.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: 20 Years

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Wheelage Tax funds of \$600,000 in 2020 and \$600,000 in 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
Code #: <u>Public Works - 550000</u>	Item: <u>Comprehensive Bridge Maintenance</u>		<u> </u>	<u> </u>
			<u> X </u>	<u> </u>

Account:	441201 <u> </u>	441212 <u> </u>	Dept Priority				
	441202 <u> </u>	OTHER <u>443201</u>	Number:	<u> 5 </u>	CM Ranking	<u>Not Ranked</u>	CIPAC Ranking <u>Not Ranked</u>

PROJECT DESCRIPTION:

This work involves extraordinary maintenance of County bridges located both within the City of St Paul and surrounding suburbs. The worked is based upon the annual bridge inspection conducted by the City of St Paul Public Works Bridge Division and the Ramsey County Public Works Engineering Division.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Wheelage Tax	\$ 3,600,000	600,000	600,000	600,000	600,000	600,000	600,000
Totals (Project/Item Funding)	\$ 3,600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

The St Paul Public Works Department is responsible for the routine maintenance of County bridges within the City as part of the City/County Joint Powers Agreement for the maintenance of County roads within St. Paul. The Ramsey County Public Works Department maintains the suburban County bridges. The annual maintenance payment to the city, however, does not cover extraordinary repairs including replacement of bridge load bearings, shotcrete repairs to decks, tuck point masonry joints, and replacement of rip-rap. Removal of graffiti is handled on a case by case basis and funded separately.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u> X </u>	<u> </u>		<u> X </u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u> X </u>	<u> </u>		<u> X </u>	<u> </u>
5. Reduce Operating Costs	<u> X </u>	<u> </u>		<u> X </u>	<u> </u>
6. Protect Property	<u> X </u>	<u> </u>			
			7. Provide Public Service	<u> X </u>	<u> </u>
			8. Provide Public Convenience	<u> X </u>	<u> </u>
			9. Enhance County Image	<u> X </u>	<u> </u>

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: Comprehensive Bridge Maintenance

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

County bridges will deteriorate at an accelerated rate, eventually requiring more expensive repairs and possible closures. Closing bridges would disrupt traffic patterns and have an adverse impact on the County's economic activity.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <u>X</u>	No <u> </u>	When? <u>Annually since 1998.</u>
If project was funded, are carryover funds available?	Yes <u> </u>	No <u>X</u>	
Year(s) and amounts budgeted and expended	Year(s) <u>2018 & 2019</u>	Budgeted/Expended	<u>\$600,000 (2018) \$500,000 (2019)</u>

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Performing repairs to bridges now will reduce future costs for maintenance or bridge replacement.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: 5 to 15 years

Estimated Payback Period: 3 to 15 years (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Wheelage Tax funds of \$600,000 in 2020 and \$600,000 in 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name & Code #: <u>Public Works - 550000</u>	Project Title or Item: <u>Pedestrian & Bike Facilities</u>	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance) <u> X </u>	Yes <u> </u> <u> X </u>	No <u> </u> <u> </u>
<hr/>				
Account: 441201 <u> </u> 441212 <u> </u> 441202 <u> </u> OTHER <u>443201</u>	Dept Priority Number: <u> 6 </u>	CM Ranking <u> Not Ranked </u>	CIPAC Ranking <u> Not Ranked </u>	

PROJECT DESCRIPTION:

Construction and/or enhancement to sidewalks and trails within the County highway system.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Wheelage Tax	\$ 4,200,000	700,000	700,000	700,000	700,000	700,000	700,000
Totals (Project/Item Funding)	\$ 4,200,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000	\$ 700,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

In order to provide safe and efficient accomodations for all modes of travel, the Public Works Department proposes allocating funding annually toward construction and/or enhancements to sidewalks and path/trail features within the County Highway system. It is intended that these projects be developed in cooperation wth municipal partners in response to need and benefit. Improvements constructed under this initiative could include stand-alone projects as well as features within major maintenance and road/bridge projects.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u> X </u>	<u> </u>	7. Provide Public Service	<u> X </u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u> X </u>	<u> </u>	8. Provide Public Convenience	<u> X </u>	<u> </u>
5. Reduce Operating Costs	<u> X </u>	<u> </u>	9. Enhance County Image	<u> X </u>	<u> </u>
6. Protect Property	<u> X </u>	<u> </u>			

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: Pedestrian & Bike Facilities

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Non motorized forms of transportation would remain underserved, and in some locations impede safe, reliable mobility for those opting to walk and/or bike.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes___	No <input checked="" type="checkbox"/> X	When?
If project was funded, are carryover funds available?	Yes___	No___	
Year(s) and amounts budgeted and expended	Year(s) <u>2018 & 2019</u>		Budgeted/Expended <u>\$800,000 (2018) \$700,000 (2019)</u>

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Operating costs related to life cycle maintenance/restoration requirements are similar in context to road resurfacing. The conservative estimated service life of this type of feature is 20-40 years.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: 20-40 years

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Wheelage Tax funds of \$700,000 in 2020 and \$700,000 in 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: <u>Public Works - 550000</u>	Item: <u>ADA Compliance</u>	Or ROUTINE (Maintenance)	<u>X</u>	<u> </u>
<hr/>				
Account: 441201 <u> </u> 441212 <u> </u>	Dept Priority			
441202 <u> </u> OTHER <u>443201</u>	Number: <u>7</u>	CM Ranking <u>Not Ranked</u>	CIPAC Ranking <u>Not Ranked</u>	

PROJECT DESCRIPTION:

Construction of and improvements to, pedestrian features such as curb ramps and accessible pedestrian signals.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Wheelage Tax	\$ 3,600,000	600,000	600,000	600,000	600,000	600,000	600,000
Totals (Project/Item Funding)	\$ 3,600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

Federal policy mandates transportation projects and related systems be systematically improved and maintained to become compliant with the Americans with Disabilities Act (ADA). Work completed with respect to ADA standards include such features as curb ramps, Accessible Pedestrian Systems (APS), and other pedestrian enhancements. Dedication of a portion of Wheelage Tax proceeds to construction of, and improvements to, pedestrian features and enhancements provides for a long term planful program to bring existing transportation systems into ADA compliance. This initiative is also consistent with Metropolitan Council policies and the County's equity goals.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	<u> </u>	7. Provide Public Service	<u>X</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	<u> </u>	8. Provide Public Convenience	<u>X</u>	<u> </u>
5. Reduce Operating Costs	<u>X</u>	<u> </u>	9. Enhance County Image	<u>X</u>	<u> </u>
6. Protect Property	<u>X</u>	<u> </u>			

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: ADA Compliance

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Transportation features that are not compliant with ADA standards can significantly underserve people with disabilities or special needs. Underserving this sector of the public can undermine access to and within the community, and in some cases pose additional safety risks.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	When?
If project was funded, are carryover funds available?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Year(s) and amounts budgeted and expended	Year(s) <u>2018 & 2019</u>		Budgeted/Expended <u>\$600,000 (2018) \$500,000 (2019)</u>

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Operating costs related to life cycle maintenance/restoration requirements are similar in context to road resurfacing and signal upgrades. The conservative estimated service life of this type of feature is 20-40 years.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: 20-40 years

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Wheelage Tax funds of \$600,000 in 2020 and \$600,000 in 2021.

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **NR**
Yes No

Department Name & Code #: Public Works - 550000	Project Title or Item: Roadway Appurtenances	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes ____ X	No ____ ____
Account: 441201____ 441212____ 441202____ OTHER 443201	Dept Priority Number: 8	CM Ranking Not Ranked	CIPAC Ranking	Not Ranked

PROJECT DESCRIPTION:

Replacement of and/or upgrades to various roadway appurtenances such as guardrail, retaining walls, railroad crossings and landscape elements.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Wheelage Tax	\$ 3,600,000	600,000	600,000	600,000	600,000	600,000	600,000
Totals (Project/Item Funding)	\$ 3,600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

The Ramsey County Highway System includes a number of features relating to safety and operations. Many of these features are very old and in poor condition or no longer meet modern design criteria. Guardrails are an effective means to reduce the likelihood of serious injuries to the traveling public. Within the 15 mile system of guardrails, an estimated 21,000 feet do not meet current height guidelines and approximately 170 end treatments do not comply with current standards. Similar deficiencies are apparent in many retaining walls that are at or nearing the end of reasonable service life, warranting comprehensive assessment to determine appropriate stabilization or proactive replacement. The scope of stabilization/replacements varies from modular block and timber to structural cast in place systems. The County road system includes approximately 40 railroad crossings of various ages and design. Many are old and well beyond reasonable service life expectations creating maintenance and operations issues that could be resolved with appropriate upgrades to full concrete pad systems. Signals and gate controls may also be warranted if and when crossing areas can be addressed. Many other roadway features / appurtenances are deteriorating or are already in poor service condition.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	X	____	7. Provide Public Service	X	____
3 & 4. Replace Facility or Maintain Physical Property	X	____	8. Provide Public Convenience	X	____
5. Reduce Operating Costs	X	____	9. Enhance County Image	X	____
6. Protect Property	X	____			

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: Roadway Appurtenances

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Some roadway appurtenances may simply add to operations and maintenance costs if not proactively upgraded or replaced. Guardrail, structural walls, railroad tracks and similar elements influence safety, lower maintenance costs and prevent property damages.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes	No <u>X</u>	When?
If project was funded, are carryover funds available?	Yes	No	
Year(s) and amounts budgeted and expended	Year(s) <u>2018 & 2019</u>		Budgeted/Expended <u>\$700,000 (2018) \$600,000 (2019)</u>

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Timely, well planned upgrades and replacements of roadway appurtenances will lower operations and maintenance costs. Considered on a life cycle basis, proactive management of these assets results in lower total ownership/service costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: _____

Estimated Payback Period: _____ (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Wheelage Tax funds of \$600,000 in 2020 and \$600,000 in 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation Or ROUTINE (Maintenance)	Yes	No
Code #: <u>Public Works - 550000</u>	Item: <u>New Equipment - Rd Mtce & Eng</u>		<u> </u>	<u> </u>
<hr/>				
Account: 441201 <u>X</u> 441212 441202 <u> </u> OTHER <u> </u>	Dept Priority Number: <u>9</u>	CM Ranking <u>Not Ranked</u>	CIPAC Ranking <u>Not Ranked</u>	

PROJECT DESCRIPTION:

Acquisition of new equipment that allows the Public Works Department to meet the requirements of expanded road maintenance and construction programs. This level of funding represents a portion of state funding for road maintenance and construction.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING						
		2020	2021	2022	2023	2024	2025	
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Federal Funds	\$ -	-	-	-	-	-	-	
State Funds	\$ 480,000	80,000	80,000	80,000	80,000	80,000	80,000	
Other (Specify):	\$ -	-	-	-	-	-	-	
Totals (Project/Item Funding)	\$ 480,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000	

Who Prepared Cost Estimate: Public Works

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

Setting aside a portion of State Aid funds for new equipment acquisition allows the County to meet expanded demands for maintenance and construction by taking advantage of new technologies.

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	<u> </u>	7. Provide Public Service	<u>X</u>	<u> </u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	<u> </u>	8. Provide Public Convenience	<u>X</u>	<u> </u>
5. Reduce Operating Costs	<u>X</u>	<u> </u>	9. Enhance County Image	<u>X</u>	<u> </u>
6. Protect Property	<u>X</u>	<u> </u>			

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: New Equipment - Rd Mtce & Eng

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Not acquiring needed new equipment increases the Public Works Department reliance on older equipment/technologies resulting in less efficient operations.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes x No When? Annually
If project was funded, are carryover funds available? Yes No x
Year(s) and amounts budgeted and expended Year(s) Annually Budgeted/Expended \$80,000 annually

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Increased costs of providing road maintenance and construction services due to less efficient equipment.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: 10 to 15 years

Estimated Payback Period: 5 to 7 years (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC did not rank this project, as no bond funding was requested in 2020 or 2021.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with State of Minnesota funds of \$80,000 in 2020 and \$80,000 in 2021.

OFFICE SUMMARY

Sheriff's Office
Bob Fletcher, Sheriff



425 Grove Street, Saint Paul
651-266-9300

OFFICE OVERVIEW

County Vision: A vibrant community where all are valued and thrive.

County Mission: A county of excellence working with you to enhance our quality of life.

OFFICE OVERVIEW

The mission of the Sheriff's Office is to provide law enforcement and public service in accordance with constitutional and statutory mandates with a commitment to leadership in public safety, through professionalism and partnership with other agencies.

In 2019, the Sheriff's Office adopted eight strategic initiatives:

1. Implement a bold blueprint for detention reform;

2. Restore juvenile crime prevention programs

3. Start using body cameras immediately to further community trust

4. Expand the pool of persons eligible to become peace officers

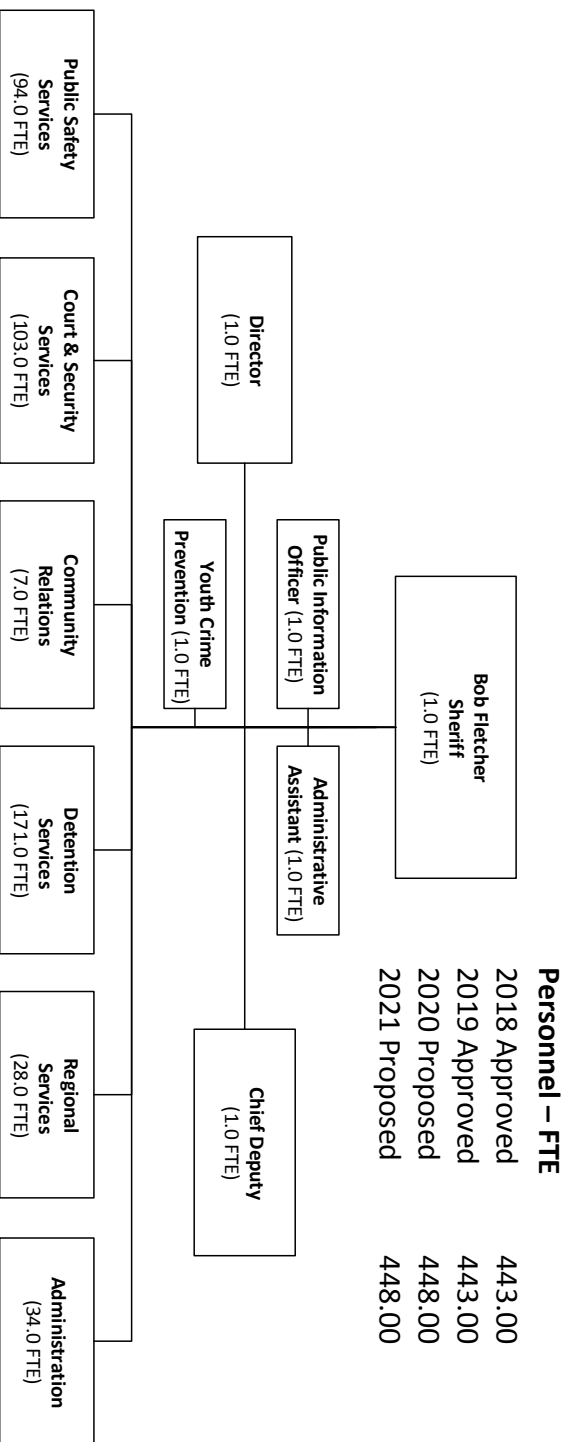
5. Promote more women and persons of color to leadership

6. Address the opioid epidemic and lobby for treatment strategies

7. Restore professional management and labor relations

8. Develop a county-wide threat assessment model to improve school safety and emergency management

OFFICE 2019 & 2020 ORGANIZATIONAL CHART



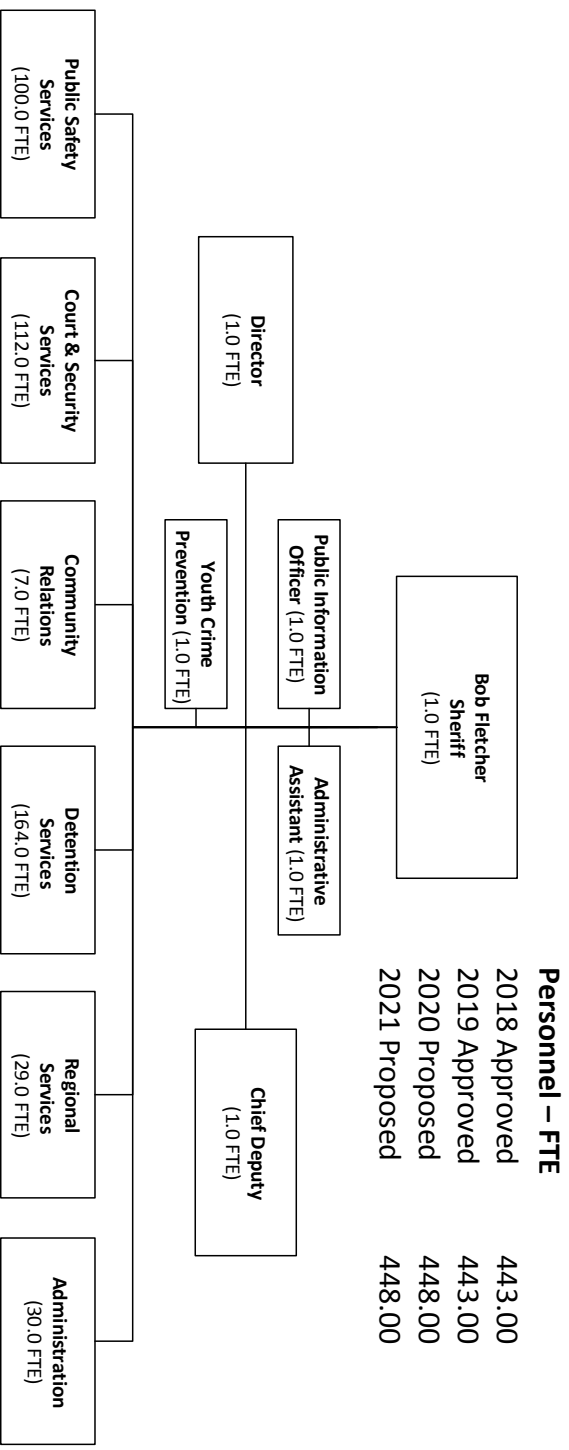
OFFICE SUMMARY



Sheriff's Office
Bob Fletcher, Sheriff

425 Grove Street, Saint Paul
651-266-9300

OFFICE OVERVIEW



Effective for the 2020-2021 budget, the Hospital/Transport Unit and Warrants, Criminal History, and Gun Permit Unit were reassigned to the Court & Services Division. Previously the Hospital/Transport Unit was assigned to the Detention Services Division and Warrants, Criminal History, and Gun Permit Unit was assigned to the Administration Division. From 2019, the total number of FTEs increased by 5.0: 4.0 FTE for body-worn cameras and a 1.0 FTE grant funded position for violence against women/sexual assault investigations. This accounts for the changes in FTEs. The number (FTE) of Correctional Officers remains consistent. The assignment of Hospital/Transport Unit was consistent with the recommendations of the staffing study.

PROGRAMS AND SERVICES

The Sheriff's Office is organized into the following six service divisions:

- **Administration Division** – responsible for finance and budget; human resources and payroll; training and professional development; policy; internal affairs; fleet management; information technology; planning, analysis, and procurement; grant management; public information and communications; and contract negotiations and union relations.
- **Community Outreach Division** – responsible for community relations and outreach to all communities in Ramsey County; efforts to promote a reflective and more diverse workforce through recruitment, hiring, retention, and promotional processes; and race and gender equity initiatives.

OFFICE SUMMARY



Sheriff's Office
Bob Fletcher, Sheriff

425 Grove Street, Saint Paul
651-266-9300

OFFICE OVERVIEW

- ***Court and Security Services Division*** – responsible for warrants; criminal history; gun permits; court security; human services security; civil process (orders for protection, foreclosure notices and sales, civil and criminal subpoenas, dissolutions of marriage, and evictions); transportation of prisoners; and hospital detention security.
- ***Detention Services Division*** – responsible for management and operation of the Adult Detention Center (Ramsey County Jail), which houses pre-trial inmates and probation or supervised release (parole) violators until court deposition.
- ***Public Safety Services Division*** – responsible for contract law enforcement services to seven communities; canine (K-9) operations and training; crime scene processing; electronic crimes investigations; records and property; school resource officers; traffic enforcement; crime prevention; water patrol; dive team; and volunteer programs and internships, including reserve deputies and community support services.
- ***Regional Services Division*** – responsible for law enforcement and public safety services that involve multiple agencies, joint investigations, and regional partners that have a county-wide impact; emergency management; continuing operations planning; special weapon and tactics team; mobile field force; and watch commander.

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SUMMARY OF COMMUNITY ENGAGEMENT ACTIVITIES

Community is at the core of the Sheriff's Office. The Office has a long history of engaging in community engagement.

In 2019, the Office established a Community Relations Division, which is responsible for outreach to all communities in the county and efforts to promote a reflective and more diverse workforce through recruitment, hiring, retention, and promotional processes. To date, the Division has hosted the regional National Black Police Association; planned, recruited, and conducted the 2019 Women's Academy; and, attended community minority meetings throughout the County. The Office also restored youth crime prevention programs aimed at helping children succeed and keeping adolescents away from crime.

The Office has been engaged in outreach efforts to actively seek public input and comments on body-worn cameras. The Office held public meetings on April 30, 2019 at the Vadnais Heights Community Center in Vadnais Heights; May 7, 2019 at the Halle Q. Brown Center in Saint Paul; May 30, 2019 at the East Side Freedom Library in Saint Paul; June 13, 2019 at the Falcon Heights City Hall in Falcon Heights; and, July 9, 2019 at the Ramsey County Courthouse in Saint Paul. In addition, the Office accepted public comment via U.S. Mail,

OFFICE SUMMARY

Sheriff's Office
Bob Fletcher, Sheriff



425 Grove Street, Saint Paul
651-266-9300

OFFICE OVERVIEW

email, Facebook, and Twitter. These efforts helped to inform policy decisions for the implementation and use of body-worn cameras.

The Office continues with events such as Coffee with a Cop, Hot Dog with a Deputy, and Night to Unite throughout the year. The Sheriff's Fright Farm—staffed by volunteers—will remain a Halloween tradition this October and support the efforts of the Ramsey County Sheriff's Foundation. The annual Citizen Academy was held in January. The Citizen Academy is a three-week, six-session course that provides attendees a behind-the-scenes journey into the Sheriff's Office with hands-on experiences, classroom sessions, and tours.

In addition, the Office continues with volunteer programs, including Community Affairs Officers (CAOs), Community Emergency Response Team (CERT), Law Enforcement Explorer Program, Reserve Deputies, and Neighborhood Watch. CAOs are trained volunteers who serve as the community liaisons. CERT volunteers are trained to provide information about emergency services following disasters and help neighbors in times of need. Law Enforcement Explorers are youth who are provided with education, training, and first-hand career experience through a variety of leadership and community service opportunities. Many Explorers go on to pursue careers in public safety. Reserve Deputies patrol parks, lakes, and trails, help with large-scale events, provide traffic and crowd control, conduct water safety inspections, and respond to emergency call-outs. Neighborhood Watch is an association of neighbors who contribute to the safety and security of their neighborhood by working together with the Sheriff's Office.

The Office also continue to engage in public education efforts by providing presentations to community groups on public safety and crime prevention topics throughout the year. Upon request of school districts, the Sheriff's Office provides deputies who serve as School Resource Officers (SROs) to promote a safe learning environment. School districts cover the cost of salaries. In 2019 and continuing in 2020 and 2021, the Sheriff's Office will partner with various school districts to offer SROs services at elementary and secondary high schools.

METHODS FOR ADVANCING RACIAL EQUITY IN THE BUDGETING PROCESS

The Office's strategic initiatives will advance racial equity:

- The ***bold blueprint for detention reform***, which includes an ombudsman's program and increased supervision, is designed around the human needs of the incarcerated person. Providing chemical addiction treatment and mental health services are key. Addressing disparities experienced by people of color will help achieve long-term public safety reform. These goals can only be achieved by providing a safe and secure environment for both inmates and staff.

OFFICE SUMMARY

Sheriff's Office
Bob Fletcher, Sheriff



425 Grove Street, Saint Paul
651-266-9300

OFFICE OVERVIEW

- **Juvenile crime prevention programs** will help bridge the gap with youth who are underserved and most at risk. The Sheriff's Office partners with schools, parents, and community organizations (including recreational centers, non-profits, and the faith community) as well as utilize research to implement structured youth crime prevention programs. Prevention programs will help children succeed and keep adolescents away from crime.
- The **use of body cameras** will further community trust by offering better evidence documentation and increased accountability and transparency.
- To improve the policing profession, there is a need to **expand the pool of persons eligible to become peace officers**. This will result in trained police officers and deputies of diverse backgrounds, ethnicities, and skills. Opportunities must be offered for members of the community to become peace officers who could not afford to attend college for law enforcement or who sought other opportunities earlier in their lives.
- A workforce that reflects diversity throughout its ranks increases community trust and facilitates the alignment of services with community expectations. This is why ensuring the development of gender and racially diverse leaders is important, and that starts with efforts to **promote more women and persons of color to leadership** positions.

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- The **opioid epidemic** and lack of treatment strategies has impacted every community in Ramsey County. The Office has a social responsibility to help people who are suffering from addiction. When issues linked to criminal behavior and drug abuse can be treated, the revolving door of the justice system can be closed, allowing people suffering from addiction and their families to be healed. Collectively, this improves community safety and reduces the ill effects of prolonged drug abuse (e.g., incarceration, courts, health, medical, victimization, etc.).

In addition, Office remains committed to ensuring:

- **Booking fees will not be charged**. These fees had a disparate impact on those with limited means, the most vulnerable, those more likely to live in poverty, and people of color. With the support of the County Board, these fees were eliminated and will not be charged again.
- **No one will be kept in jail for Immigration and Customs Enforcement (ICE)**. Holding people on immigration detainees from federal government presents many legal and ethical, and that practice was stopped. Many community members raised concerns, and as a result, the Sheriff and County Board affirmed that the county will not hold individuals solely for ICE in the county jail.

OFFICE OVERVIEW

- **Support for Warrant Resolution Day.** Warrant Resolution Day offers an opportunity for individuals to come to a pre-determined and safe location in the community, without fear of being arrested, and work with attorneys and judges to resolve active warrants and move forward with their lives.
- **No longer booking juveniles at the Adult Detention Center.** The Office, in partnership with the County Manager and Community Corrections Department, worked to transfer youth bookings to the Juvenile Detention Center (JDC). By doing so, this improves compliance requirements and allows for a more health and wellness focus on youth who come into contact with the justice system.

CHALLENGES THAT MAY IMPACT OFFICE PERFORMANCE

There is an increasing need for detention reform, including mental health and treatment services, to better serve all residents. Put simply, the community expects a transparent and accountable jail system that strives to eliminate inequalities and institutional barriers while focusing on the human needs of the incarcerated person. Many of those who find themselves in the county's jail system have underlying mental health and chemical addiction problems. The community expects more from the county than to simply serve as a revolving door for troubled persons. Additional resources are needed to ensure that people leave the jail in better condition than when they arrived. This includes connecting inmates to the community resources they need to thrive.

Several high profile incidents involving police in recent years have widened the gap between communities of color and law enforcement. This coupled with the racial disparities experienced in the criminal justice and other systems make relationship and trust building both a priority and a challenge for law enforcement. Helping youth in these traditionally underserved communities is the key to a stronger future together. Law enforcement can and should play a significant role helping at-risk youth succeed and keeping them out of the criminal justice system with strong prevention and intervention programs. History confirms that providing structured mentorship with academic and athletic components as well as referral to other community resources can result in more successful outcomes. Furthermore, it positions law enforcement to recognize and intervene in the cycle of delinquency to help youth back on to a positive path.

In Ramsey County, there are hundreds of outstanding felony arrest warrants. Among those individuals are some of the most violent career criminals. Minnesota Statutes 387.03 directs that the Sheriff "shall pursue and apprehend all felons." Fulfilling this obligation is becoming increasingly challenging.

OFFICE SUMMARY

Sheriff's Office
Bob Fletcher, Sheriff



425 Grove Street, Saint Paul
651-266-9300

OFFICE OVERVIEW

OPPORTUNITIES THAT MAY IMPACT OFFICE PERFORMANCE

Capital Improvement Program (CIP) funds are available to replace the security access system at the Law Enforcement Center and Adult Detention Center, install suicide prevention barriers, and replace kitchen equipment. The safety and security projects will increase security and safety as well as allow Correctional Officers to more readily respond to incidents. Additionally, the addition of mesh and/or glass barriers on multiple floors in several pods will prevent inmates from jumping and causing self-harm.

The Sheriff's Office has been working with Information Services, state courts, and a vendor to implement a replacement jail management system. The replacement system will provide more detailed data on inmate demographics, which can be analyzed to improve outcomes and address disparities.

PERFORMANCE MEASURES – ANALYSIS HIGHLIGHTS

Goal: Well-being: As the county works on efforts to reform the justice system—such as revising when warrants are issued, reducing the reliance on bail, and providing resources and support to reduce recidivism—it is expected the daily population will decrease. Changes in the justice system are needed to eliminate inequalities and institutional barriers. These types of changes bring efficiencies, cost savings, reduced civil liability, and improved public safety as inmates re-enter the community connected to the resources needed to succeed.

Goal: Accountability: As the county works on resolving staffing needs for the Adult Detention Center, overtime costs can be reduced. Overtime places stress on staff and is costly to the county and residents. The goal is to see a decrease in the total overtime paid to staff over the next three to four years.

Objective	Strategy	Measure	2018 Actual	2019 Estimate	2020 Estimate	2021 Estimate	2040 Target
Improve public safety by improving outcomes for victims and defendants/inmates	Decrease average daily population at the Adult Detention Center through the implementation of services and reform efforts	Average Daily Population	393	387	382	379	300
Reduce overtime paid in the Adult Detention Center	Maintain full staffing in the ADC and analyze current schedule to ensure minimum overtime is utilized	Overtime Paid: Adult Detention Center	\$ 650,970	\$ 566,269	\$ 566,269	\$ 566,269	\$ 250,000

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Sheriff's Office

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 1,291,000	\$ 605,000	\$ 411,000	\$ 275,000	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 1,291,000	\$ 605,000	\$ 411,000	\$ 275,000	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Sheriff's Office

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
1	Safety and Security Enhancements (Suicide Prevention Barriers), Adult Detention Center	\$ 825,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ -	\$ -	\$ -
2	Furniture Replacement, Citizen Privacy Updates	466,000	330,000	136,000	-	-	-	-
TOTALS (Last Page Only)		\$ 1,291,000	\$ 605,000	\$ 411,000	\$ 275,000	\$ -	\$ -	\$ -



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 1

Department Name & <u>Sheriff's Office</u>	Project Title or <u>Safety and Security Enhancements</u> (Suicide Prevention Barriers), Item: <u>Adult Detention Center</u>	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
Code #: <u>480000</u>			<u>X</u>	___
			___	<u>X</u>

Account:	441201 ___	441212 ___	Dept Priority			
	441202 ___	OTHER ___	Number:	<u>1</u>	CM Ranking	<u>1</u>
					CIPAC Ranking	<u>1</u>

PROJECT DESCRIPTION:

This request is to continue to provide additional safety and security enhancements to the Adult Detention Center (county jail). The primary need for this request is in response to the increasing needs of housing individuals with mental health and medical conditions. This request will continue to fund outfitting additional pods in the detention center with either security glass and controlled access doors or a security mesh on the upper levels. One of the primary reasons for this request is to help prevent suicide and self-injuries.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 825,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 825,000	\$ 275,000	\$ 275,000	\$ 275,000	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Wold Architects and Engineers

Date of Estimate: Jan. 2017

NARRATIVE JUSTIFICATION:

The county counties to experience an increase in the number of individuals arrested and brought to jail with mental health and medical conditions. To protect vulnerable and increasingly complicated populations, the county must make special housing accommodations. When the jail was built in 2002, it was designed primarily as a direct supervision facility. Each of the ten pods have two stories, with the second story open to below. The direct supervision model no longer provides the physical plant necessary to safely house the multiple classifications of today's vulnerable inmates. It also limits an inmate's recreational time as required by the state and reduces the number individuals that can be safely housed in county custody.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___		<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___		<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	<u>X</u>	___		<u>X</u>	___
6. Protect Property	<u>X</u>	___			
			7. Provide Public Service	<u>X</u>	___
			8. Provide Public Convenience	<u>X</u>	___
			9. Enhance County Image	<u>X</u>	___

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name & Sheriff's Office

Project Title or Safety and Security Enhancements
(Suicide Prevention Barriers),

Code #: 480000

Item: Adult Detention Center

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

If not funded, the county would continue to struggle with safely housing inmates with mental health and medical conditions. This puts vulnerable populations at risk and increases the county's risk and liability of litigation (lawsuits).

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No When? 2018, 2019
If project was funded, are carryover funds available? Yes No X
Year(s) and amounts budgeted and expended Year(s) Budgeted/Expended

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

There will be no impact to future operating costs. The requested safety and security enhancements will mirror best practices for detention centers by today's standards.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

None.

IMPACT ON FUTURE REVENUES: (Be Specific!)

There will be no impact to future revenues.

Estimated Useful Life: 15

Estimated Payback Period: 7 (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project in 2020 and 2021 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$275,000 in 2020 and \$275,000 in 2021.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **16**

Department Name & <u>Sheriff's Office</u>	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
	Furniture Replacement, Citizen	Or ROUTINE	<u>X</u>	___
Code #: <u>480000</u>	Item: <u>Privacy Updates</u>	(Maintenance)	___	<u>X</u>
<hr/>				
Account: 441201 ___ 441212 ___	Dept Priority			
441202 ___ OTHER ___	Number: <u>2</u>	CM Ranking <u>13</u>	CIPAC Ranking <u>16</u>	

PROJECT DESCRIPTION:

This request is to (1) replace old furniture in the Adult Detention Center (ADC), Law Enforcement Center (LEC), and the Patrol Station; (2) enhance citizen and employee privacy at those locations; and (3) improve citizen and public interactions with the county. ADC areas include mental health, classification, identification, and medical/public health. LEC areas include investigations, internal affairs, transports, and Citizen Resource Center. Patrol areas include the community lobby, records, investigations, community services, and report rooms/patrol.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 466,000	\$ 330,000	\$ 136,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 466,000	\$ 330,000	\$ 136,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Henricksen

Date of Estimate: Fall 2018 and Jan. 2019

NARRATIVE JUSTIFICATION:

The Sheriff's Office operates 24 hours a day, seven days a week and the current furniture (i.e., desks, cubical, workspaces, file cabinets, etc.) have reached their end of life. Workspaces are no longer functional and show their continuous use. The lack of functional workspace creates privacy concerns and limits productivity. The county is required to secure protected, confidential, and medical data to comply with legal requirements. Additionally, when a citizen files a report with the Sheriff's Office, the report is taken in a community lobby where the public may overhear sensitive information. This request will allow the county to enhance citizen and employee privacy and improve public interactions.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs/Energy Costs	<u>X</u>	___	9. Enhance County Image	<u>X</u>	___
6. Protect Property	<u>X</u>	___			

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CAPITAL IMPROVEMENT PROGRAM 6 YEAR PLAN (2020-2025) DETAIL BY PROJECT

Department Name & Sheriff's Office

Code #: 480000

Project Title or Item:	Furniture Replacement, Citizen Privacy Updates
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CONSEQUENCES OF NOT FUNDING THIS PROJECT:

If not funded, the county would be unable to maximize employee productivity and ensure that workplaces assist with the protection of protected, confidential, and medical data to comply with legal requirements.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes___	No <u>X</u> ___	When? _____
If project was funded, are carryover funds available?	Yes___	No <u>X</u> ___	
Year(s) and amounts budgeted and expended	Year(s) _____		Budgeted/Expended _____

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

There will be no impact to future operating costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY COSTS.)

None.

IMPACT ON FUTURE REVENUES: (Be Specific!)

There will be no impact to future revenues.

Estimated Useful Life: 15

Estimated Payback Period: 3 (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project for \$378.550 in 2021 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$378,550 in 2021.

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Property Management Building Improvements

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
Public Works/Partners/Patrol Station - Rental Revenue	\$ 2,285,028	\$ 380,838	\$ 380,838	\$ 380,838	\$ 380,838	\$ 380,838	\$ 380,838
Public Works/Partners/Patrol Station - Funds Balance	-	-	-	-	-	-	-
Ramsey County Libraries - Rental Revenue	1,483,476	247,246	247,246	247,246	247,246	247,246	247,246
Ramsey County Libraries - Funds Balance	-	-	-	-	-	-	-
City Hall / Courthouse - Rental Revenue	2,974,326	495,721	495,721	495,721	495,721	495,721	495,721
City Hall / Courthouse - Fund Balance	-	-	-	-	-	-	-
General Building Fund - Rental Revenue	14,164,902	2,360,817	2,360,817	2,360,817	2,360,817	2,360,817	2,360,817
General Building Fund - Fund Balance	-	-	-	-	-	-	-
TOTALS	20,907,732	3,484,622	3,484,622	3,484,622	3,484,622	3,484,622	3,484,622
Unfunded Projects	45,812,661	18,745,471	5,363,678	8,761,278	3,091,878	4,471,978	5,378,378
TOTAL COSTS (equals Summary by Project)	\$ 66,720,393	\$ 22,230,093	\$ 8,848,300	\$ 12,245,900	\$ 6,576,500	\$ 7,956,600	\$ 8,863,000

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2018-2023)
SUMMARY BY PROJECT**

Dept Name & Code # Property Management Building Improvements

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2018	2019	2020	2021	2022	2023
	Public Works/Partners/Patrol Station	\$ 7,925,200	\$ 404,800	\$ 455,400	\$ 5,550,000	\$ 332,000	\$ 678,000	\$ 505,000
	Ramsey County Libraries	1,460,000	425,000	185,000	395,000	215,000	170,000	70,000
	City Hall / Courthouse	10,796,000	3,001,000	725,000	1,210,000	1,195,000	3,485,000	1,180,000
	General Building Fund	46,539,193	18,399,293	7,482,900	5,090,900	4,834,500	3,623,600	7,108,000
TOTALS (Last Page Only)		\$ 66,720,393	\$ 22,230,093	\$ 8,848,300	\$ 12,245,900	\$ 6,576,500	\$ 7,956,600	\$ 8,863,000

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

COMBINED RANK _____

Department Name & Property Management		Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes ____	No ____
Code #: Public Works/Partners/Patrol Station		Item: Building Improvements		X	____
Account: 441201	441212	Dept Priority			
441202	OTHER 442201	Number: _____	CM Rating _____	CIPAC Rating _____	

PROJECT DESCRIPTION:

Capital repairs and/or replacements are funded through the operating budget by allocating funds into a capital replacement account. Building improvement projects funded from this account extend the useful life or improve the efficiency of the building.

FUNDING SOURCE:	Total All Years	ESTIMATED COST							
		2020	2021	2022	2023	2024	2025		
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Funds	\$ -	-	-	-	-	-	-		
State Funds	\$ -	-	-	-	-	-	-		
Other (Specify): Rental Revenue & Fund Balance	\$ 7,925,200	404,800	455,400	5,550,000	332,000	678,000	505,000		
Totals (Project/Item Funding)	\$ 7,925,200	\$ 404,800	\$ 455,400	\$ 5,550,000	\$ 332,000	\$ 678,000	\$ 505,000		

Who Prepared Cost Estimate: Property Management

Date of Estimate: 12/21/2018

NARRATIVE JUSTIFICATION:

Prior to the building improvements account being established, funds for capital expenditures were financed through the operating budget and the capital improvement bond proceeds. The Ramsey County Public Works/Patrol Station building is operated as an Internal Service Fund, which is used to account for the financing, on a cost-reimbursement basis of goods and services. To alleviate the demand for scarce capital improvement bond and levy dollars and to account for total cost of operating the building, Property Management will continue to prepare a six-year capital improvement plan. These projects will be funded through rental revenue, based on \$1.50 per rentable square foot and fund balance. Accumulating funds annually enables Property Management to schedule improvements over time. Proactive measurements will increase the life of the building.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	X	____	7. Provide Public Service	X	____
3 & 4. Replace Facility or Maintain Physical Property	X	____	8. Provide Public Convenience	X	____
5. Reduce Operating Costs	X	____	9. Enhance County Image	X	____
6. Protect Property	X	____			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

COMBINED RANK _____

Department Name & Code

#: Public Works/Partners/Patrol Station

Project Title or

Item: Building Improvements

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Failure to carry out this project could result in the inability to complete necessary building improvements in a timely manner. Potentially, this may have a negative impact on evaluation criteria 1, 2, and 4-9. Also, failure to fund these projects would reduce the useful life of the building.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No _____ When? _____
If project was funded, are carryover funds available? Yes X No _____
Year(s) and amounts budgeted and expended Year(s) _____ Account Code 22109-350901-442201
Funding for this project began in 2005. This project allows for the carry-over of funds.

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

This project enables Property Management to deter increasing operating costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

This project enables Property Management to stabilize rental rates over a fixed period of time.

Estimated Useful Life: Depends on specific building improvement project completed. The program will increase the overall useful life in a cost-effective manner.

Estimated Payback Period: Depends on specific building improvement projects completed.

(Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

COUNTY MANAGER COMMENTS:

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME	PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
			DIVISION	ITEM NO.								
Public Works Campus	New corrected ADA ramp and door operators. Currently not ADA. 2020	HIGH			-	41,800	-	-	-	-	-	41,800
Public Works Campus	CO/Nox monitoring system needs updating replacement. 2020	HIGH	23.00	5.00	-	27,500	-	-	-	-	-	27,500
Public Works Campus	Lighting replacement. Convert to LED's. 2020	HIGH			-	61,600	-	-	-	-	-	61,600
Public Works Campus	Public Works rear yard asphalt surface. Repair, sealcoat, gravel.	HIGH	32.00	2,3	-	134,200	-	-	-	-	-	134,200
Public Works Campus	Replace concrete sidewalks/curbs around the PW building. 2020	HIGH			-	44,000	-	-	-	-	-	44,000
Public Works Campus	Replace garage doors and openers-phase a 2020	MEDIUM	11.00	4.00	-	27,500	-	-	-	-	-	27,500
Public Works Campus	Replace Water heater Patrol Station. 2020	MEDIUM	22.00	1.00	-	6,600	-	-	-	-	-	6,600
Public Works Campus	Parking lot lighting convert to LED . 2020	HIGH	26.00	5.00	-	61,600	-	-	-	-	-	61,600
Public Works Campus	Replace flooring, carpet etc. 2021	HIGH	9.00	3.00	-	-	110,000	-	-	-	-	110,000
Public Works Campus	Replace RTU-3, 5 and 6. 2021	HIGH			-	-	52,800	-	-	-	-	52,800
Public Works Campus	Replace unit and infrared heaters throughout campus. 2021	HIGH	23.00	2.00	-	-	74,800	-	-	-	-	74,800
Public Works Campus	Replace Patrol East Overhead with rollup door. 2021	LOW			-	-	38,500	-	-	-	-	38,500
Public Works Campus	Replace high pressure washer. (east) 2021	LOW	11.00	2.00	-	-	17,600	-	-	-	-	17,600
Public Works Campus	Replace gate operators rear yard. 2021	LOW			-	-	16,500	-	-	-	-	16,500
Public Works Campus	Replace boiler room pumps. 2021	LOW			-	-	13,200	-	-	-	-	13,200
Public Works Campus	Upgrade BAS, points etc.	HIGH			-	-	132,000	-	-	-	-	132,000
Public Works Campus	Replace roof/skylights. AMBE roof inspection recommends replacement in 2022.	MEDIUM	7.00	2.00,3.00,4.00	-	-	-	4,533,000	-	-	-	4,533,000
Public Works Campus	Conference rm furniture replacement. Marsden, 576 rm 29 chairs,2 tables. 2022	MEDIUM			-	-	-	22,000	-	-	-	22,000
Public Works Campus	Replace overhead doors and openers -phase b 2022	MEDIUM	8.00	6.00	-	-	-	95,000	-	-	-	95,000
Public Works Campus	Replace I-stars	LOW			-	-	-	100,000	-	-	-	100,000
Public Works Campus	Install a 425kw photovoltaic system on roof.	LOW			-	-	-	800,000	-	-	-	800,000
Public Works Campus	Replace RTU'S 1, 2 and 4. 2023	MEDIUM	23.00	1.00	-	-	-	-	300,000	-	-	300,000
Public Works Campus	Replace/update building sign monument. 2023	LOW			-	-	-	-	17,000	-	-	17,000
Public Works Campus	Replace loading dock leveler equipment. 2023	LOW			-	-	-	-	15,000	-	-	15,000
Public Works Campus	Replace garage main air compressor/air dryer. 2024	MEDIUM			-	-	-	-	-	50,000	-	50,000
Public Works Campus	Replace Five MUA units. 2024	MEDIUM			-	-	-	-	-	200,000	-	200,000
Public Works Campus	Replace garage doors and openers -phase c. 2024	MEDIUM	11.00	5.00	-	-	-	-	-	30,000	-	30,000
Public Works Campus	Replace garage unit heaters. 2024	MEDIUM	23.00	2.00	-	-	-	-	-	27,000	-	27,000
Public Works Campus	Replace daylight harvesting controls throughout campus. 2024	MEDIUM	26.00	7.00	-	-	-	-	-	35,000	-	35,000
Public Works Campus	Upgrade fire alarm system. 2024	MEDIUM	28.00	2.00	-	-	-	-	-	21,000	-	21,000
Public Works Campus	Replace generator underground storage tank. 2024	MEDIUM	33.00	3.00	-	-	-	-	-	21,000	-	21,000
Public Works Campus	Concrete walks replace/repair as needed. 2024	MEDIUM	3.00	1.00	-	-	-	-	-	16,000	-	16,000
Public Works Campus	Replace millwork/countertops throughout campus. 2024	MEDIUM	6.00	1.00	-	-	-	-	-	42,000	-	42,000
Public Works Campus	Replace exhaust fans. 2024	MEDIUM	23.00	6.00	-	-	-	-	-	24,000	-	24,000
Public Works Campus	Repair fuel island and building canopies. 2024	LOW	5.00	3.00	-	-	-	-	-	35,000	-	35,000
Public Works Campus	Replace overhead doors and openers-Phase c 2024	LOW	8.00	7.00	-	-	-	-	-	100,000	-	100,000
Public Works Campus	Paint, replace louvers, screening throughout campus. 2024	LOW	5.00	3.00	-	-	-	-	-	65,000	-	65,000
Public Works Campus	Replace card readers all entries as needed. 2024	LOW	5.00	5.00	-	-	-	-	-	12,000	-	12,000
Public Works Campus	Replace ECC generator.	MEDIUM			-	-	-	-	-	-	100,000	100,000
Public Works Campus	Replace PW generator. 2025	MEDIUM			-	-	-	-	-	-	100,000	100,000
Public Works Campus	Replace VAV boxes, reheat coils and controls. 2025	MEDIUM	23.00	7.00	-	-	-	-	-	-	45,000	45,000
Public Works Campus	Replace/update BAS. 2025	MEDIUM	25.00	2.00	-	-	-	-	-	-	110,000	110,000
Public Works Campus	Concrete panels re-caulk. 2025	MEDIUM	3.00	2.00	-	-	-	-	-	-	23,000	23,000
Public Works Campus	Curb and gutter repair. 2025	MEDIUM	3.00	3.00	-	-	-	-	-	-	15,000	15,000
Public Works Campus	replace Liebert units. Three dedicated cooling units. 2025	LOW	23.00	5.00	-	-	-	-	-	-	45,000	45,000
Public Works Campus	Replace UPS modules. 2025	LOW	26.00	4.00	-	-	-	-	-	-	35,000	35,000
Public Works Campus	Ceiling tile replacement. 2025	LOW			-	-	-	-	-	-	32,000	32,000
TOTAL PUBLIC WORKS/PARTNERS/PATROL STATION					-	404,800	455,400	5,550,000	332,000	678,000	505,000	7,925,200

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

COMBINED RANK _____

Yes **No**

Department Name & Property Management		Project Title or	NON-ROUTINE (New/Renovation)	_____	_____
Code #: Ramsey County Libraries		Item: Building Improvements	Or ROUTINE (Maintenance)	<u>X</u>	_____
Account:	441201 _____ 441212 _____	Dept Priority			
	441202 _____ OTHER 442201 _____	Number: _____		CM Rating _____	CIPAC Rating _____

PROJECT DESCRIPTION:

Capital repairs and/or replacements are funded through the operating budget by allocating funds into a capital replacement account. Building improvement projects funded from this account extend the useful life or improve the efficiency of the building.

FUNDING SOURCE:	Total All Years	ESTIMATED COST							
		2020	2021	2022	2023	2024	2025		
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Funds	\$ -	-	-	-	-	-	-		
State Funds	\$ -	-	-	-	-	-	-		
Other (Specify): Rental Revenue & Fund Balance	\$ 1,460,000	425,000	185,000	395,000	215,000	170,000	70,000		
Totals (Project/Item Funding)	\$ 1,460,000	\$ 425,000	\$ 185,000	\$ 395,000	\$ 215,000	\$ 170,000	\$ 70,000		

Who Prepared Cost Estimate: Property Management

Date of Estimate: 12/21/2018

NARRATIVE JUSTIFICATION:

Prior to the building improvements account being established, funds for capital expenditures were financed through the operating budget and the capital improvement bond proceeds. The Ramsey County Public Works/Patrol Station building is operated as an Internal Service Fund, which is used to account for the financing, on a cost-reimbursement basis of goods and services. To alleviate the demand for scarce capital improvement bond and levy dollars and to account for total cost of operating the building, Property Management will continue to prepare a six-year capital improvement plan. These projects will be funded through rental revenue, based on \$1.50 per rentable square foot and fund balance. Accumulating funds annually enables Property Management to schedule improvements over time. Proactive measurements will increase the life of the building.

1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	_____	7. Provide Public Service	<u>X</u>	_____
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	_____	8. Provide Public Convenience	<u>X</u>	_____
5. Reduce Operating Costs	<u>X</u>	_____	9. Enhance County Image	<u>X</u>	_____
6. Protect Property	<u>X</u>	_____			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

COMBINED RANK _____

Department Name & Code

#: Ramsey County Libraries

Project Title or

Item: Building Improvements

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Failure to carry out this project could result in the inability to complete necessary building improvements in a timely manner. Potentially, this may have a negative impact on evaluation criteria 1, 2, and 4-9. Also, failure to fund these projects would reduce the useful life of the building.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No _____ When? _____
If project was funded, are carryover funds available? Yes X No _____
Year(s) and amounts budgeted and expended Year(s) _____ Account Code 22110-351001-442201
Funding for this project began in 2005. This project allows for the carry-over of funds.

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

This project enables Property Management to deter increasing operating costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

This project enables Property Management to stabilize rental rates over a fixed period of time.

Estimated Useful Life: Depends on specific building improvement project completed. The program will increase the overall useful life in a cost-effective manner.

Estimated Payback Period: Depends on specific building improvement projects completed.

(Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

COUNTY MANAGER COMMENTS:

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME	PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
			DIVISION	ITEM NO.								
Roseville	Mill and overlay south parking lot, striping	HIGH			-	140,000	-	-	-	-	-	140,000
Mounds View	Mill and overlay south parking lot, striping	HIGH			-	80,000	-	-	-	-	-	80,000
Roseville	Childrens garden and major tree trimming on perimeter	MEDIUM			-	55,000	-	-	-	-	-	55,000
Roseville	Recarpet upper level, leaving VCT in place	MEDIUM			-	150,000	-	-	-	-	-	150,000
Roseville	Recarpet lower level, leaving VCT in place	MEDIUM			-	-	150,000	-	-	-	-	150,000
Maplewood	Replace John Deer, requires mowing deck, snow brush, blower attachments	MEDIUM			-	-	35,000	-	-	-	-	35,000
Maplewood	Mill and overlay entire parking lot, including staff drive	MEDIUM			-	-	-	200,000	-	-	-	200,000
Roseville	Retrofit 1st floor to LED	MEDIUM			-	-	-	100,000	-	-	-	100,000
Mounds View	Add 2nd small Lockinvar boiler to add redundancy	MEDIUM			-	-	-	50,000	-	-	-	50,000
Mounds View	Refurbish all 3 restrooms, tile, new fixtures	MEDIUM			-	-	-	45,000	-	-	-	45,000
Maplewood	Replace damaged metal panels on exterior of building, custom	MEDIUM			-	-	-	-	60,000	-	-	60,000
Maplewood	Retrofit remaining lights to LED, after Library remodel	MEDIUM			-	-	-	-	55,000	-	-	55,000
Roseville	Retrofit Atrium lighting to LED, will need lifts or scaffolding	MEDIUM			-	-	-	-	100,000	-	-	100,000
Roseville	Retrofit lower level with LED	MEDIUM			-	-	-	-	-	50,000	-	50,000
White Bear	Replace AHU1 and AHU2, not done during construction	MEDIUM			-	-	-	-	-	120,000	-	120,000
No St Paul	Replace carpet, will be 20 years old	LOW			-	-	-	-	-	-	40,000	40,000
Shoreview	Examine possibility of Solar, building built solar ready	LOW			-	-	-	-	-	-	30,000	30,000
					-	-	-	-	-	-	-	
TOTAL LIBRARIES					-	425,000	185,000	395,000	215,000	170,000	70,000	1,460,000

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Project # (CM Use Only)

COMBINED RANK

Yes **No**

Project Title or

NON-ROUTINE
(New/Renovation)
Or ROUTINE
(Maintenance)

Code #: City Hall / Courthouse

Item: Building Improvements

**Dept Priority
Number:**

CM Rating

CIPAC Rating

Capital repairs and/or replacements are funded through the operating budget by allocating funds into a capital replacement account. Building improvement projects funded from this account extend the useful life or improve the efficiency of the building.

Who Prepared Cost Estimate: Property Management

Date of Estimate: 1/24/2017

Prior to the building improvements account being established, funds for capital expenditures were financed through the operating budget and the capital improvement bond proceeds. The City Hall / Courthouse building is operated as an Internal Service Fund, which is used to account for the financing, on a cost-reimbursement basis of goods and services. To alleviate the demand for scarce capital improvement bond and levy dollars and to account for total cost of operating the building, Property Management will continue to prepare a six-year capital improvement plan. These projects will be funded through rental revenue, based on \$1.50 per rentable square foot and fund balance. Accumulating funds annually enables Property Management to schedule improvements over time. Proactive measurements will increase the life of the building.

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

COMBINED RANK _____

Department Name & Code

#: City Hall / Courthouse

Project Title or

Item: Building Improvements

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Failure to carry out this project could result in the inability to complete necessary building improvements in a timely manner. Potentially, this may have a negative impact on evaluation criteria 1, 2, and 4-9. Also, failure to fund these projects would reduce the useful life of the building.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No _____ When? _____
If project was funded, are carryover funds available? Yes X No _____
Year(s) and amounts budgeted and expended Year(s) _____ Account Code 22112-350201-442201
Funding for this project began in 2007. This project allows for the carry-over of funds.

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

This project enables Property Management to deter increasing operating costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

This project enables Property Management to stabilize rental rates over a fixed period of time.

Estimated Useful Life: Depends on specific building improvement project completed. The program will increase the overall useful life in a cost-effective manner.

Estimated Payback Period: Depends on specific building improvement projects completed.

(Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

COUNTY MANAGER COMMENTS:

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME	PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
			DIVISION	ITEM NO.								
City Hall/Courthouse	ADA accommodation and signage *Safety*				-	100,000	-	-	-	-	-	100,000
City Hall/Courthouse	BAS replacement *Asset Preservation, Safety*	HIGH			-	1,700,000	-	-	-	-	-	1,700,000
City Hall/Courthouse	19th Floor rooftop ductwork replacement *Asset Preservation*	HIGH			-	375,000	-	-	-	-	-	375,000
City Hall/Courthouse	Roof level 19 and 20 replacement *Asset Preservation* 90 Mil EPDM	HIGH	7.00	4.00	-	606,000	-	-	-	-	-	606,000
City Hall/Courthouse	4 heating water heat exchangers *Asset Preservation*	HIGH	23.00	3.00	-	120,000	-	-	-	-	-	120,000
City Hall/Courthouse	Cohen Memorial on Kellogg Plaza *Aesthetics*	HIGH			-	100,000	-	-	-	-	-	100,000
City Hall/Courthouse	Sidewalk and snow melt system replacement - Phase I*Safety, Asset Preservation*	HIGH			-	-	225,000	-	-	-	-	225,000
City Hall/Courthouse	Card access system upgrade- 7 I-stars, 125 Readers *Asset Preservation, Security*	HIGH	28.00	2.00	-	-	200,000	-	-	-	-	200,000
City Hall/Courthouse	Metal detectors - Kellogg, 4th street and skyway *Security*	HIGH			-	-	25,000	-	-	-	-	25,000
City Hall/Courthouse	Data room Liebert unit replacement *Asset Preservation*	HIGH	23.00	5.00	-	-	175,000	-	-	-	-	175,000
City Hall/Courthouse	Renewal phase II (carpet, wood surfaces, metals) *Function, Aesthetics*	HIGH	9.00	2.00	-	-	100,000	-	-	-	-	100,000
City Hall/Courthouse	Power factor capacitors	HIGH	26.00	3.00	-	-	-	50,000	-	-	-	50,000
City Hall/Courthouse	Light fixture ballast replacement phase II - T25 & LED fixtures	HIGH			-	-	-	100,000	-	-	-	100,000
City Hall/Courthouse	Sidewalk and snow melt system replacement - Phase II	HIGH			-	-	-	235,000	-	-	-	235,000
City Hall/Courthouse	Renewal phase III - Floors 8 - 15	HIGH	9.00	3.00	-	-	-	500,000	-	-	-	500,000
City Hall/Courthouse	Replace X-ray machine at the 4th street entrance	HIGH	11.00	1.00	-	-	-	65,000	-	-	-	65,000
City Hall/Courthouse	Restroom repairs: (fixtures, faucets and drain traps: 18 - 8)	HIGH			-	-	-	100,000	-	-	-	100,000
City Hall/Courthouse	Light fixture ballast replacement phase III- T25 & LED fixtures	HIGH	26.00	8.00	-	-	-	150,000	-	-	-	150,000
City Hall/Courthouse	Glass mural lighting control - Computer	HIGH	26.00	7.00	-	-	-	10,000	-	-	-	10,000
City Hall/Courthouse	Restroom repairs: (fixtures, faucets and drain traps: 7 - 4)	HIGH			-	-	-	-	100,000	-	-	100,000
City Hall/Courthouse	Renewal phase IV - Floors 1 and 2	HIGH	9.00	4.00	-	-	-	-	390,000	-	-	390,000
City Hall/Courthouse	Conference room furniture	HIGH			-	-	-	-	250,000	-	-	250,000
City Hall/Courthouse	Roof 3E	HIGH			-	-	-	-	250,000	-	-	250,000
City Hall/Courthouse	Light fixture ballast replacement - T25 & LED fixtures	MEDIUM	26.00	8.00	-	-	-	-	150,000	-	-	150,000
City Hall/Courthouse	Refinish courtroom pews	LOW			-	-	-	-	55,000	-	-	55,000
City Hall/Courthouse	Replace X-ray machine at the skyway entrance	HIGH	11.00	3.00	-	-	-	-	-	75,000	-	75,000
City Hall/Courthouse	Replace exterior windows: 672	HIGH	8.00	1.00	-	-	-	-	-	2,420,000	-	2,420,000
City Hall/Courthouse	Renewal phase V - Floors 3 - 7	HIGH	9.00	5.00	-	-	-	-	-	390,000	-	390,000
City Hall/Courthouse	Restroom repairs: (fixtures, faucets and drain traps: 3 - LL)	HIGH			-	-	-	-	-	150,000	-	150,000
City Hall/Courthouse	Roof replacement: 5th and 16th floors	HIGH			-	-	-	-	-	400,000	-	400,000
City Hall/Courthouse	Domestic water expansion tank replacement - 2	HIGH			-	-	-	-	-	50,000	-	50,000
City Hall/Courthouse	Transfer switch replacement	HIGH			-	-	-	-	-	-	300,000	300,000
City Hall/Courthouse	Chilled water heat exchanger	HIGH	23.00	4.00	-	-	-	-	-	-	80,000	80,000
City Hall/Courthouse	Domestic hot water heat exchanger	HIGH	23.00	3.00	-	-	-	-	-	-	50,000	50,000
City Hall/Courthouse	Exterior metal repair	HIGH	5.00	1.00	-	-	-	-	-	-	95,000	95,000
City Hall/Courthouse	Exterior joint work	HIGH	4.00	1.00	-	-	-	-	-	-	300,000	300,000
City Hall/Courthouse	Detention system plumbing retrofit	HIGH	99.00	1.00	-	-	-	-	-	-	55,000	55,000
City Hall/Courthouse	Bifold garage doors - Replace in kind- s sets of doors	HIGH	8.00	4.00	-	-	-	-	-	-	100,000	100,000
City Hall/Courthouse	Light fixture ballast replacement phase II- T25 & LED fixtures	HIGH	26.00	8.00	-	-	-	-	-	-	150,000	150,000
City Hall/Courthouse	Generator piping to penthouse	HIGH			-	-	-	-	-	-	50,000	50,000
TOTAL CITY HALL/COURTHOUSE					-	3,001,000	725,000	1,210,000	1,195,000	3,485,000	1,180,000	10,796,000

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Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

COMBINED RANK _____

Department Name & Property Management		Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes ____ X	No ____
Code #: General Building Fund		Item: Building Improvements			
Account:	441201 _____ 441202 _____	441212 _____ OTHER 442201 _____	Dept Priority Number: _____	CM Rating _____	CIPAC Rating _____

PROJECT DESCRIPTION:

Capital repairs and/or replacements are funded through the operating budget by allocating funds into a capital replacement account. Building improvement projects funded from this account extend the useful life or improve the efficiency of the building.

FUNDING SOURCE:	Total All Years	ESTIMATED COST					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Rental Revenue & Fund Balance	\$ 46,539,193	18,399,293	7,482,900	5,090,900	4,834,500	3,623,600	7,108,000
Totals (Project/Item Funding)	\$ 46,539,193	\$ 18,399,293	\$ 7,482,900	\$ 5,090,900	\$ 4,834,500	\$ 3,623,600	\$ 7,108,000

Who Prepared Cost Estimate: Property Management

Date of Estimate: 1/24/2017

NARRATIVE JUSTIFICATION:

Prior to the building improvements account being established, funds for capital expenditures were financed through the operating budget and the capital improvement bond proceeds. The Ramsey County Government Center East, Juvenile and Family Justice Center, Law Enforcement Center, Suburban Courts, 90 West Plato, Consolidated 911 Center, Metro Square, 402 University, 5 S. Owasso, Correctional Facility, Medical Examiner, and 555 Cedar buildings are operated as an Internal Service Fund (General Building Fund), which is used to account for the financing, on a cost-reimbursement basis of goods and services. To alleviate the demand for scarce capital improvement bond and levy dollars and to account for total cost of operating the buildings, Property Management will continue to prepare a six-year capital improvement plan. These projects will be funded through rental revenue, based on \$1.50 per rentable square foot and fund balance. Accumulating funds annually enables Property Management to schedule improvements over time. Proactive measurements will increase the life of the building.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___	7. Provide Public Service	<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___	8. Provide Public Convenience	<u>X</u>	___
5. Reduce Operating Costs	<u>X</u>	___	9. Enhance County Image	<u>X</u>	___
6. Protect Property	<u>X</u>	___			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

COMBINED RANK _____

Department Name & Code

#: General Building Fund

Project Title or

Item: Building Improvements

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Failure to carry out this project could result in the inability to complete necessary building improvements in a timely manner. Potentially, this may have a negative impact on evaluation criteria 1, 2, and 4-9. Also, failure to fund these projects would reduce the useful life of the building.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?

Yes X

No _____

When? _____

If project was funded, are carryover funds available?

Yes X

No _____

Year(s) and amounts budgeted and expended

Year(s) _____

Account Code 22113-35XXXX-442201

This project allows for the carry-over of funds.

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

This project enables Property Management to deter increasing operating costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

This project enables Property Management to stabilize rental rates over a fixed period of time.

Estimated Useful Life:

Depends on specific building improvement project completed. The program will increase the overall useful life in a cost-effective manner.

Estimated Payback Period:

Depends on specific building improvement projects completed.

(Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

COUNTY MANAGER COMMENTS:

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME	PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
			DIVISION	ITEM NO.								
Family Service Center	Facility needs outside improvement 2019 - appearance (landscaping front of building)	MEDIUM			-	10,000	-	-	-	-	-	10,000
Family Service Center	Sidewalk repairs 2019 - appearance - CCAMPP 2024	MEDIUM	3.00	1.00	-	16,500	-	-	-	-	-	16,500
Family Service Center	Sweep and stripe lot, repairs to lot 2019 - appearance	MEDIUM			-	7,500	-	-	-	-	-	7,500
Family Service Center	Replace Roof (membrane and shingles) - CCAMPP 2016 & 2025	HIGH	7.00	2 & 1	-	730,000	-	-	-	-	-	730,000
Family Service Center	Makeup unit (RTU1) replacement - CCAMPP 2030	MEDIUM	23.00	4.00	-	70,000	-	-	-	-	-	70,000
Family Service Center	Living unit bath tile (phase 1) - CCAMPP 2020	HIGH	9.00	2.00	-	55,000	-	-	-	-	-	55,000
Family Service Center	Fire Alarm Devices	LOW			-	35,000	-	-	-	-	-	35,000
Family Service Center	BAS upgrade	MEDIUM			-	50,000	-	-	-	-	-	50,000
Family Service Center	Living unit bath tile (phase 2) - CCAMPP 2020	HIGH	9.00	2.00	-	-	55,000	-	-	-	-	55,000
Family Service Center	Bathroom Remodel (common area)- CCAMPP 2020	MEDIUM	22.00	2.00	-	-	48,400	-	-	-	-	48,400
Family Service Center	Water heater replacement (2) - CCAMPP 2014	MEDIUM	22.00	1.00	-	-	40,000	-	-	-	-	40,000
Family Service Center	Landscaping (More in depth landscaping)	MEDIUM			-	-	40,000	-	-	-	-	40,000
Family Service Center	In-ground lawn sprinkler system - CCAMPP 2025	MEDIUM	32.00	4.00	-	-	13,200	-	-	-	-	13,200
Family Service Center	Operable windows CCAMPP 2020	MEDIUM	8.00	1.00	-	-	-	88,000	-	-	-	88,000
Family Service Center	Tuck-pointing/ Brickwik - CCAMPP 2025	MEDIUM	4.00	1.00	-	-	-	120,000	-	-	-	120,000
Family Service Center	Siding and soffits - CCAMPP 2025	MEDIUM	5.00	2.00	-	-	-	34,100	-	-	-	34,100
Family Service Center	Gutters and downspouts - CCAMPP 2024	MEDIUM	5.00	3.00	-	-	-	23,100	-	-	-	23,100
Family Service Center	Metal Panel work - CCAMPP 2020	MEDIUM	5.00	1.00	-	-	-	22,000	-	-	-	22,000
Family Service Center	Boiler replacement (all four) - CCAMPP 2025	MEDIUM	23.00	1.00	-	-	-	-	100,000	-	-	100,000
Family Service Center	Resurface and stripe parking lot	LOW			-	-	-	-	80,000	-	-	80,000
Family Service Center	Curb & gutter - CCAMPP 2019	LOW	3.00	3.00	-	-	-	-	16,500	-	-	16,500
Family Service Center	Corridor doors - CCAMPP 2025	LOW	8.00	3.00	-	-	-	-	33,000	-	-	33,000
Family Service Center	LED lighting upgrade	LOW			-	-	-	-	-	60,000	-	60,000
Family Service Center	Exterior LED upgrade (wall packs/lot lights)	LOW			-	-	-	-	-	20,000	-	20,000
Family Service Center	Building exhaust - CCAMPP 2019	MEDIUM	23.00	5.00	-	-	-	-	-	27,500	-	27,500
Family Service Center	Tub room remodel to ADA - CCAMPP 2013	MEDIUM	22.00	3.00	-	-	-	-	-	17,600	-	17,600
Family Service Center	New ceiling tile - CCAMPP 2025	LOW	9.00	6.00	-	-	-	-	-	-	17,600	17,600
Family Service Center	Living unit balance of flooring - CCAMPP 2013	LOW	9.00	3.00	-	-	-	-	-	-	38,500	38,500
Family Service Center	Office carpet - CCAMPP 2015	LOW	9.00	1.00	-	-	-	-	-	-	13,200	13,200
TOTAL FAMILY SERVICE CENTER					-	974,000	196,600	287,200	229,500	125,100	69,300	1,881,700
Government Center East	Replace and Modernize Elevators Phase II P3 & P4	HIGH	14.00	2.00	-	175,000.00	-	-	-	-	-	175,000
Government Center East	Plumbing System and Restroom Remodel Phase 3 Replace reamaining end of life galvanized piping	HIGH	22.00	1.00	-	500,000.00	-	-	-	-	-	500,000
Government Center East	Replace MUA #3	HIGH	23.00	1.00	-	380,000.00	-	-	-	-	-	380,000
Government Center East	Camera system / card access system upgrade	HIGH	28.00	2.00	-	195,000.00	-	-	-	-	-	195,000
Government Center East	Water heater replacement (2)	MEDIUM	22.00	3.00	-	30,000.00	-	-	-	-	-	30,000
Government Center East	Replace duress system	HIGH			-	110,000.00	-	-	-	-	-	110,000
Government Center East	Elevator cars 1 and 2 replacement	HIGH	14.00	1.00	-	-	600,000.00	-	-	-	-	600,000
Government Center East	Fire pump maintenance / replacement	HIGH	21.00	1.00	-	-	125,000.00	-	-	-	-	125,000
Government Center East	Heat pump replacement phase 4 Replace 15 heat pumps	HIGH	23.00	9.00	-	-	170,000.00	-	-	-	-	170,000
Government Center East	Replace 15 exterior windows that are damaged	MEDIUM	8.00	5.00	-	-	70,000.00	-	-	-	-	70,000
Government Center East	Overhead door replacements total of 4	MEDIUM	8.00	2 & 3	-	-	70,000.00	-	-	-	-	70,000
Government Center East	Flooring renewal phase 1 carpeting replaced	MEDIUM	9.00	1.00	-	-	605,000.00	-	-	-	-	605,000
Government Center East	Sealing and striping of back lot	MEDIUM	32.00	3.00	-	-	275,000.00	-	-	-	-	275,000
Government Center East	Buss duct system repair	MEDIUM	26.00	2.00	-	-	-	157,000.00	-	-	-	157,000
Government Center East	Mechanical system study and replacement for condensing boilers, cooling towers, and energy recovery	MEDIUM	23.00	8.00	-	-	-	1,115,000.00	-	-	-	1,115,000
Government Center East	All automated door operators replaced	MEDIUM			-	-	-	60,000.00	-	-	-	60,000
Government Center East	Specialty heater replacement in entryways and vestibules	MEDIUM			-	-	-	115,000.00	-	-	-	115,000
Government Center East	Partition wall replacement in conference rooms 9600 A, B, C and D.	MEDIUM	8.00	4.00	-	-	-	55,000.00	-	-	-	55,000
Government Center East	Interior lockset replacement phased throughout the building	HIGH	8.00	6.00	-	-	-	180,000.00	-	-	-	180,000
Government Center East	Drinking fountain replacements throughout the building	MEDIUM	22.00	325.00	-	-	-	-	80,000.00	-	-	80,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME	PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
			DIVISION	ITEM NO.								
Government Center East	BAS lighting control for office spaces	LOW	26.00	6.00	-	-	-	-	65,000.00	-	-	65,000
Government Center East	Window sill replacement phased throughout the building	MEDIUM			-	-	-	-	250,000.00	-	-	250,000
Government Center East	Thermostat conversion to wall plate sensors phased throughout the building	LOW			-	-	-	-	250,000.00	-	-	250,000
Government Center East	Bluff work/shoterete in the back parking lot	MEDIUM	32.00	6.00	-	-	-	-	250,000.00	-	-	250,000
Government Center East	Operational energy savings for bathrooms, stairwells, and parking lot lighting	LOW			-	-	-	-	70,000.00	-	-	70,000
Government Center East	Retaining wall rebuild 2nd street and railroad walls	MEDIUM	32.00	4.00	-	-	-	-	-	500,000.00	-	500,000
Government Center East	Blind replacement phased throughout the building	LOW			-	-	-	-	-	200,000.00	-	200,000
Government Center East	Sidewalk repair off of Kellogg and Robert	MEDIUM			-	-	-	-	-	75,000.00	-	75,000
Government Center East	Trash compactor replacement	MEDIUM	11.00	2.00	-	-	-	-	-	50,000.00	-	50,000
Government Center East	Repairing, repainting, or replacing the green rail around the park	LOW			-	-	-	-	-	-	2,000,000.00	2,000,000
Government Center East	Janitorial Equipment - floor scrubbers, vacuums, extractors	LOW			-	-	-	-	-	-	50,000.00	50,000
Government Center East	Landscaping updates - tree planting, mulch, removal of bushes and trees	LOW			-	-	-	-	-	-	75,000.00	75,000
Government Center East	Exterior of building pressure washed	LOW			-	-	-	-	-	-	80,000.00	80,000
Government Center East	Solar panel study	LOW			-	-	-	-	-	-	50,000.00	50,000
Government Center East	Main lobby casework	LOW	6.00	1.00	-	-	-	-	-	-	250,000.00	250,000
Government Center East	Circuit tracing and marking throughout the building	LOW			-	-	-	-	-	-	65,000.00	65,000
TOTAL GOVERNMENT CENTER EAST					-	1,390,000	1,915,000	1,682,000	965,000	825,000	2,570,000	9,347,000
Juvenile and Family Justice	Fire panel zone replacement, 1 of 2 requested.	HIGH			-	28,000	-	-	-	-	-	28,000
Juvenile and Family Justice	Elevator controller and drive - existing controller/drives not supported by Montgomery.	HIGH			-	90,000	-	-	-	-	-	90,000
Juvenile and Family Justice	Elevator modernization - A, C, D, E, F, professional services. 1 of 2 requested.	HIGH			-	25,000	-	-	-	-	-	25,000
Juvenile and Family Justice	Tuckpointing	HIGH			-	320,000	-	-	-	-	-	320,000
Juvenile and Family Justice	Brick resteration - old building.	HIGH			-	180,000	-	-	-	-	-	180,000
Juvenile and Family Justice	Exterior window replacement - JDC.	HIGH			-	150,000	-	-	-	-	-	150,000
Juvenile and Family Justice	Replace detention fencing at patio. (139)	HIGH			-	59,000	-	-	-	-	-	59,000
Juvenile and Family Justice	Refurbish exterior metals.	HIGH			-	25,000	-	-	-	-	-	25,000
Juvenile and Family Justice	Exterior door replacement - Saint Peter street.	HIGH			-	12,000	-	-	-	-	-	12,000
Juvenile and Family Justice	Finishes, updates and carpet replacement - courtrooms, 1 of 3 requested.	HIGH			-	170,000	-	-	-	-	-	170,000
Juvenile and Family Justice	Xray machine replacement guards station.	HIGH			-	-	45,000	-	-	-	-	45,000
Juvenile and Family Justice	Elevator Modernization - A, C, D, E, F. 2 of 2 requested.	HIGH			-	-	1,300,000	-	-	-	-	1,300,000
Juvenile and Family Justice	Replace VFDs on AHU 1 and 2.	MEDIUM			-	-	16,000	-	-	-	-	16,000
Juvenile and Family Justice	Finishes, updates and carpet replacement - courtside offices, chambers 2 of 3 requested.	MEDIUM			-	-	170,000	-	-	-	-	170,000
Juvenile and Family Justice	AHU damper upgrades - S units 1, 2, 3 and 7.	MEDIUM			-	-	180,000	-	-	-	-	180,000
Juvenile and Family Justice	New card access.	MEDIUM			-	-	80,000	-	-	-	-	80,000
Juvenile and Family Justice	Detention H hydraulic elevator upgrades, profesional services. 1 of 2 requested.	HIGH			-	-	15,000	-	-	-	-	15,000
Juvenile and Family Justice	Entrance 1st floor, professional services. Investigate, repair or replacement of terrazzo.	MEDIUM			-	-	20,000	-	-	-	-	20,000
Juvenile and Family Justice	Janitorial equipment. Carpet and restroom.	LOW			-	-	8,000	-	-	-	-	8,000
Juvenile and Family Justice	Fire panel zone replacement, 2 of 2 requested.	HIGH			-	-	-	28,000	-	-	-	28,000
Juvenile and Family Justice	Replace heating pumps.	HIGH			-	-	-	60,000	-	-	-	60,000
Juvenile and Family Justice	Detention H hydraulic elevator upgrades. 2 of 2 Requested.	HIGH			-	-	-	140,000	-	-	-	140,000
Juvenile and Family Justice	Finishes, updates and carpet replacement - JDC offices, commons 3 of 3 requested.	MEDIUM			-	-	-	170,000	-	-	-	170,000
Juvenile and Family Justice	Pod repainting.	LOW			-	-	-	60,000	-	-	-	60,000
Juvenile and Family Justice	Interior lighting upgrades. courtside lobbies.	LOW			-	-	-	110,000	-	-	-	110,000
Juvenile and Family Justice	BAS updates - ALC platform.	HIGH			-	-	-	-	650,000	-	-	650,000
Juvenile and Family Justice	UPS replacement.	HIGH			-	-	-	-	30,000	-	-	30,000
Juvenile and Family Justice	Detention lock replacement - JDC. 1 of 2 requested.	HIGH			-	-	-	-	80,000	-	-	80,000
Juvenile and Family Justice	Replace existing camers systems - courtside, professional services. 1 of 2 Requested.	HIGH			-	-	-	-	25,000	-	-	25,000
Juvenile and Family Justice	Install JDC heating loops onto BAS Controls - include valves, pumps and sensors.	MEDIUM			-	-	-	-	185,000	-	-	185,000
Juvenile and Family Justice	Replacement cameras systems - courtside. 2 of 2 Requested.	HIGH			-	-	-	-	-	280,000	-	280,000
Juvenile and Family Justice	Detention lock replacement - JDC. 2 of 2 requested.	HIGH			-	-	-	-	-	80,000	-	80,000
Juvenile and Family Justice	Ramp replacement - includes snow melt tubing and controls.	MEDIUM			-	-	-	-	-	-	160,000	160,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME	PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
			DIVISION	ITEM NO.								
Juvenile and Family Justice	Replace terrazzo entrance floor.	MEDIUM			-	-	-	-	-	-	900,000	900,000
Juvenile and Family Justice	Ceiling tile replacement - old Building.	LOW			-	-	-	-	-	-	120,000	120,000
	TOTAL JUVENILE AND FAMILY JUSTICE				-	1,059,000	1,834,000	568,000	970,000	360,000	1,180,000	5,971,000
Law Enforcement Center	Jail security shower component replacement	HIGH			-	100,000	-	-	-	-	-	100,000
Law Enforcement Center	Replace vfd's (17@\$7000 plus cont)	MEDIUM	23.00	5.00	-	130,900	-	-	-	-	-	130,900
Law Enforcement Center	Led light retro for the LEC	HIGH			-	404,140	-	-	-	-	-	404,140
Law Enforcement Center	Paint jail pods and common areas	HIGH	9.00	9.00	-	95,000	-	-	-	-	-	95,000
Law Enforcement Center	Front exterior landscape remodel	HIGH			-	82,500	-	-	-	-	-	82,500
Law Enforcement Center	Replace flooring from main entrance to employee entrance	MEDIUM			-	55,000	-	-	-	-	-	55,000
Law Enforcement Center	Replace (4) lighting invertors	MEDIUM	26.00	2.00	-	-	81,900	-	-	-	-	81,900
Law Enforcement Center	Replace vfd's (17@\$7000 plus cont)	MEDIUM	23.00	5.00	-	-	130,900	-	-	-	-	130,900
Law Enforcement Center	Paint jail pods and common areas	HIGH	9.00	9.00	-	-	95,000	-	-	-	-	95,000
Law Enforcement Center	Upgrade 24 hour ahv components	MEDIUM	23.00	8.00	-	-	100,000	-	-	-	-	100,000
Law Enforcement Center	Replace heat wheels in the hr/s	MEDIUM	23.00	1.00	-	-	82,500	-	-	-	-	82,500
Law Enforcement Center	Replace heat exchangers in central plant	HIGH	22.00	6.00	-	-	220,000	-	-	-	-	220,000
Law Enforcement Center	Asphalt front lot and restripe	MEDIUM	32.00	2.00	-	-	71,500	-	-	-	-	71,500
Law Enforcement Center	Paint jail pods and common areas	HIGH	9.00	9.00	-	-	-	99,000	-	-	-	99,000
Law Enforcement Center	Upgrade non 24 hour ahv components	MEDIUM	23.00	7.00	-	-	-	100,000	-	-	-	100,000
Law Enforcement Center	Paint tenant offices and hallways	MEDIUM			-	-	-	55,000	-	-	-	55,000
Law Enforcement Center	Replace janitor floor scrubber and the sweeper	MEDIUM			-	-	-	33,000	-	-	-	33,000
Law Enforcement Center	Asphalt north and westside of LEC	MEDIUM	3.00	3.00	-	-	-	125,000	-	-	-	125,000
Law Enforcement Center	Replace snow melts	LOW	11.00	2.00	-	-	-	90,000	-	-	-	90,000
Law Enforcement Center	Replace power window operator's in the jail pods	LOW	8.00	8.00	-	-	-	90,000	-	-	-	90,000
Law Enforcement Center	Replace dock leveler	LOW			-	-	-	20,000	-	-	-	20,000
Law Enforcement Center	Replace fire alarm system in central control	LOW	28.00	1.00	-	-	-	-	71,500	-	-	71,500
Law Enforcement Center	Replace (3)loading dock garage doors with rollup style door	LOW	8.00	6.00	-	-	-	-	55,000	-	-	55,000
Law Enforcement Center	Carpet 2nd floor b	LOW			-	-	-	-	90,000	-	-	90,000
Law Enforcement Center	Carpet 3rd floor b	LOW			-	-	-	-	90,000	-	-	90,000
Law Enforcement Center	Replace cell pass thru's in jail	LOW	11.00	4.00	-	-	-	-	200,000	-	-	200,000
Law Enforcement Center	Cell plumbing controls phase 1	LOW	22.00	3.00	-	-	-	-	250,000	-	-	250,000
Law Enforcement Center	Modernization elevators	MEDIUM	14.00	2.00	-	-	-	-	-	330,000	-	330,000
Law Enforcement Center	Replace loading dock concrete	LOW			-	-	-	-	-	55,000	-	55,000
Law Enforcement Center	Courtroom carpet replacement	LOW			-	-	-	-	-	55,000	-	55,000
Law Enforcement Center	Tuck point exterior	LOW	4.00	1.00	-	-	-	-	-	90,000	-	90,000
Law Enforcement Center	Recoat mechanical room floors	LOW	9.00	4.00	-	-	-	-	-	50,000	-	50,000
Law Enforcement Center	Cell plumbing controls phase 2	LOW	22.00	4.00	-	-	-	-	-	250,000	-	250,000
Law Enforcement Center	Modernization elevators part 2	MEDIUM	14.00	2.00	-	-	-	-	-	-	300,000	300,000
Law Enforcement Center	Replace domestic water tank in central plant	LOW	22.00	5.00	-	-	-	-	-	-	75,000	75,000
Law Enforcement Center	Redo courtroom paneling	LOW	9.00	3.00	-	-	-	-	-	-	50,000	50,000
	TOTAL LAW ENFORCEMENT CENTER				-	867,540	781,800	612,000	756,500	830,000	425,000	4,272,840
Suburban Courts	New downspouts (underground?) 2019 appearance - CCAMPP 2030		5.00	5.00	-	30,000	-	-	-	-	-	30,000
Suburban Courts	Camera Upgrade - CCAMPP 2014	HIGH	28.00	3.00	-	40,000	-	-	-	-	-	40,000
Suburban Courts	Replace cemey exterior panels - Encompass 10/25/18 report item 2.5a - CCAMPP 2020	HIGH	4.00	2.00	-	275,000	-	-	-	-	-	275,000
Suburban Courts	Replace existing sealant - Encompass 10/25/18 report item 5.11e - CCAMPP 2025	HIGH	7.00	3.00	-	38,500	-	-	-	-	-	38,500
Suburban Courts	Repair / replace flashing pitched backwards - Encompass 10/25/18 report item 5.11c - CCAMPP 2025	HIGH	5.00	1.00	-	11,000	-	-	-	-	-	11,000
Suburban Courts	Install cap flash - Encompass 10/25/18 report item 5.11a - CCAMPP 2030	MEDIUM	5.00	5.00	-	3,850	-	-	-	-	-	3,850
Suburban Courts	repair foundation insulation and flashing - Encompass 10/25/18 report item 5.11d - CCAMPP 2020	MEDIUM	7.00	4.00	-	27,500	-	-	-	-	-	27,500
Suburban Courts	Install drip edge and wicks/weeps - Encompass 10/25/18 report items 1.5b & 5.11b - CCAMPP 2025	LOW	4.00	327.00	-	38,500	-	-	-	-	-	38,500

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME			REFERENCE FROM										
			CCAMPP										
PROJECT NAME			RANKING	DIVISION	ITEM NO.	DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
Suburban Courts	Security at screening (X-ray equipment) - CCAMPP 2020	HIGH	11.00	2.00	-	-	38,500	-	-	-	-	-	38,500
Suburban Courts	Traffic control at weapons screening - CCAMPP 2017	MEDIUM	9.00	5.00	-	-	6,600	-	-	-	-	-	6,600
Suburban Courts	Remodel Courtroom A - CCAMPP 2020	HIGH	6.00	2.00	-	-	80,000	-	-	-	-	-	80,000
Suburban Courts	Remodel Courtroom B - CCAMPP 2020	HIGH	6.00	2.00	-	-	80,000	-	-	-	-	-	80,000
Suburban Courts	Office Carpet and Paint - CCAMPP 2017	HIGH	9.00	1.00	-	-	60,000	-	-	-	-	-	60,000
Suburban Courts	Lighting Upgrades LED	LOW			-	-	-	50,000	-	-	-	-	50,000
Suburban Courts	Exhaust fans - CCAMPP 2025	MEDIUM	23.00	3.00	-	-	-	20,000	-	-	-	-	20,000
Suburban Courts	Fire Alarm Panel and device replacement - CCAMPP 2025	MEDIUM	28.00	2 & 4	-	-	-	40,000	-	-	-	-	40,000
Suburban Courts	Landscaping - CCAMPP 2013	MEDIUM	32.00	1.00	-	-	-	30,000	-	-	-	-	30,000
Suburban Courts	Trash enclosure - CCAMPP 2017	LOW	32.00	4.00	-	-	-	-	13,200	-	-	-	13,200
Suburban Courts	Parking gate controller - CCAMPP 2017	LOW	26.00	7.00	-	-	-	-	15,400	-	-	-	15,400
Suburban Courts	Curb & gutter - CCAMPP 2016	LOW	32.00	5.00	-	-	-	-	16,500	-	-	-	16,500
Suburban Courts	Concrete walks - CCAMPP 2025	MEDIUM	3.00	1.00	-	-	-	-	15,000	-	-	-	15,000
Suburban Courts	RTU replacement court room - CCAMPP 2025	LOW	23.00	2.00	-	-	-	-	-	17,600	-	-	17,600
Suburban Courts	Metal screen on roof - CCAMPP 2020	LOW	5.00	2.00	-	-	-	-	-	6,600	-	-	6,600
Suburban Courts	Roof - repair flat - CCAMPP 2025	LOW	7.00	1.00	-	-	-	-	-	22,000	-	-	22,000
Suburban Courts	Main building sign - CCAMPP 2015	LOW	13.00	1.00	-	-	-	-	-	6,600	-	-	6,600
Suburban Courts	RTU replacement - other court room and public / office areas (two units) - CCAMPP 2030	MEDIUM	23.00	1.00	-	-	-	-	-	-	-	50,000	50,000
Suburban Courts	Judicial suites counter tops - CCAMPP 2025	LOW	6.00	1.00	-	-	-	-	-	-	-	20,000	20,000
Suburban Courts	Sewer line to street engineering study - CCAMPP 2015	MEDIUM	22.00	4.00	-	-	-	-	-	-	-	8,800	8,800
Suburban Courts	Reroof flat - CCAMPP 2030	MEDIUM	7.00	2.00	-	-	-	-	-	-	-	200,000	200,000
TOTAL SUBURBAN COURTS						-	464,350	265,100	140,000	60,100	52,800	278,800	1,261,150
90 West Plato	Heat pump replacements - CCAMPP 2028	MEDIUM	23.00	1.00	-	40,000	-	-	-	-	-	-	40,000
90 West Plato	Replace boiler and eliminate heat exchanger for MAU - CCAMPP 2015	MEDIUM	23.00	4.00	-	215,000	-	-	-	-	-	-	215,000
90 West Plato	Upgrade or replace BAS - originally 2018 project	MEDIUM			-	150,000	-	-	-	-	-	-	150,000
90 West Plato	Replace make-up unit 1st & 3rd floors - CCAMPP 2015	MEDIUM	23.00	7.00	-	13,200	-	-	-	-	-	-	13,200
90 West Plato	Refinish staircases - includes floors, skirts, and handrails - east staircase the worse and can be done for \$10,000	HIGH			-	44,000	-	-	-	-	-	-	44,000
90 West Plato	Paint back of building, repaint siding - 2019 appearance	LOW			-	20,000	-	-	-	-	-	-	20,000
90 West Plato	Replace heat pumps - CCAMPP 2031	MEDIUM	23.00	2.00	-	-	40,000	-	-	-	-	-	40,000
90 West Plato	LED conversion - 2019 project - funding approved - funding reallocated to Metro Roof Project	MEDIUM			-	-	225,000	-	-	-	-	-	225,000
90 West Plato	Parking lot - concrete CCAMPP 2014, asphalt resurface and restripe CCAMPP 2015	LOW	3 & 32	1 & 2, 3	-	-	315,000	-	-	-	-	-	315,000
90 West Plato	Replace tile lobby area - CCAMPP 2019	LOW	9.00	5.00	-	-	46,200	-	-	-	-	-	46,200
90 West Plato	Repair, expand, and start up abandoned irrigation system	MEDIUM			-	-	50,000	-	-	-	-	-	50,000
90 West Plato	Replace heat pumps - CCAMPP 2031	MEDIUM	23.00	2.00	-	-	-	40,000	-	-	-	-	40,000
90 West Plato	Replace carpet - phase 1 (1st floor public) - CCAMPP 2020	LOW	9.00	1.00	-	-	-	63,000	-	-	-	-	63,

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME	PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
			DIVISION	ITEM NO.								
90 West Plato	Replace main and patio store fronts - CCAMPP 2014 & 2019 respectively (original to 1979)	LOW	8.00	3 & 4	-	-	-	-	-	-	35,000	35,000
90 West Plato	Replace patio seating / picnic tables in back area - CCAMPP 2025 (last replaced 2010, refinished 2018)	LOW	32.00	5.00	-	-	-	-	-	-	15,000	15,000
90 West Plato	Refurbish or reface conference center cabinetry - CCAMPP 2023 (last replaced 2008)	LOW	6.00	1.00	-	-	-	-	-	-	35,200	35,200
90 West Plato	New monument sign - CCAMPP 2027 (last replaced in 2012)	LOW	10.00	2.00	-	-	-	-	-	-	7,700	7,700
90 West Plato	Replace dock lift (unit replaced in 2010 - replaced hydraulic cylinders in 2018) - CCAMPP 2030	LOW	11.00	1.00	-	-	-	-	-	-	22,000	22,000
90 West Plato	Replace cooling tower - CCAMPP 2026 (last replaced 2011)	LOW	23.00	3.00	-	-	-	-	-	-	137,500	137,500
90 West Plato	Sliding gate and fencing on east side of building - CCAMPP 2025	LOW	32.00	4.00	-	-	-	-	-	-	22,000	22,000
TOTAL 90 WEST PLATO					-	482,200	676,200	298,000	420,700	221,200	431,700	2,530,000
Consolidated 911 Center	Rebuild rtu's components	HIGH	23.00	4.00	-	55,000	-	-	-	-	-	55,000
Consolidated 911 Center	Submeter	MEDIUM	-	-	-	-	65,000	-	-	-	-	65,000
Consolidated 911 Center	Roof repair	HIGH	7.00	1.00	-	-	-	55,000	-	-	-	55,000
Consolidated 911 Center	Replace exterior LED lights	HIGH	-	-	-	-	-	-	50,000	-	-	50,000
Consolidated 911 Center	Replace sidewalks	MEDIUM	3.00	2.00	-	-	-	-	-	55,000	-	55,000
Consolidated 911 Center	Flooring replacement admin area and offices	MEDIUM	-	-	-	-	-	-	-	-	55,000	55,000
Consolidated 911 Center	Flooring replacement com floor	HIGH	-	-	-	-	-	-	-	-	65,000	65,000
Consolidated 911 Center	Elevator modernization	HIGH	14.00	1.00	-	-	-	-	-	-	55,000	55,000
TOTAL CONSOLIDATED 911 CENTER					-	55,000	65,000	55,000	50,000	55,000	175,000	455,000
Metro Square	Fire suppression updates - Glycol loop, add flow switch and OS and Y valve replacement.	HIGH	-	-	-	68,000	-	-	-	-	-	68,000
Metro Square	Replace skyway roof.	HIGH	-	-	-	220,000	-	-	-	-	-	220,000
Metro Square	Camera system upgrades, network cameras and server.	HIGH	-	-	-	95,000	-	-	-	-	-	95,000
Metro Square	Tuck point and paint Annex.	MEDIUM	-	-	-	120,000	-	-	-	-	-	120,000
Metro Square	Replace chilled water heat exchanger.	MEDIUM	-	-	-	80,000	-	-	-	-	-	80,000
Metro Square	Replace 2-way radios, repeater on roof - for guards and janitorial staff.	MEDIUM	-	-	-	18,000	-	-	-	-	-	18,000
Metro Square	Public area carpet replacement, phase I - lower level corridor.	MEDIUM	-	-	-	50,000	-	-	-	-	-	50,000
Metro Square	Exterior doors, 7th Place entrance and sidewalk upgrades.	HIGH	-	-	-	-	200,000	-	-	-	-	200,000
Metro Square	Replace AHU #3 cooling coils - 3rd floor.	MEDIUM	-	-	-	-	215,000	-	-	-	-	215,000
Metro Square	Public area carpet replacement, phase II - 2nd floor.	MEDIUM	-	-	-	-	50,000	-	-	-	-	50,000
Metro Square	LL conference room A/V equipment replacement 1 of 3 requested.	LOW	-	-	-	-	30,000	-	-	-	-	30,000
Metro Square	Loading dock door and opener replacement.	LOW	-	-	-	-	8,000	-	-	-	-	8,000
Metro Square	Replace galvanized 3" domestic water piping. phase I - LL thru old boiler room.	HIGH	-	-	-	-	-	60,000	-	-	-	60,000
Metro Square	Replace water heater w/high efficiency unit. End of life expectancy	HIGH	-	-	-	-	-	20,000	-	-	-	20,000
Metro Square	Loading dock seal/shelter replacement.	MEDIUM	-	-	-	-	-	12,000	-	-	-	12,000
Metro Square	BAS software upgrades.	MEDIUM	-	-	-	-	-	35,000	-	-	-	35,000
Metro Square	Card access upgrade, new hardware - Istar panels, 2 replacements.	MEDIUM	-	-	-	-	-	38,000	-	-	-	38,000
Metro Square	Public area carpet replacement, phase III - 3rd floor.	MEDIUM	-	-	-	-	-	50,000	-	-	-	50,000
Metro Square	LL conference room A/V equipment replacement, 2 of 3 requested.	LOW	-	-	-	-	-	30,000	-	-	-	30,000
Metro Square	Update lighting. professional services and stairwell replacement.	LOW	-	-	-	-	-	65,000	-	-	-	65,000
Metro Square	Janitorial equipment, carpet, hard floor and restroom.	LOW	-	-	-	-	-	20,000	-	-	-	20,000
Metro Square	Replace galvanized 3" domestic water piping. phase II - east plumbing chase.	HIGH	-	-	-	-	-	-	75,000	-	-	75,000
Metro Square	Exterior wall and window condition, professional services.	HIGH	-	-	-	-	-	-	58,000	-	-	58,000
Metro Square	Light fixture ballast replacement - LED, 1st floor common areas.	MEDIUM	-	-	-	-	-	-	130,000	-	-	130,000
Metro Square	Radiation cabinets, phase I - 5th floor north and east walls.	MEDIUM	-	-	-	-	-	-	100,000	-	-	100,000
Metro Square	Loading dock leveler replacement.	MEDIUM	-	-	-	-	-	-	22,000	-	-	22,000
Metro Square	Card access upgrade, new hardware - Istar panels, 2 replacements.	MEDIUM	-	-	-	-	-	-	38,000	-	-	38,000
Metro Square	LL conference room A/V equipment replacement, 3 of 3 Requested.	LOW	-	-	-	-	-	-	30,000	-	-	30,000
Metro Square	Public area carpet replacement, phase IV - 5rd floor.	LOW	-	-	-	-	-	-	50,000	-	-	50,000
Metro Square	Replace galvanized 3" domestic water piping. phase III - center plumbing chase.	HIGH	-	-	-	-	-	-	-	75,000	-	75,000
Metro Square	Radiation cabinets, phase II - 5th floor south and west walls.	MEDIUM	-	-	-	-	-	-	-	100,000	-	100,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME		PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
				DIVISION	ITEM NO.								
Metro Square		Public area carpet replacement, phase V - 4th floor.	MEDIUM			-	-	-	-	-	50,000	-	50,000
Metro Square		Light fixture ballast replacement - LED, 2nd floor common areas.	MEDIUM			-	-	-	-	-	130,000	-	130,000
Metro Square		Card access upgrade, new hardware - Istar panels, 2 replacements.	MEDIUM			-	-	-	-	-	38,000	-	38,000
Metro Square		Replace galvanized 3" domestic water piping, phase IV - West plumbing chase.	HIGH			-	-	-	-	-	-	75,000	75,000
Metro Square		Radiation cabinets, phase III - 4th floor north and east walls.	MEDIUM			-	-	-	-	-	-	100,000	100,000
Metro Square		Light fixture ballast replacement - LED, 2nd floor common areas.	MEDIUM			-	-	-	-	-	-	130,000	130,000
Metro Square		Public area carpet replacement, phase VI - lower level conference center.	MEDIUM			-	-	-	-	-	-	95,000	95,000
Metro Square		Card access upgrade, new hardware - Istar panels, 2 replacements.	MEDIUM			-	-	-	-	-	-	38,000	38,000
Metro Square	#	Repairs to original building stone and mortar.	HIGH			2,000,000	-	-	-	-	-	-	2,000,000
Metro Square	#	Replace exterior window gaskets.	MEDIUM			1,300,000	-	-	-	-	-	-	1,300,000
Metro Square	#	Repairs to interior thermal barrier. Study August 13th, 2013.	MEDIUM			1,800,000	-	-	-	-	-	-	1,800,000
Metro Square		Public Circulation, wayfinding and corridor upgrades. Study October 10th, 2014	MEDIUM			950,000	-	-	-	-	-	-	950,000
Metro Square	#	Remove escalators/construct atrium staircase.	LOW			900,000	-	-	-	-	-	-	900,000
Metro Square		New northeast entry and plaza space. Study October 10th, 2014.	LOW			1,000,000	-	-	-	-	-	-	1,000,000
Metro Square		Skyway connection to parking lot, block 19.	LOW			2,000,000	-	-	-	-	-	-	2,000,000
TOTAL METRO SQUARE						9,950,000	651,000	503,000	330,000	503,000	393,000	438,000	12,768,000
402 University		LED retrofit	MEDIUM			-	154,000	-	-	-	-	-	154,000
402 University		Garage door replacement	MEDIUM			-	-	50,000	-	-	-	-	50,000
402 University		Janitor equipment	MEDIUM			-	-	-	15,000	-	-	-	15,000
402 University		Flooring in offices and common area	MEDIUM			-	-	-	-	75,000	-	-	75,000
402 University		Parking lot resurface and restripe	MEDIUM			-	-	-	-	-	50,000	-	50,000
402 University		Courtroom furnishing	LOW			-	-	-	-	-	-	50,000	50,000
402 University		ISTAR replacement (\$13000@6 plus 10%)	HIGH			-	-	-	85,800	-	-	-	85,800
TOTAL 402 UNIVERSITY						-	154,000	50,000	100,800	75,000	50,000	50,000	479,800
5 S. Owasso		Replace two MUA units and one exhaust fan.	HIGH	23.00	4.00	-	33,000	-	-	-	-	-	33,000
5 S. Owasso		Service roof full replacement 2019	HIGH	7.00	1.00,2.00	-	550,000	-	-	-	-	-	550,000
5 S. Owasso		Replace eight garage door openers.	MEDIUM			-	12,100	-	-	-	-	-	12,100
5 S. Owasso		Add flagpole.	MEDIUM			-	7,150	-	-	-	-	-	7,150
5 S. Owasso		Replace dogwood in gap along chainlink fence to east. (GBB)	LOW			-	5,500	-	-	-	-	-	5,500
5 S. Owasso		Replace four gas fired unit heaters located in loading dock and parking garage.	HIGH	23.00	2.00	-	-	27,500	-	-	-	-	27,500
5 S. Owasso		Replace two concrete approaches from South Owasso to the public parking lot.	MEDIUM			-	-	35,200	-	-	-	-	35,200
5 S. Owasso		Infill loading dock to better utilize space. 41x79. 3280 additional sf.	LOW			-	-	77,000	-	-	-	-	77,000
5 S. Owasso		HVAC/BAS improvements, updates etc.	HIGH			-	-	-	11,000	-	-	-	11,000
5 S. Owasso		Re-caulk panels every 10+ years to prevent moisture infiltration.	LOW			-	-	-	-	25,000	-	-	25,000
5 S. Owasso		Office carpet replacement. Currently wearing well.	LOW	9.00	1.00	-	-	-	-	25,000	-	-	25,000
5 S. Owasso		Fire alarm panel update replacement. Some original equipment.	LOW	28.00	2.00	-	-	-	-	20,000	-	-	20,000
5 S. Owasso		Ceiling tile replacement	LOW			-	-	-	-	-	25,000	-	25,000
5 S. Owasso		Impound gate operator will need replacement.	LOW			-	-	-	-	-	8,000	-	8,000
5 S. Owasso		Replace at least 14 sections of concrete sidewalk.	LOW			-	-	-	-	-	60,000	-	60,000
5 S. Owasso		Generator replacement	LOW	26.00	6.00	-	-	-	-	-	-	75,000	75,000
5 S. Owasso		Impound lot fence replacement.	LOW	32.00	4.00	-	-	-	-	-	-	43,000	43,000
5 S. Owasso		Replace fire alarm panel.	LOW	28.00	2.00	-	-	-	-	-	-	15,000	15,000
TOTAL 5 S. OWASSO						-	607,750	139,700	11,000	70,000	93,000	133,000	1,054,450
Correctional Facility		Laundry room upgrades: replace MAU, exhaust system, security fence	MEDIUM			-	197,350	-	-	-	-	-	197,350
Correctional Facility		Turn-around project for dorm 200	MEDIUM			-	120,000	-	-	-	-	-	120,000
Correctional Facility		Abate, insulate water lines, east mech, south mech & custody mech rooms	LOW	22.00	330.00	-	20,000	-	-	-	-	-	20,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME		PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
				DIVISION	ITEM NO.								
Correctional Facility	Interior LED Lighting Upgrades (engineered 2018)	LOW				-	50,000	-	-	-	-	-	50,000
Correctional Facility	Tuckpointing exterior masonry	HIGH	4.00	1.00		-	-	120,000	-	-	-	-	120,000
Correctional Facility	Replace 12 ea. 200amp original electrical sub panels	HIGH	26.00	2.00		-	-	80,000	-	-	-	-	80,000
Correctional Facility	BAS Upgrades, phase 2	MEDIUM	25.00	3.00		-	-	207,000	-	-	-	-	207,000
Correctional Facility	Turn-around project for dorm 100	MEDIUM				-	-	-	120,000	-	-	-	120,000
Correctional Facility	Fire alarm upgrade head end equipment	MEDIUM	28.00	1.00		-	-	-	85,000	-	-	-	85,000
Correctional Facility	Replace AHU 9 & 11 for dorm's 200 & 400	MEDIUM				-	-	-	175,000	-	-	-	175,000
Correctional Facility	BAS Upgrades, phase 3	MEDIUM	25.00	3.00		-	-	-	195,000	-	-	-	195,000
Correctional Facility	Replace surveillance cams, intercom, gate controls & locks	MEDIUM	27.00	2.00		-	-	-	-	165,000	-	-	165,000
Correctional Facility	Turn-around project for dorm 400	MEDIUM				-	-	-	-	120,000	-	-	120,000
Correctional Facility	Parking lot sealcoating	MEDIUM				-	-	-	-	35,000	-	-	35,000
Correctional Facility	Abate, insulate water lines common areas	LOW	22.00	1.00		-	-	-	-	18,000	-	-	18,000
	Front off carpet replacement	LOW	9.00	1.00		-	-	-	-	16,000	-	-	16,000
Correctional Facility	Replace Magnatron	MEDIUM				-	-	-	-	10,000	-	-	10,000
Correctional Facility	Turn-around project for dorm 1000	MEDIUM				-	-	-	-	-	120,000	-	120,000
Correctional Facility	Domestic Hot-cold water replacements	MEDIUM	22.00	1.00		-	-	-	-	-	180,000	-	180,000
Correctional Facility	Parking lot maintenance	HIGH				-	-	-	-	-	-	20,000	20,000
Correctional Facility	Design/install new hospital AHU's to improve OS air/energy performance	MEDIUM				-	-	-	-	-	-	200,000	200,000
Correctional Facility	Replace UPS modules	MEDIUM	26.00	4.00		-	-	-	-	-	-	22,000	22,000
Correctional Facility	install new hail guards around rooftop HVAC equipment	MEDIUM				-	-	-	-	-	-	25,000	25,000
Correctional Facility	install new filter protection media system around chiller condensers	LOW				-	-	-	-	-	-	15,000	15,000
TOTAL CORRECTIONAL FACILITY						-	387,350	407,000	575,000	364,000	300,000	282,000	2,315,350
Medical Examiner	interior lighting retro to LED	HIGH	26.00	2.00		-	50,000	-	-	-	-	-	50,000
Medical Examiner	generator replacement (add whole building to generator)	HIGH				-	-	204,750	-	-	-	-	204,750
Medical Examiner	corridor vinyl	HIGH	9.00	2.00		-	-	-	50,000	-	-	-	50,000
Medical Examiner	VAV Replacement	HIGH	23.00	4.00		-	-	-	-	50,000	-	-	50,000
Medical Examiner	windows	MEDIUM	8.00	2.00		-	-	-	-	-	60,000	-	60,000
Medical Examiner	Parking lot replacement and restripe	MEDIUM				-	-	-	-	-	-	75,000	75,000
TOTAL MEDICAL EXAMINER						-	50,000	204,750	50,000	50,000	60,000	75,000	489,750
555 Cedar	Engineering study and replace boiler - CCAMPP 2018	HIGH	23.00	1.00		-	250,000.00	-	-	-	-	-	250,000
555 Cedar	Convert VAV's from pneumatic to electronic control - CCAMPP 2018 & Wold priority 1	HIGH	25.00	3.00		-	412,500.00	-	-	-	-	-	412,500
555 Cedar	Replace west RTU - 2018 project - need \$61,603 to fully fund - CCAMPP 2017	HIGH	23.00	8.00		-	61,603.00	-	-	-	-	-	61,603
555 Cedar	Install addressable fire alarm panel - Wold priority 1	MEDIUM				-	33,000.00	-	-	-	-	-	33,000
555 Cedar	Controls for building are nonexistent - 2020 appearance	LOW				-	100,000.00	-	-	-	-	-	100,000
555 Cedar	Parking lot needs to be upgraded - 2020 appearance - CCAMPP 2028 & Wold priority 2	LOW	32.00	2.00		-	121,000.00	-	-	-	-	-	121,000
555 Cedar	Integrity of windows - 2020 appearance - 60 windows CCAMPP 2018, 17 windows in 2nd floor CCAMPP 2026-	LOW	8.00	4 & 2		-	264,000.00	-	-	-	-	-	264,000
555 Cedar	Landscaping needs to be redesigned - 2020 appearance	LOW				-	10,000.00	-	-	-	-	-	10,000
555 Cedar	Landscaping work after redesign - 2020 appearance	LOW				-	30,000.00	-	-	-	-	-	30,000
555 Cedar	There are no signs identifying building - 2020 appearance - CCAMPP 2027	LOW	10.00	2.00		-	25,000.00	-	-	-	-	-	25,000
555 Cedar	Replace malfunctioning service entrance electrical switchboard - original 1957 - CCAMPP 2006 - Wold priority 1	HIGH	26.00	1.00		-	-	73,000.00	-	-	-	-	73,000
555 Cedar	Install generator & transfer switch gear - CCAMPP 2016 - Wold priority 1	HIGH	26.00	3 & 4		-	-	230,000.00	-	-	-	-	230,000
555 Cedar	Provide additional receptacles - Wold priority 1	HIGH				-	-	13,750.00	-	-	-	-	13,750
555 Cedar	Replace emergency and egress lighting, provide exterior egress lighting, connect to generator - Wold priority 2	MEDIUM				-	-	32,000.00	-	-	-	-	32,000
555 Cedar	Replace outdated breaker panels - CCAMPP 2046 - Wold priority 2	MEDIUM	26.00	2.00		-	-	86,000.00	-	-	-	-	86,000
555 Cedar	Brick chimney could be painted and tuckpointed - 2021 appearance - CCAMPP 2032	LOW	4.00	3.00		-	-	10,000.00	-	-	-	-	10,000
555 Cedar	Accessibility - rebuild main level toilets at both wings - Wold priority 1	MEDIUM				-	-	-	264,000.00	-	-	-	264,000
555 Cedar	Accessibility - replace 4 drinking fountains including side walls - Wold priority 1	MEDIUM				-	-	-	22,000.00	-	-	-	22,000
555 Cedar	Accessibility - extend handrail exteriors to meet current code (16 locations) - Wold priority 1	MEDIUM				-	-	-	9,000.00	-	-	-	9,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME	PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
			DIVISION	ITEM NO.								
555 Cedar	Accessibility - rebuild public service windows to meet height requirements - Wold priority 1	MEDIUM			-	-	-	26,400.00	-	-	-	26,400
555 Cedar	Accessibility - replace door handles with accessible type - Wold priority 1	MEDIUM			-	-	-	60,500.00	-	-	-	60,500
555 Cedar	Replace domestic cold water pipe in garage ceiling	LOW			-	-	-	-	60,000.00	-	-	60,000
555 Cedar	Remodel staff bathrooms - CCAMPP 2007 (deferred) - CCAMPP 1997 (deferred) - original 1957	LOW	9 & 22	7 & 3	-	-	-	-	110,000.00	-	-	110,000
555 Cedar	Remodel 1st floor public bathrooms - CCAMPP 2007 (deferred) - CCAMPP 2030 - original 1957 & 1990	LOW	9 & 22	8 & 2	-	-	-	-	110,000.00	-	-	110,000
555 Cedar	Replace exterior steel railing by rear entry and underground garage ramp - CCAMPP 2016 - original 1957	MEDIUM	5.00	1.00	-	-	-	-	27,500.00	-	-	27,500
555 Cedar	Repair or replace basement AHU - CCAMPP 2017	MEDIUM	23.00	6.00	-	-	-	-	13,200.00	-	-	13,200
555 Cedar	Elevator remodel - CCAMPP 2014 & 2024 refurbish and replace repectively - last remodeled 1989	LOW	14.00	1 & 2	-	-	-	-	-	90,200.00	-	90,200
555 Cedar	Replace VCT in corridors - CCAMPP 2017	LOW	9.00	6.00	-	-	-	-	-	30,800.00	-	30,800
555 Cedar	Remove VAT tile in penthouse - Wold priority 2	MEDIUM			-	-	-	-	-	10,000.00	-	10,000
555 Cedar	Remove transite wall panels in four rooms clinical wing 1st level - Wold priority 2	MEDIUM			-	-	-	-	-	27,500.00	-	27,500
555 Cedar	LED conversion for entire building - CCAMPP 2022 relamp and new ballasts	LOW			-	-	-	-	-	100,000.00	-	100,000
555 Cedar	Replace carpet phase 1 - public areas 1st floor - CCAMPP 2020 - last replaced 2010	LOW	9.00	1.00	-	-	-	-	-	-	110,000.00	110,000
555 Cedar	Replace carpet phase 2 - office areas 1st floor - CCAMPP 2022- last replaced 2010	LOW	9.00	2.00	-	-	-	-	-	-	110,000.00	110,000
555 Cedar	Replace carpet phase 3 - public areas 2nd floor - CCAMPP 2024- last replaced 2010	LOW	9.00	3.00	-	-	-	-	-	-	110,000.00	110,000
555 Cedar	Replace carpet phase 4 - office areas 2nd floor - CCAMPP 2026- last replaced 2010	LOW	9.00	4.00	-	-	-	-	-	-	50,000.00	50,000
555 Cedar	Card access upgrades - migrate other system to CCure - CCAMPP 2018	LOW	28.00	1 & 3	-	-	-	-	-	-	35,200.00	35,200
555 Cedar	Replace boiler tubes and/or steam piping - CCAMPP 2018	LOW	22.00	5 & 6	-	-	-	-	-	-	93,500.00	93,500
555 Cedar	Redevelope interior signs - CCAMPP 2022	LOW	10.00	3.00	-	-	-	-	-	-	72,600.00	72,600
555 Cedar	Repair interior main stair case railing - CCAMPP 2020	LOW	5.00	2.00	-	-	-	-	-	-	11,000.00	11,000
555 Cedar	Replace millwork on public counter areas - CCAMPP 2015	LOW	6.00	2.00	-	-	-	-	-	-	22,000.00	22,000
555 Cedar	Replace main entry doors - CCAMPP 2025	LOW	8.00	1.00	-	-	-	-	-	-	57,200.00	57,200
555 Cedar	Replace other remaining doors - CCAMPP 2025	LOW	8.00	3.00	-	-	-	-	-	-	16,500.00	16,500
555 Cedar	Parking lot access control system, gates, intercom	LOW	11.00		-	-	-	-	-	-	200,000.00	200,000
555 Cedar	Replace condensate and/or steam traps - CCAMPP 2015	LOW	22.00	6.00	-	-	-	-	-	-	49,500.00	49,500
555 Cedar	Replace BAS - CCAMPP 2006 (deferred) & CCAMPP 2013 to upgrade software and all points respectively	LOW	25.00	1 & 2	-	-	-	-	-	-	62,700.00	62,700
TOTAL 555 CEDAR					-	1,307,103	444,750	381,900	320,700	258,500	1,000,200	3,713,153
TOTAL GENERAL BUILDING FUND					9,950,000	8,449,293	7,482,900	5,090,900	4,834,500	3,623,600	7,108,000	46,539,193

Included in a major project request - "Metro Square Exterior Envelop Assessment and Repair Project"

Included in a major project request - "Metro Square Escalator/Staircase - Removal/Installation"

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Building & Grounds Improvements/Repairs

COUNTY BUILDINGS/DEPARTMENTS	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
Extension Barn 760000	\$ 199,920	\$ 33,320	\$ 33,320	\$ 33,320	\$ 33,320	\$ 33,320	\$ 33,320
Landmark Center 720000	1,198,800	199,800	199,800	199,800	199,800	199,800	199,800
Parks & Recreation/660000	5,201,280	866,880	866,880	866,880	866,880	866,880	866,880
SUB-TOTAL (County funding)	6,600,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Parks & Recreation (Non-County Funding)	2,377,953	617,471	380,420	367,333	325,873	345,173	341,683
TOTAL FUNDING	8,977,953	1,717,471	1,480,420	1,467,333	1,425,873	1,445,173	1,441,683
Unfunded Projects	541,976	1,777,376	(106,303)	(83,740)	(365,993)	(429,144)	(250,220)
TOTAL COSTS (equals Summary by Project)	\$ 9,519,929	\$ 3,494,847	\$ 1,374,117	\$ 1,383,593	\$ 1,059,880	\$ 1,016,029	\$ 1,191,463

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Building & Grounds Improvements/Repairs

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
	Extension Barn 760000	\$ 1,615,400	\$ 1,082,300	\$ 165,100	\$ 182,000	\$ 90,000	\$ 45,000	\$ 51,000
	Landmark Center 720000	3,225,696	1,307,696	450,000	562,000	290,000	236,000	380,000
	Parks & Recreation/660000	4,678,833	1,104,851	759,017	639,593	679,880	735,029	760,463
TOTALS (Last Page Only)		\$ 9,519,929	\$ 3,494,847	\$ 1,374,117	\$ 1,383,593	\$ 1,059,880	\$ 1,016,029	\$ 1,191,463

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

COMBINED RANK _____

Department Name &		Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: Extension Barn 760000		Item: Building Improvements/Repairs	Or ROUTINE (Maintenance)	X	
Account:	441201____ 441212____	Dept Priority			
	441202____ OTHER____	Number: _____	CM Rating _____	CIPAC Rating _____	

PROJECT DESCRIPTION:

Scheduled replacement of building components (e.g. exterior brick, boiler, controls) and grounds elements (e.g. parking lots and sidewalks) are based on predictable life cycles. The items included in this category have or will reach a scheduled end of life by 2025.

FUNDING SOURCE:	Total All Years	ESTIMATED COST					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 1,615,400	\$ 1,082,300	\$ 165,100	\$ 182,000	\$ 90,000	\$ 45,000	\$ 51,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 1,615,400	\$ 1,082,300	\$ 165,100	\$ 182,000	\$ 90,000	\$ 45,000	\$ 51,000

Who Prepared Cost Estimate: Staff (based on recent project costs)

Date of Estimate: Dec-18

NARRATIVE JUSTIFICATION:

In 2004, the Ramsey County Board of Commissioners established a goal: **Ramsey County will implement a Comprehensive Capital Asset Management Preservation Plan (CCAMPP) to maintain high-quality services and maximize return on its public investment.** Subsequently, the County established a uniform life cycle replacement program for buildings and grounds components based on industry standards and best practices. All buildings and grounds were included in the system in order to quantify life cycle costs for each facility. The Department has updated this system to reflect life cycle replacements that have been implemented through projects funded under the County's Capital Improvement Program, CCAMPP (levy) and other programs. In addition, the Department maintains a building and grounds condition report for each facility that is updated to document improvements, life cycle replacements and general condition of major components. Following the scheduled life cycle for replacement of buildings and grounds components enables the Department to maintain quality services and preserve the assets of the County.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	X	____	(in some instances)	X	____
3 & 4. Replace Facility or Maintain Physical Property	X	____		____	X
5. Reduce Operating Costs/Energy Costs	X	____		X	____
6. Protect Property	X	____			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

COMBINED RANK _____

Department Name &

Project Title or

Code #: Extension Barn 760000

Item: Building Improvements/Repairs

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Deferral of scheduled life cycle replacements will result in deterioration of the buildings and grounds; require extraordinary operating expenses for remedial repair and maintenance of failed components; reflect negatively on the County's image and ultimately result in the loss of the intended public services because facilities are no longer functional.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?

Yes X

No

When? CCAMPP Appropriations 2006-2019

If project was funded, are carryover funds available?

Yes

No

Year(s) and amounts budgeted and expended

Year(s)

Account Code

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Deferral of scheduled life cycle replacements places extraordinary demand on operating budgets in order to maintain and repair antiquated components. Since all of the items are included in this request are scheduled life cycle maintenance items, they are part of the current capital asset management system.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Various based on projected life cycle for each component (see schedules on attached spreadsheets).

Estimated Useful Life: Various based on the life cycle and building manager prioritization.

Estimated Payback Period: (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

COUNTY MANAGER COMMENTS:

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2020 - 2025

FACILITY NAME	PROJECT NAME	RANKING	REFERENCE FROM CCAMPP		DEFERRED	2020	2021	2022	2023	2024	2025	TOTAL
			DIVISION	ITEM NO.								
Extension Barn	1 Fire suppression system and new domestic water line	HIGH			-	750,000	-	-	-	-	-	750,000
Extension Barn	1 Replace fire safety systems - common area smoke detectors 1980's vintage, location of horn is bad, no strobe lights, etc	HIGH			-	80,000	-	-	-	-	-	80,000
Extension Barn	1 Tuck pointing / brickwork - CCAMPP 2013	LOW	4.00	1.00	-	99,000	-	-	-	-	-	99,000
Extension Barn	1 Baseboard heat	MEDIUM			-	100,000	-	-	-	-	-	100,000
Extension Barn	1 BAS upgrade - CCAMPP 2015	MEDIUM	25.00	1.00	-	53,300	-	-	-	-	-	53,300
Extension Barn	1 Office windows - CCAMPP 2020	LOW	8.00	1.00	-	-	52,800	-	-	-	-	52,800
Extension Barn	1 Soffit and fascia - CCAMPP 2023	LOW	5.00	3.00	-	-	25,300	-	-	-	-	25,300
Extension Barn	1 Dormer siding - CCAMPP 2023	LOW	5.00	4.00	-	-	44,000	-	-	-	-	44,000
Extension Barn	1 Gutters/ downspouts CCAMPP 2023	LOW	5.00	5.00	-	-	33,000	-	-	-	-	33,000
Extension Barn	1 AHU-3 (conference room) replacement - CCAMPP 2015	MEDIUM	23.00	6.00	-	-	10,000	-	-	-	-	10,000
Extension Barn	1 Interior lighting LED retrofit	LOW			-	-	-	60,000	-	-	-	60,000
Extension Barn	1 Entry 5 doors - CCAMPP 2020	MEDIUM	8.00	3.00	-	-	-	25,000	-	-	-	25,000
Extension Barn	1 Replace two original barn doors - CCAMPP 2018	MEDIUM	8.00	4.00	-	-	-	25,000	-	-	-	25,000
Extension Barn	Hay mow on north and south - CCAMPP 2018	MEDIUM	8.00	5.00	-	-	-	40,000	-	-	-	40,000
Extension Barn	Entrance to tunnel - CCAMPP 2015	MEDIUM	8.00	6.00	-	-	-	12,000	-	-	-	12,000
Extension Barn	1 Windows for remaining 1st floor - CCAMPP 2013	MEDIUM	8.00	7.00	-	-	-	20,000	-	-	-	20,000
Extension Barn	1 Repair ramp - CCAMPP 2013	MEDIUM	6.00	1.00	-	-	-	-	15,000	-	-	15,000
Extension Barn	1 Stairway to second floor - CCAMPP 2018	LOW	9.00	2.00	-	-	-	-	50,000	-	-	50,000
Extension Barn	1 Suspended ceiling (office area) - CCAMPP 2015	LOW	9.00	3.00	-	-	-	-	10,000	-	-	10,000
Extension Barn	Campus sign - CCAMPP 2013	LOW	10.00	1.00	-	-	-	-	15,000	-	-	15,000
Extension Barn	Water heater - CCAMPP 2014	MEDIUM	22.00	1.00	-	-	-	-	-	5,000	-	5,000
Extension Barn	Tankless water heaters - CCAMPP 2017	MEDIUM	22.00	2.00	-	-	-	-	-	5,000	-	5,000
Extension Barn	1 Lighting controls - CCAMPP 2015	MEDIUM	25.00	2.00	-	-	-	-	-	15,000	-	15,000
Extension Barn	1 Concrete foundation - CCAMPP 2013	LOW	3.00	1.00	-	-	-	-	-	20,000	-	20,000
Extension Barn	Tunnel inspection and repair - CCAMPP 2025	MEDIUM	33.00	1.00	-	-	-	-	-	-	20,000	20,000
Extension Barn	Sidewalks - CCAMPP 2015	LOW	3.00	2.00	-	-	-	-	-	-	15,000	15,000
Extension Barn	Driveway - CCAMPP 2015	LOW	3.00	3.00	-	-	-	-	-	-	10,000	10,000
Extension Barn	Curb stops - CCAMPP 2013	LOW	3.00	4.00	-	-	-	-	-	-	6,000	6,000
TOTAL EXTENSION BARN					-	1,082,300	165,100	182,000	90,000	45,000	51,000	1,615,400

1 Included in a major project request - "Extension Barn Remodel"

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Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

COMBINED RANK _____

Department Name &		Project Title or		NON-ROUTINE (New/Renovation)	Yes	No
				Or ROUTINE (Maintenance)	___	X
Code #: Landmark Center 720000		Item: Building Improvements/Repairs			X	___
Account:	441201___ 441212___	Dept Priority				
	441202___ OTHER_____	Number: _____		CM Rating _____		CIPAC Rating _____

PROJECT DESCRIPTION:

Scheduled replacement of building components (e.g. atrium, water pump, HVAC systems, flooring) and grounds elements (sidewalks) are based on predictable life cycles. The items included in this category have or will reach a scheduled end of life by 2025.

FUNDING SOURCE:	Total All Years	ESTIMATED COST					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 3,225,696	\$ 1,307,696	\$ 450,000	\$ 562,000	\$ 290,000	\$ 236,000	\$ 380,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 3,225,696	\$ 1,307,696	\$ 450,000	\$ 562,000	\$ 290,000	\$ 236,000	\$ 380,000

Who Prepared Cost Estimate: Staff (based on recent project costs)

Date of Estimate: Jan-15

NARRATIVE JUSTIFICATION:

In 2004, the Ramsey County Board of Commissioners established a goal: **Ramsey County will implement a Comprehensive Capital Asset Management Preservation Plan (CCAMPP) to maintain high-quality services and maximize return on its public investment.** Subsequently, the County established a uniform life cycle replacement program for buildings and grounds components based on industry standards and best practices. All buildings and grounds were included in the system in order to quantify life cycle costs for each facility. The Department has updated this system to reflect life cycle replacements that have been implemented through projects funded under the County's Capital Improvement Program, CCAMPP (levy) and other programs. In addition, the Department maintains a building and grounds condition report for each facility that is updated to document improvements, life cycle replacements and general condition of major components. Following the scheduled life cycle for replacement of buildings and grounds components enables the Department to maintain quality services and preserve the assets of the County. The 2020 column involving County funds includes scheduled amounts in 2020 (\$443,700) plus the total backlog of the unfunded scheduled projects prior to 2020 (\$863,996).

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	X	___	(in some instances)	X	___
3 & 4. Replace Facility or Maintain Physical Property	X	___	7. Provide Public Service	___	X
5. Reduce Operating Costs/Energy Costs	X	___	8. Provide Public Convenience	X	___
6. Protect Property	X	___	9. Enhance County Image	___	___

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Landmark Center 720000

Item: Building Improvements/Repairs

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Deferral of scheduled life cycle replacements will result in deterioration of the buildings and grounds; require extraordinary operating expenses for remedial repair and maintenance of failed components; reflect negatively on the County's image and ultimately result in the loss of the intended public services because facilities are no longer functional.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?

Yes X

No

When? CCAMPP Appropriations 2006-2017

If project was funded, are carryover funds available?

Yes

No

Year(s) and amounts budgeted and expended

Year(s)

Account Code

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Deferral of scheduled life cycle replacements places extraordinary demand on operating budgets in order to maintain and repair antiquated components. Since all of the items are included in this request are scheduled life cycle maintenance items, they are part of the current capital asset management system.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Various based on projected life cycle for each component (see schedules on attached spreadsheets).

Estimated Useful Life: Various based on the life cycle schedules on the attached spreadsheets.

Estimated Payback Period: (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

COUNTY MANAGER COMMENTS:

BUILDING IMPROVEMENT PLANS PRE-2020 - 2025

		REFERENCE FROM CCAMPP		UPDATE								
FACILITY NAME	PROJECT NAME			ESTIMATED COST								
		DIVISION	ITEM NO.	PRE- 2020	2020	2021	2022	2023	2024	2025	TOTAL	
Landmark Center	Skylight repair glazing	8.00	5.00	146,996	-	-	-	-	-	-	-	146,996
Landmark Center	Replace vent ductwork (courtrooms)			50,000	-	-	-	-	-	-	-	50,000
Landmark Center	2nd floor AHU unit replacement/revamp			-	-	70,000	-	-	-	-	-	70,000
Landmark Center	Restroom renovation (complete)	9.00	7.00	350,000	-	-	-	-	-	-	-	350,000
Landmark Center	Handicap lift - major service	14.00	1.00	103,000	-	-	-	-	-	-	-	103,000
Landmark Center	North, South and West side sidewalk repair	3.00	1.00	-	105,000	-	-	-	-	-	-	105,000
Landmark Center	North Tower Masonry Repair			420,000	-	-	-	-	-	-	-	420,000
Landmark Center	Plumbing Replacement			20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	140,000
Landmark Center	Loading dock upgrades/resurfacing			-	-	30,000	-	-	-	-	-	30,000
Landmark Center	Exterior copper ornament restoration	5.00	1.00	-	-	130,000	-	-	-	-	-	130,000
Landmark Center	Replace exterior lighting in vestibules	26.00	7.00	15,000	-	-	70,000	-	-	-	-	85,000
Landmark Center	VFD replacements (3 remaining units)	23.00	1.00	20,000	80,000	40,000	-	-	-	-	-	140,000
Landmark Center	Copper flashing @ mansard roof	5.00	4.00	120,000	-	-	-	-	-	-	-	120,000
Landmark Center	Carpet replacement (1st, bsmt)	9.00	1.00	-	148,700	-	-	-	-	-	-	148,700
Landmark Center	Security system - upgrade	28.00	1.00	-	35,000	-	-	-	-	-	-	35,000
Landmark Center	Stairwell Restoration (2) - paint/plaster			-	-	35,000	-	-	-	-	-	35,000
Landmark Center	Refinish interior oak doors - 320 units	6.00	3.00	-	-	125,000	-	-	-	-	-	125,000
Landmark Center	BAS upgrade	25.00	1.00	-	-	-	-	85,000	-	-	-	85,000
Landmark Center	Interior stone repairs in cortile and public areas	4.00	3.00	-	-	-	100,000	-	-	-	-	100,000
Landmark Center	Basement hall carpet replacement	9.00	2.00	-	-	-	81,000	-	-	-	-	81,000
Landmark Center	Repair/Replace clockworks as needed	10.00	1.00	-	-	-	30,000	-	-	-	-	30,000
Landmark Center	Replace electric panels			-	-	-	116,000	-	-	-	-	116,000
Landmark Center	Upgrade Fire Alarm System	28.00	2.00	-	-	-	135,000	135,000	-	-	-	270,000
Landmark Center	Energy Inserts for Decorative Windows			4,000	-	-	-	-	-	-	-	4,000
Landmark Center	Replace LC Dimmer Panels			-	-	-	-	-	146,000	-	-	146,000
Landmark Center	Replace LC Main Vertical Piping			-	-	-	-	-	-	150,000	-	150,000
Landmark Center	New pavers flooring - North Tower			-	-	-	-	-	-	40,000	-	40,000
Landmark Center	Restore storage areas - 6th Floor			-	-	-	-	40,000	40,000	40,000	-	120,000
Landmark Center	Refinish floors - courtrooms			-	-	-	-	-	20,000	-	-	20,000
Landmark Center	Refinish floors - misc. other areas			-	-	-	-	-	-	20,000	-	20,000
Landmark Center	Replace carpeting - misc areas			-	-	-	10,000	10,000	10,000	10,000	-	40,000
Landmark Center	Update building internet systems			-	55,000	-	-	-	-	-	-	55,000
Landmark Center	Auditorium upgrades			-	-	-	-	-	-	100,000	-	100,000
TOTAL LANDMARK CENTER				1,248,996	443,700	450,000	562,000	290,000	236,000	380,000	3,610,696	
Funded				(385,000)								(385,000)
NET				863,996	443,700	450,000	562,000	290,000	236,000	380,000	3,225,696	

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

COMBINED RANK _____

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			_____	<u>X</u>
		Or ROUTINE (Maintenance)	<u>X</u>	_____
Code #: <u>Parks & Recreation/660000</u>	Item: <u>Building Improvements/Repairs</u>			
Account: 441201 _____ 441212 _____	Dept Priority			
441202 _____ OTHER _____	Number: _____	CM Rating _____	CIPAC Rating _____	

PROJECT DESCRIPTION:

Scheduled replacement of building components (e.g. roof systems, HVAC systems, flooring) and grounds elements (e.g. bituminous roads, parking lots, sidewalks) are based on predictable life cycles. The items included in this category have a scheduled life of less than 10 years or a value of less than \$50,000. Projects identified under the "State Funds" funding source are within the regional park system and are funded through State appropriations based on a statutory formula (see attached summary and detailed spreadsheets).

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 2,300,880	\$ 487,380	\$ 378,597	\$ 272,260	\$ 354,007	\$ 389,856	\$ 418,780
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ 2,227,953	592,471	355,420	342,333	300,873	320,173	316,683
Other (Specify): Woodbury Hockey Assoc.	\$ 150,000	25,000	25,000	25,000	25,000	25,000	25,000
Totals (Project/Item Funding)	\$ 4,678,833	\$ 1,104,851	\$ 759,017	\$ 639,593	\$ 679,880	\$ 735,029	\$ 760,463

Who Prepared Cost Estimate: Staff (based on recent project costs) **Date of Estimate:** Dec-18

NARRATIVE JUSTIFICATION:

In 2004, the Ramsey County Board of Commissioners established a goal: **Ramsey County will implement a Comprehensive Capital Asset Management Preservation Plan (CCAMPP) to maintain high-quality services and maximize return on its public investment.** Subsequently, the County established a uniform life cycle replacement program for buildings and grounds components based on industry standards and best practices. All parks and recreation buildings and grounds were included in the system in order quantify life cycle costs for each facility. The Department has annually updated this system to reflect life cycle replacements that have been implemented through projects funded under the County's Capital Improvement Program, CCAMPP (levy) and State appropriations for regional parks. In addition, the Department maintains a building and grounds condition report for each facility that is updated annually to document improvements, life cycle replacements and general condition of major components. Following the scheduled life cycle for replacement of buildings and grounds components enables the Department to maintain quality services and preserve the assets of the County. The 2020 column involving County funds includes scheduled amounts in 2019 and 2020, plus the total outstanding backlog, less available funding of \$1,467,400. For regional parks State funds are the anticipated funding source. The backlog for regional parks is distributed to various years to reflect projected cash flow.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	_____ (in some instances)	7. Provide Public Service	<u>X</u>	_____
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	_____	8. Provide Public Convenience	_____	<u>X</u>
5. Reduce Operating Costs/Energy Costs	<u>X</u>	_____	9. Enhance County Image	<u>X</u>	_____
6. Protect Property	<u>X</u>	_____			

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CAPITAL IMPROVEMENT PROGRAM 6 YEAR PLAN (2020-2025) DETAIL BY PROJECT

Department Name &

Project Title or

Code #: Parks & Recreation/660000

Item: Building Improvements/Repairs

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Deferral of scheduled life cycle replacements will result in deterioration of the buildings and grounds; require extraordinary operating expenses for remedial repair and maintenance of failed components; reflect negatively on the County's image and ultimately result in the loss of the intended public services because facilities are no longer functional.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No

When? CIP 1989-2009 & CCAMP Appropriations 2006-2019

If project was funded, are carryover funds available Yes _____ No _____

Year(s) and amounts budgeted and expended Year(s) _____

Account Code

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Deferral of scheduled life cycle replacements places extraordinary demand on operating budgets in order to maintain and repair antiquated components. Since all of the items are included in this request are scheduled life cycle maintenance items, they are part of the current capital asset management system.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Various based on projected life cycle for each component (see schedules on attached spreadsheets).

Estimated Useful Life: Various based on the life cycle schedules on the attached spreadsheets.

Estimated Payback Period: (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

COUNTY MANAGER COMMENTS:

ADMIN BUILDING - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Admin Bldg	Air Compressor (1)	2010	12	2022	\$3,000	0	0	0	0	3,000	0	0	0
Admin Bldg	Card Access System	2015	15	2030	\$20,000	0	0	0	0	0	0	0	0
Admin Bldg	Carpet-1st Floor	2010	10	2020	\$10,165	0	0	10,165	0	0	0	0	0
Admin Bldg	Carpet-2nd Floor	2009	10	2019	\$16,200	0	16,200	0	0	0	0	0	0
Admin Bldg	Caulk Exterior Block and Fascia	2007	15	2022	\$8,600	0	0	0	0	8,600	0	0	0
Admin Bldg	Drinking Fountains	2017	15	2032	\$2,800	0	0	0	0	0	0	0	0
Admin Bldg	Dust Collector	2018	12	2030	\$17,000	0	0	0	0	0	0	0	0
Admin Bldg	Elevator	1985	30	2015	\$48,000	48,000	0	0	0	0	0	0	0
Admin Bldg	Floor Seal - Shop	1985	7	1992	\$15,000	15,000	0	0	0	0	0	0	0
Admin Bldg	Floor Seal-Wash Bay	1985	7	1992	\$15,000	15,000	0	0	0	0	0	0	0
Admin Bldg	Floor Seal-Cold Storage	1985	7	1992	\$15,000	15,000	0	0	0	0	0	0	0
Admin Bldg	Epoxy Cement Floor-Warm Storage		7		\$15,000	0	0	0	0	0	0	0	0
Admin Bldg	Exhaust Fan-Cold Storage	1985	25	2010	\$8,100	8,100	0	0	0	0	0	0	0
Admin Bldg	Exhaust Fan-Shop Area	1985	20	2005	\$6,200	6,200	0	0	0	0	0	0	0
Admin Bldg	Exterior OH Doors (7)	2011	20	2031	\$41,706	0	0	0	0	0	0	0	0
Admin Bldg	Exterior OH Doors (2)	2010	20	2030	\$14,078	0	0	0	0	0	0	0	0
Admin Bldg	Exterior Pre-Cast Walls Caulking	1985	30	2015	\$26,500	26,500	0	0	0	0	0	0	0
Admin Bldg	Exterior Steel Doors (6)	2010	20	2030	\$10,500	0	0	0	0	0	0	0	0
Admin Bldg	Exterior Steel Fascia	2007	20	2027	\$23,000	0	0	0	0	0	0	0	0
Admin Bldg	Fire Supression System Controller	1985	15	2000	\$15,000	15,000	0	0	0	0	0	0	0
Admin Bldg	Forced Air Furnaces (7)/Air Conditioners	2010	20	2030	\$39,466	0	0	0	0	0	0	0	0
Admin Bldg	LED Light Fixures - Exterior	2014	15	2029	\$10,000	0	0	0	0	0	0	0	0
Admin Bldg	LED Light Fixures - Basement	2016	15	2031	\$5,000	0	0	0	0	0	0	0	0
Admin Bldg	Overhead Monorails (3)	1985	30	2015	\$11,400	11,400	0	0	0	0	0	0	0
Admin Bldg	Paint Exterior T-Panels	2007	20	2027	\$18,500	0	0	0	0	0	0	0	0
Admin Bldg	Paint Exterior Walls	2008	20	2028	\$12,900	0	0	0	0	0	0	0	0
Admin Bldg	Paint Interior Walls	1985	10	1995	\$16,400	16,400	0	0	0	0	0	0	0
Admin Bldg	Platform Hoists (2)	1985	30	2015	\$22,000	22,000	0	0	0	0	0	0	0
Admin Bldg	Platform Hoists (Goodrich)	1985	30	2015	\$11,000	11,000	0	0	0	0	0	0	0
Admin Bldg	Polebarn-Painting Exterior	2016	20	2036	\$16,640	0	0	0	0	0	0	0	0
Admin Bldg	Radiant heaters (10)	2013	20	2033	\$17,950	0	0	0	0	0	0	0	0
Admin Bldg	Re-Coat Cement Floors	2008	10	2018	\$26,800	26,800	0	0	0	0	0	0	0
Admin Bldg	Roof Top Unit-Carpenter Shop	2007	20	2027	\$17,000	0	0	0	0	0	0	0	0
Admin Bldg	Roof Top Unit-King	2008	25	2033	\$27,300	0	0	0	0	0	0	0	0
Admin Bldg	Roof Top Unit-Restroom	2007	20	2027	\$17,000	0	0	0	0	0	0	0	0
Admin Bldg	Security System	2015	10	2025	\$8,900	0	0	0	0	0	0	0	8,900
Admin Bldg	Sinks (15)	1985	20	2005	\$7,580	7,580	0	0	0	0	0	0	0
Admin Bldg	Tile Floor Grout - Lunchroom	2015	5	2020	\$2,000	0	0	2,000	0	0	0	0	0
Admin Bldg	Tile Floor Grout - East Hallway	2015	5	2020	\$1,500	0	0	1,500	0	0	0	0	0
Admin Bldg	Tile Floor Grout - Breakroom	1985	5	1990	\$5,000	5,000	0	0	0	0	0	0	0
Admin Bldg	Tile Floor Grout - Women's Locker	1985	5	1990	\$2,000	2,000	0	0	0	0	0	0	0
Admin Bldg	Tile Floor Grout - Men's Locker	1985	5	1990	\$2,000	2,000	0	0	0	0	0	0	0
Admin Bldg	Tile Floor Grout - East, West, Main Entrances	1985	5	1990	\$2,000	2,000	0	0	0	0	0	0	0
Admin Bldg	Tile Floor Grout - 2nd Fl. Restrooms	1985	5	1990	\$1,500	1,500	0	0	0	0	0	0	0
Admin Bldg	Toilet Partitions	2011	25	2036	\$12,617	0	0	0	0	0	0	0	0
Admin Bldg	Unit Heaters (4)	1985	20	2005	\$5,600	5,600	0	0	0	0	0	0	0
Admin Bldg	Walkways	1985	50	2035	\$15,500	0	0	0	0	0	0	0	0
Admin Bldg	Water Heater	2008	20	2028	\$2,300	0	0	0	0	0	0	0	0
	TOTAL					262,080	16,200	13,665	0	11,600	0	0	8,900

ICE ARENAS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Aldrich Arena	Back-up Generator	1962	50	2012	\$24,200	24,200	0	0	0	0	0	0	0
Aldrich Arena	Bleacher Seats	2000	20	2020	\$19,000	0	0	19,000	0	0	0	0	0
Aldrich Arena	Boiler Hatch	2016	25	2041	\$3,000	0	0	0	0	0	0	0	0
Aldrich Arena	Card Access System	2016	20	2036	\$3,500	0	0	0	0	0	0	0	0
Aldrich Arena	Carpet-Meeting Room	2011	10	2021	\$4,637	0	0	0	4,637	0	0	0	0
Aldrich Arena	Caulk exterior block and fascia	2011	20	2031	\$8,600	0	0	0	0	0	0	0	0
Aldrich Arena	Concession freezer	2000	15	2015	\$5,000	5,000	0	0	0	0	0	0	0
Aldrich Arena	Drinking Fountains	1993	20	2013	\$7,500	7,500	0	0	0	0	0	0	0
Aldrich Arena	Entrance Frames	1962	30	1992	\$40,000	40,000	0	0	0	0	0	0	0
Aldrich Arena	Exterior block walls	1962	100	2062	\$37,500	0	0	0	0	0	0	0	0
Aldrich Arena	Exterior Steel doors	2001	20	2021	\$32,000	0	0	0	32,000	0	0	0	0
Aldrich Arena	Snow Melt Pit Pipes	2009	25	2034	\$12,000	0	0	0	0	0	0	0	0
Aldrich Arena	Exhaust fans	1993	25	2018	\$9,300	9,300	0	0	0	0	0	0	0
Aldrich Arena	Exterior block walls repaint	2012	15	2027	\$19,750	0	0	0	0	0	0	0	0
Aldrich Arena	Exterior OH Door	2010	20	2030	\$8,100	0	0	0	0	0	0	0	0
Aldrich Arena	Exterior Sign Panels				\$9,892	0	0	0	0	0	0	0	0
Aldrich Arena	Exterior steel fascia repaint	2012	15	2027	\$13,000	0	0	0	0	0	0	0	0
Aldrich Arena	Glycol pumps (2)	2007	20	2027	\$8,800	0	0	0	0	0	0	0	0
Aldrich Arena	Heater/AC (Conf. Rm)	1989	20	2009	\$3,500	3,500	0	0	0	0	0	0	0
Aldrich Arena	Paint interior walls	2015	10	2025	\$48,000	0	0	0	0	0	0	0	48,000
Aldrich Arena	Rink lights	2009	20	2029	\$14,000	0	0	0	0	0	0	0	0
Aldrich Arena	Scoreboard (2)	2001	12	2013	\$15,600	15,600	0	0	0	0	0	0	0
Aldrich Arena	Security system	2015	10	2025	\$3,500	0	0	0	0	0	0	0	3,500
Aldrich Arena	Sinks & Faucets (24)	2012	20	2032	\$2,840	0	0	0	0	0	0	0	0
Aldrich Arena	Skate Tile	2004	10	2014	\$35,600	35,600	0	0	0	0	0	0	0
Aldrich Arena	Skate Tile-West Rink Access	2014	5	2019	\$6,864	0	6,864	0	0	0	0	0	0
Aldrich Arena	Skate Tile-Player's Box	2014	5	2019	\$2,678	0	2,678	0	0	0	0	0	0
Aldrich Arena	Sound system	2010	15	2025	\$5,600	0	0	0	0	0	0	0	5,600
Aldrich Arena	Steam heaters in lobby (3)	1991	30	2021	\$4,600	0	0	0	4,600	0	0	0	0
Aldrich Arena	Steam heaters in restrooms (4)	2010	30	2040	\$14,000	0	0	0	0	0	0	0	0
Aldrich Arena	Telephone System	2012	15	2027	\$4,393	0	0	0	0	0	0	0	0
Aldrich Arena	Toilet partitions	2016	25	2041	\$2,000	0	0	0	0	0	0	0	0
Aldrich Arena	Wireless infrastructure	2015	15	2030	\$2,800	0	0	0	0	0	0	0	0
Aldrich Arena	Water heater	2009	20	2029	\$3,270	0	0	0	0	0	0	0	0
Aldrich Arena	Water heater	2013	20	2033	\$4,288	0	0	0	0	0	0	0	0
						140,700	9,542	19,000	41,237	0	0	0	57,100
Biff Adams Arena	Caulk pre-cast panels	2014	15	2029	\$8,050	0	0	0	0	0	0	0	0
Biff Adams Arena	Doors-Exterior	2014	20	2034	\$14,400	0	0	0	0	0	0	0	0
Biff Adams Arena	Walkways	1973	50	2023	\$4,700	0	0	0	0	0	4,700	0	0
						0	0	0	0	0	4,700	0	0
Harding Arena	Bleachers	1975	30	2005	\$16,000	16,000	0	0	0	0	0	0	0
Harding Arena	Card Access System	2016	20	2036	\$2,600	0	0	0	0	0	0	0	0
Harding Arena	Chillers (2)	2008	20	2028	\$28,000	0	0	0	0	0	0	0	0
Harding Arena	Exhaust fans	1975	25	2000	\$9,300	9,300	0	0	0	0	0	0	0
Harding Arena	Exterior facing brick	1975	100	2075	\$37,500	0	0	0	0	0	0	0	0
Harding Arena	Exterior OH Door	2012	25	2037	\$5,104	0	0	0	0	0	0	0	0
Harding Arena	Exterior Steel doors (6)	2012	25	2037	\$21,858	0	0	0	0	0	0	0	0
Harding Arena	Fire Supression System	1975	50	2025	\$135,000	0	0	0	0	0	0	0	135,000
Harding Arena	Furnace - Lobby (2)	2009	20	2029	\$13,000	0	0	0	0	0	0	0	0
Harding Arena	Furnace - Team Room (1)	2012	20	2032	\$4,200	0	0	0	0	0	0	0	0
Harding Arena	Furnace - Training Room (1)	2012	20	2032	\$3,600	0	0	0	0	0	0	0	0
Harding Arena	Glycol pumps (2)	2008	20	2028	\$3,800	0	0	0	0	0	0	0	0
Harding Arena	Interior OH Door	2012	25	2037	\$3,301	0	0	0	0	0	0	0	0
Harding Arena	Interior steel doors	2012	25	2037	\$17,465	0	0	0	0	0	0	0	0
Harding Arena	Light Guards-Mezzanine	2014	20	2034	346 \$3,000	0	0	0	0	0	0	0	0

ICE ARENAS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Harding Arena	Lobby Doors	2004	15	2019	\$3,000	0	3,000	0	0	0	0	0	0
Harding Arena	Paint Interior Roof Deck	2012	15	2027	\$19,368	0	0	0	0	0	0	0	0
Harding Arena	Radiant heaters (3)	2012	20	2032	\$1,795	0	0	0	0	0	0	0	0
Harding Arena	Rink Lights	2005	20	2025	\$9,000	0	0	0	0	0	0	0	9,000
Harding Arena	Scoreboard	2010	12	2022	\$5,000	0	0	0	0	5,000	0	0	0
Harding Arena	Security System	2015	10	2025	\$3,000	0	0	0	0	0	0	0	3,000
Harding Arena	Sinks & Faucets (6)	1975	20	1995	\$2,400	2,400	0	0	0	0	0	0	0
Harding Arena	Skate Tile	2011	10	2021	\$31,839	0	0	0	31,839	0	0	0	0
Harding Arena	Sound System	2012	15	2027	\$4,198	0	0	0	0	0	0	0	0
Harding Arena	Spillway	1975	20	1995	\$9,000	9,000	0	0	0	0	0	0	0
Harding Arena	Toilets	2011	20	2031	\$1,244	0	0	0	0	0	0	0	0
Harding Arena	Toilet partitions	2011	25	2036	\$5,161	0	0	0	0	0	0	0	0
Harding Arena	Tuck Point Exterior Brick	1975	15	1990	\$8,600	8,600	0	0	0	0	0	0	0
Harding Arena	Walkways-Cement	2008	30	2038	\$10,600	0	0	0	0	0	0	0	0
Harding Arena	Water heater	2009	20	2029	\$3,750	0	0	0	0	0	0	0	0
						45,300	3,000	0	31,839	5,000	0	0	147,000
Highland-North	Air Handler	2017	20	2037	\$12,900	0	0	0	0	0	0	0	0
Highland-North	Bleacher Seats	1998	20	2018	\$16,000	16,000	0	0	0	0	0	0	0
Highland-North	Caulk pre-cast panels	2014	15	2029	\$4,000	0	0	0	0	0	0	0	0
Highland-North	Chillers (2)	1998	20	2018	\$28,000	28,000	0	0	0	0	0	0	0
Highland-North	Compressor (1)	2010	20	2030	\$14,000	0	0	0	0	0	0	0	0
Highland-North	Compressor Controller	2014	20	2034	\$13,000	0	0	0	0	0	0	0	0
Highland-North	Epoxy Recoat-Stairs	2013	10	2023	\$4,941	0	0	0	0	0	4,941	0	0
Highland-North	Epoxy Recoat-Concession	2016	10	2026	\$5,100	0	0	0	0	0	0	0	0
Highland-North	Epoxy Recoat-Conc. Closet	2017	10	2027	\$2,950	0	0	0	0	0	0	0	0
Highland-North	Epoxy Recoat-Lobby	2014	10	2024	\$6,000	0	0	0	0	0	0	6,000	0
Highland-North	Epoxy Recoat-Concourse	2014	10	2024	\$11,000	0	0	0	0	0	0	11,000	0
Highland-North	Exhaust fans	1998	25	2023	\$9,300	0	0	0	0	0	9,300	0	0
Highland-North	Exterior OH Door	1998	25	2023	\$3,200	0	0	0	0	0	3,200	0	0
Highland-North	Exterior Steel doors	1998	25	2023	\$21,000	0	0	0	0	0	21,000	0	0
Highland-North	Flooring-Weight Room	2012	10	2022	\$2,050	0	0	0	0	2,050	0	0	0
Highland-North	Freezer-Concessions	2013	15	2028	\$3,444	0	0	0	0	0	0	0	0
Highland-North	Furnace - Team Room	2008	20	2028	\$3,400	0	0	0	0	0	0	0	0
Highland-North	Glycol pumps (2)	1998	20	2018	\$5,800	5,800	0	0	0	0	0	0	0
Highland-North	Interior OH Door (1)	1998	25	2023	\$3,200	0	0	0	0	0	3,200	0	0
Highland-North	Interior steel doors	2014	25	2039	\$6,700	0	0	0	0	0	0	0	0
Highland-North	Lobby Doors (6)	1989	25	2014	\$18,000	18,000	0	0	0	0	0	0	0
Highland-North	Paint Interior Roof Deck	2014	15	2029	\$15,000	0	0	0	0	0	0	0	0
Highland-North	Radiant heaters (4)	2004	20	2024	\$9,100	0	0	0	0	0	0	9,100	0
Highland-North	Rink Lights	2005	20	2025	\$12,000	0	0	0	0	0	0	0	12,000
Highland-North	Roof Top Furnace (3)	1998	20	2018	\$20,400	20,400	0	0	0	0	0	0	0
Highland-North	Scoreboard	2013	12	2025	\$5,440	0	0	0	0	0	0	0	5,440
Highland-North	Security system (fire)	1998	20	2018	\$7,400	7,400	0	0	0	0	0	0	0
Highland-North	Sinks & Faucets (12)	1998	20	2018	\$4,800	4,800	0	0	0	0	0	0	0
Highland-North	Skate Tile	2012	10	2022	\$36,267	0	0	0	0	36,267	0	0	0
Highland-North	Skate Tile-Player's Box	2014	5	2019	\$2,700	0	2,700	0	0	0	0	0	0
Highland-North	Sound System	2013	15	2028	\$15,239	0	0	0	0	0	0	0	0
Highland-North	Telephone System	2013	15	2028	\$4,771	0	0	0	0	0	0	0	0
Highland-North	Toilet partitions	1998	25	2023	\$7,300	0	0	0	0	0	7,300	0	0
Highland-North	Walkways	1998	50	2048	\$15,616	0	0	0	0	0	0	0	0
Highland-North	Water heater tank	2016	20	2036	\$12,000	0	0	0	0	0	0	0	0
Highland-North	Water heater	2009	20	2029	\$5,794	0	0	0	0	0	0	0	0
						12,200	2,700	0	0	38,317	48,941	26,100	17,440
Highland-South	Bleachers	2002	30	2032	\$16,000	0	0	0	0	0	0	0	0
Highland-South	Caulk pre-cast panels	2014	15	2029	347 \$4,000	0	0	0	0	0	0	0	0

ICE ARENAS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Highland-South	Chillers (1)	1998	20	2018	\$28,000	28,000	0	0	0	0	0	0	0
Highland-South	Compressor Starters (2)	2014	20	2034	\$12,000	0	0	0	0	0	0	0	0
Highland-South	Exhaust fans	1998	25	2023	\$9,300	0	0	0	0	0	9,300	0	0
Highland-South	Exterior Steel doors	2012	20	2032	\$17,257	0	0	0	0	0	0	0	0
Highland-South	Furnace-Team Room	1998	20	2018	\$3,400	3,400	0	0	0	0	0	0	0
Highland-South	Glycol pumps (2)	1998	20	2018	\$5,800	5,800	0	0	0	0	0	0	0
Highland-South	Interior OH Door (Fire)	1993	25	2018	\$3,200	3,200	0	0	0	0	0	0	0
Highland-South	Interior OH Door (1)	2012	25	2037	\$3,304	0	0	0	0	0	0	0	0
Highland-South	Interior steel doors	2013	25	2038	\$10,971	0	0	0	0	0	0	0	0
Highland-South	LED lights - Synthetic ice	1998	15	2013	\$4,000	4,000	0	0	0	0	0	0	0
Highland-South	Lobby Furnace (lower lobby)	1998	20	2018	\$6,800	6,800	0	0	0	0	0	0	0
Highland-South	Low E Ceiling	2008	15	2023	\$48,500	0	0	0	0	0	48,500	0	0
Highland-South	Radiant heaters (3)	2013	20	2033	\$4,704	0	0	0	0	0	0	0	0
Highland-South	Rink Lights	2005	20	2025	\$9,000	0	0	0	0	0	0	0	9,000
Highland-South	Rooftop Heater-Synthetic Ice	2011	20	2031	\$9,144	0	0	0	0	0	0	0	0
Highland-South	Scoreboard	2012	12	2024	\$6,465	0	0	0	0	0	0	6,465	0
Highland-South	Sealcoat Rink Floor					0	0	0	0	0	0	0	0
Highland-South	Security System (both)	2015	10	2025	\$3,500	0	0	0	0	0	0	0	3,500
Highland-South	Sinks & Faucets (6)	2013	20	2033	\$2,766	0	0	0	0	0	0	0	0
Highland-South	Skate Tile	2010	10	2020	\$4,270	0	0	4,270	0	0	0	0	0
Highland-South	Skate Tile-Player's Box	2014	5	2019	\$2,700	0	2,700	0	0	0	0	0	0
Highland-South	Sound System	1986	15	2001	\$4,800	4,800	0	0	0	0	0	0	0
Highland-South	Synthetic Ice	1998	15	2013	\$16,500	16,500	0	0	0	0	0	0	0
Highland-South	Toilet partitions	2010	25	2035	\$5,300	0	0	0	0	0	0	0	0
Highland-South	Wireless Infrastructure	2015	15	2030	\$2,000	0	0	0	0	0	0	0	0
Highland-South	Walkways	1998	30	2028	\$8,280	0	0	0	0	0	0	0	0
Highland-South	Water heater	1998	20	2018	\$4,600	4,600	0	0	0	0	0	0	0
						77,100	2,700	4,270	0	0	57,800	6,465	12,500
Oscar Johnson Are	Bleachers	1973	30	2003	\$16,000	16,000	0	0	0	0	0	0	0
Oscar Johnson Are	Card Access System	2016	20	2036	\$2,500	0	0	0	0	0	0	0	0
Oscar Johnson Are	Caulk exterior block walls	2011	15	2026	\$16,000	0	0	0	0	0	0	0	0
Oscar Johnson Are	Chillers	2001	20	2021	\$28,000	0	0	0	28,000	0	0	0	0
Oscar Johnson Are	Condenser	2013	20	2033	\$49,997	0	0	0	0	0	0	0	0
Oscar Johnson Are	Exhaust fans	1973	25	1998	\$9,300	9,300	0	0	0	0	0	0	0
Oscar Johnson Are	Exterior block wall	1971	25	1996	\$16,500	16,500	0	0	0	0	0	0	0
Oscar Johnson Are	Exterior OH Door (2)	2012	25	2037	\$4,736	0	0	0	0	0	0	0	0
Oscar Johnson Are	Exterior Steel doors	2012	25	2037	\$13,943	0	0	0	0	0	0	0	0
Oscar Johnson Are	Furnace-Lobby	1998	20	2018	\$6,800	6,800	0	0	0	0	0	0	0
Oscar Johnson Are	Glycol pumps (2)	2001	20	2021	\$5,800	0	0	0	5,800	0	0	0	0
Oscar Johnson Are	Interior OH Door	2010	25	2035	\$3,070	0	0	0	0	0	0	0	0
Oscar Johnson Are	Interior steel doors	2016	25	2041	\$6,000	0	0	0	0	0	0	0	0
Oscar Johnson Are	Lobby Doors	2004	25	2029	\$3,000	0	0	0	0	0	0	0	0
Oscar Johnson Are	New security system	2010	20	2030	\$900	0	0	0	0	0	0	0	0
Oscar Johnson Are	Nova Brick on south exterior walls	1998	20	2018	\$46,000	46,000	0	0	0	0	0	0	0
Oscar Johnson Are	Paint Interior Roof Deck	2012	15	2027	\$19,368	0	0	0	0	0	0	0	0
Oscar Johnson Are	Radiant heaters (4)	2009	20	2029	\$9,100	0	0	0	0	0	0	0	0
Oscar Johnson Are	Rink Lights	2005	20	2025	\$9,000	0	0	0	0	0	0	0	9,000
Oscar Johnson Are	Scoreboard	2010	12	2022	\$5,000	0	0	0	0	5,000	0	0	0
Oscar Johnson Are	Security System	2015	10	2025	\$3,000	0	0	0	0	0	0	0	3,000
Oscar Johnson Are	Sinks & Faucets (4)	2011	20	2031	\$998	0	0	0	0	0	0	0	0
Oscar Johnson Are	Skate Tile	2011	10	2021	\$31,359	0	0	0	31,359	0	0	0	0
Oscar Johnson Are	Skate Tile-Players Boxes	2015	7	2022	\$8,800	0	0	0	0	8,800	0	0	0
Oscar Johnson Are	Sound System	2012	15	2027	\$4,190	0	0	0	0	0	0	0	0
Oscar Johnson Are	Team room furnace	1998	20	2018	\$3,400	3,400	0	0	0	0	0	0	0
Oscar Johnson Are	Toilet partitions	2011	25	2036	\$4,047	0	0	0	0	0	0	0	0
Oscar Johnson Are	Toilets	2011	20	2031	\$1,008	0	0	0	0	0	0	0	0

ICE ARENAS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Oscar Johnson Arena	Walkways	1998	30	2028	\$2,280	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Water heater	2009	20	2029	\$3,750	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Window Frame/Glass	2014	30	2044	\$3,085	0	0	0	0	0	0	0	0
						98,000	0	0	65,159	13,800	0	0	12,000
Phalen Arena	Brick Tuck Point	1975	15	1990	\$8,600	8,600	0	0	0	0	0	0	0
Phalen Arena	Card Access System	2016	20	2036	\$2,800	0	0	0	0	0	0	0	0
Phalen Arena	Chillers (2)	2003	20	2023	\$28,000	0	0	0	0	0	28,000	0	0
Phalen Arena	Drinking fountain	2016	15	2031	\$750	0	0	0	0	0	0	0	0
Phalen Arena	Exhaust fans	1975	25	2000	\$9,300	9,300	0	0	0	0	0	0	0
Phalen Arena	Exterior facing brick	2010	30	2040	\$22,900	0	0	0	0	0	0	0	0
Phalen Arena	Exterior OH Door	1975	25	2000	\$3,200	3,200	0	0	0	0	0	0	0
Phalen Arena	Exterior Steel doors - rink	2010	25	2035	\$12,700	0	0	0	0	0	0	0	0
Phalen Arena	Exterior Steel doors - lobby	2016	25	2041	\$10,500	0	0	0	0	0	0	0	0
Phalen Arena	Fire Suppression System	1975	50	2025	\$135,000	0	0	0	0	0	0	0	135,000
Phalen Arena	Glycol pumps (2)	2001	20	2021	\$5,800	0	0	0	5,800	0	0	0	0
Phalen Arena	Interior OH Door	2012	25	2037	\$1,723	0	0	0	0	0	0	0	0
Phalen Arena	Interior steel doors-Lockers	2013	25	2038	\$2,625	0	0	0	0	0	0	0	0
Phalen Arena	Interior steel doors-Officials	2013	25	2038	\$1,450	0	0	0	0	0	0	0	0
Phalen Arena	Lobby Doors	2005	20	2025	\$3,000	0	0	0	0	0	0	0	3,000
Phalen Arena	Lobby Furnace	1998	20	2018	\$6,800	6,800	0	0	0	0	0	0	0
Phalen Arena	Paint Interior Roof Deck	2012	15	2027	\$19,368	0	0	0	0	0	0	0	0
Phalen Arena	Radiant heaters (4)	2005	20	2025	\$9,100	0	0	0	0	0	0	0	9,100
Phalen Arena	Rink Lights	2005	20	2025	\$9,000	0	0	0	0	0	0	0	9,000
Phalen Arena	Scoreboard	2005	12	2017	\$7,800	7,800	0	0	0	0	0	0	0
Phalen Arena	Security System	2015	10	2025	\$5,000	0	0	0	0	0	0	0	5,000
Phalen Arena	Sinks & Faucets (12)	2005	20	2025	\$4,800	0	0	0	0	0	0	0	4,800
Phalen Arena	Skate Tile	2005	10	2015	\$35,300	35,300	0	0	0	0	0	0	0
Phalen Arena	Skate Tile-Players Boxes	2015	7	2022	\$7,000	0	0	0	0	7,000	0	0	0
Phalen Arena	Skate Tile-Office	2015	12	2027	\$3,400	0	0	0	0	0	0	0	0
Phalen Arena	Snow Guards	2014	10	2024	\$13,330	0	0	0	0	0	0	13,330	0
Phalen Arena	Sound System	2005	15	2020	\$5,600	0	0	5,600	0	0	0	0	0
Phalen Arena	Toilet Partitions	2005	25	2030	\$8,600	0	0	0	0	0	0	0	0
Phalen Arena	Walkways	1975	25	2000	\$10,000	10,000	0	0	0	0	0	0	0
Phalen Arena	Water heater	2009	20	2029	\$4,600	0	0	0	0	0	0	0	0
Phalen Arena	Window Frame/Transaction Ctr	2014	30	2044	\$2,490	0	0	0	0	0	0	0	0
						81,000	0	5,600	5,800	7,000	28,000	13,330	165,900
Pleasant Arena	Bleachers	2002	30	2032	\$16,000	0	0	0	0	0	0	0	0
Pleasant Arena	Card Access System	2016	20	2036	\$3,600	0	0	0	0	0	0	0	0
Pleasant Arena	Caulk pre-cast panels	2014	15	2029	\$8,050	0	0	0	0	0	0	0	0
Pleasant Arena	Chillers	1996	20	2016	\$28,000	28,000	0	0	0	0	0	0	0
Pleasant Arena	Exhaust fans	2004	25	2029	\$9,300	0	0	0	0	0	0	0	0
Pleasant Arena	Exterior OH Door	2012	25	2037	\$2,251	0	0	0	0	0	0	0	0
Pleasant Arena	Exterior Steel doors	2010	25	2035	\$13,600	0	0	0	0	0	0	0	0
Pleasant Arena	Furnace - Lobby	2006	20	2026	\$6,800	0	0	0	0	0	0	0	0
Pleasant Arena	Furnace - Team Room	1998	20	2018	\$3,400	3,400	0	0	0	0	0	0	0
Pleasant Arena	Glycol pumps (2)	2017	20	2037	\$6,600	0	0	0	0	0	0	0	0
Pleasant Arena	Interior OH Door	1989	25	2014	\$3,200	3,200	0	0	0	0	0	0	0
Pleasant Arena	Interior steel doors	2013	25	2038	\$2,708	0	0	0	0	0	0	0	0
Pleasant Arena	Lobby Doors	2006	25	2031	\$3,000	0	0	0	0	0	0	0	0
Pleasant Arena	Low E Ceiling	2009	15	2024	\$48,500	0	0	0	0	0	0	48,500	0
Pleasant Arena	Paint Interior Roof Deck	2009	15	2024	\$19,280	0	0	0	0	0	0	19,280	0
Pleasant Arena	Radiant heaters (7)	2013	20	2033	\$11,363	0	0	0	0	0	0	0	0
Pleasant Arena	Rink Lights	2005	20	2025	\$9,000	0	0	0	0	0	0	0	9,000
Pleasant Arena	Scoreboard	2001	12	2013	\$4,800	4,800	0	0	0	0	0	0	0
Pleasant Arena	Security System	2015	10	2025	\$3,300	0	0	0	0	0	0	0	3,300

ICE ARENAS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Pleasant Arena	Sinks & Faucets (6)	2013	20	2033	\$2,710	0	0	0	0	0	0	0	0
Pleasant Arena	Skate Tile - Lobby	2010	10	2020	\$4,470	0	0	4,470	0	0	0	0	0
Pleasant Arena	Skate Tile - Team Rooms	2010	10	2020	\$5,000	0	0	5,000	0	0	0	0	0
Pleasant Arena	Skate Tile - Lobby Restrooms	2015	10	2025	\$4,100	0	0	0	0	0	0	0	4,100
Pleasant Arena	Sound System	2004	15	2019	\$7,200	0	7,200	0	0	0	0	0	0
Pleasant Arena	Toilet partitions	2004	25	2029	\$7,300	0	0	0	0	0	0	0	0
Pleasant Arena	Walkways	1973	50	2023	\$2,280	0	0	0	0	0	2,280	0	0
Pleasant Arena	Water heater	2009	20	2029	\$1,617	0	0	0	0	0	0	0	0
Pleasant Arena	Windows in rink area	2004	15	2019	\$9,700	0	9,700	0	0	0	0	0	0
						39,400	16,900	9,470	0	0	2,280	67,780	16,400
Shoreview Arena	Caulk exterior block walls	1973	15	1988	\$8,600	8,600	0	0	0	0	0	0	0
Shoreview Arena	Card access system	2016	20	2036	\$3,200	0	0	0	0	0	0	0	0
Shoreview Arena	Chillers	2001	20	2021	\$28,000	0	0	0	28,000	0	0	0	0
Shoreview Arena	Exhaust fans	1973	25	1998	\$9,300	9,300	0	0	0	0	0	0	0
Shoreview Arena	Exterior block wall	1973	25	1998	\$16,500	16,500	0	0	0	0	0	0	0
Shoreview Arena	Exterior OH Door (2)	2012	25	2037	\$7,085	0	0	0	0	0	0	0	0
Shoreview Arena	Exterior Steel doors	2012	25	2037	\$11,586	0	0	0	0	0	0	0	0
Shoreview Arena	Furnace-Lobby	1998	20	2018	\$6,800	6,800	0	0	0	0	0	0	0
Shoreview Arena	Furnace-Team Room	1998	20	2018	\$3,400	3,400	0	0	0	0	0	0	0
Shoreview Arena	Glycol pumps (2)	2001	20	2021	\$5,800	0	0	0	5,800	0	0	0	0
Shoreview Arena	Interior OH Door	2012	20	2032	\$3,128	0	0	0	0	0	0	0	0
Shoreview Arena	Interior doors - Lobby team rms	2016	25	2041	\$3,700	0	0	0	0	0	0	0	0
Shoreview Arena	Interior doors - Lobby	2004	25	2029	\$3,000	0	0	0	0	0	0	0	0
Shoreview Arena	Paint Interior Roof Deck	2012	15	2027	\$19,368	0	0	0	0	0	0	0	0
Shoreview Arena	Radiant heaters (5)	1993	20	2013	\$9,600	9,600	0	0	0	0	0	0	0
Shoreview Arena	Rink Lights	2005	20	2025	\$9,000	0	0	0	0	0	0	0	9,000
Shoreview Arena	Scoreboard	2002	12	2014	\$7,800	7,800	0	0	0	0	0	0	0
Shoreview Arena	Security System	2015	10	2025	\$2,300	0	0	0	0	0	0	0	2,300
Shoreview Arena	Sinks & Faucets (4)	2011	20	2031	\$685	0	0	0	0	0	0	0	0
Shoreview Arena	Skate Tile	2011	10	2021	\$23,927	0	0	0	23,927	0	0	0	0
Shoreview Arena	Skate Tile - player's boxes	2015	7	2022	\$7,000	0	0	0	0	7,000	0	0	0
Shoreview Arena	Sound System	2002	15	2017	\$5,600	5,600	0	0	0	0	0	0	0
Shoreview Arena	Toilets	2011	20	2031	\$1,008	0	0	0	0	0	0	0	0
Shoreview Arena	Toilet partitions	2011	25	2036	\$4,047	0	0	0	0	0	0	0	0
Shoreview Arena	Water heater	2009	20	2029	\$4,600	0	0	0	0	0	0	0	0
Shoreview Arena	Water Softener	2015	10	2025	\$5,000	0	0	0	0	0	0	0	5,000
						67,600	0	0	57,727	7,000	0	0	16,300
White Bear Arena	Bleachers	2002	30	2032	\$16,000	0	0	0	0	0	0	0	0
White Bear Arena	Card access system	2016	20	2036	\$3,300	0	0	0	0	0	0	0	0
White Bear Arena	Caulk pre-cast panels	2014	15	2029	\$8,050	0	0	0	0	0	0	0	0
White Bear Arena	Chillers	1999	20	2019	\$28,000	0	28,000	0	0	0	0	0	0
White Bear Arena	Exhaust fans	1973	25	1998	\$9,300	9,300	0	0	0	0	0	0	0
White Bear Arena	Exterior OH Door	2012	25	2037	\$2,077	0	0	0	0	0	0	0	0
White Bear Arena	Exterior Steel doors (3 sets)	2014	25	2039	\$15,000	0	0	0	0	0	0	0	0
White Bear Arena	Furnace-Lobby	2008	20	2028	\$8,400	0	0	0	0	0	0	0	0
White Bear Arena	Furnace-Team Room	1998	20	2018	\$3,400	3,400	0	0	0	0	0	0	0
White Bear Arena	Glycol pumps (2)	1999	20	2019	\$5,800	0	5,800	0	0	0	0	0	0
White Bear Arena	Interior OH Door	1989	25	2014	\$3,200	3,200	0	0	0	0	0	0	0
White Bear Arena	Interior steel doors-Locker rms	2010	25	2035	\$8,300	0	0	0	0	0	0	0	0
White Bear Arena	Interior steel doors-Lobby	2014	25	2039	\$8,000	0	0	0	0	0	0	0	0
White Bear Arena	Low E Ceiling	2009	15	2024	\$48,500	0	0	0	0	0	0	48,500	0
White Bear Arena	Paint Interior Roof Deck	2009	15	2024	\$19,280	0	0	0	0	0	0	19,280	0
White Bear Arena	Radiant heaters (3)	2013	20	2033	\$6,639	0	0	0	0	0	0	0	0
White Bear Arena	Rink Lights	2005	20	2025	\$9,000	0	0	0	0	0	0	0	9,000
White Bear Arena	Scoreboard	2010	12	2022	350 \$5,000	0	0	0	0	5,000	0	0	0

ICE ARENAS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
White Bear Arena	Security System	2015	10	2025	\$2,100	0	0	0	0	0	0	0	2,100
White Bear Arena	Sinks & Faucets (6)	2013	20	2033	\$2,766	0	0	0	0	0	0	0	0
White Bear Arena	Skate Tile	2010	10	2020	\$20,000	0	0	20,000	0	0	0	0	0
White Bear Arena	Sound System	2012	15	2027	\$4,190	0	0	0	0	0	0	0	0
White Bear Arena	Toilets (5)	2012	25	2037	\$1,331	0	0	0	0	0	0	0	0
White Bear Arena	Toilet partitions	2012	25	2037	\$4,178	0	0	0	0	0	0	0	0
White Bear Arena	Walkways	1973	50	2023	\$2,280	0	0	0	0	0	2,280	0	0
White Bear Arena	Water heater	2009	20	2029	\$3,750	0	0	0	0	0	0	0	0
White Bear Arena	Window Frame/Glass	2014	30	2044	\$8,570	0	0	0	0	0	0	0	0
						15,900	33,800	20,000	0	5,000	2,280	67,780	11,100
West Side Arena	Bleachers	2002	30	2032	\$16,000	0	0	0	0	0	0	0	0
West Side Arena	Card access system	2016	20	2036	\$2,700	0	0	0	0	0	0	0	0
West Side Arena	Caulk pre-cast panels	2014	15	2029	\$8,050	0	0	0	0	0	0	0	0
West Side Arena	Chillers	1999	20	2019	\$28,000	0	28,000	0	0	0	0	0	0
West Side Arena	Exhaust fans	1973	25	1998	\$9,300	9,300	0	0	0	0	0	0	0
West Side Arena	Exterior OH Door	2012	25	2037	\$2,662	0	0	0	0	0	0	0	0
West Side Arena	Exterior Steel doors	2010	25	2035	\$3,388	0	0	0	0	0	0	0	0
West Side Arena	Furnace-Lobby	2007	20	2027	\$6,800	0	0	0	0	0	0	0	0
West Side Arena	Furnace-Team Room	1998	20	2018	\$3,400	3,400	0	0	0	0	0	0	0
West Side Arena	Glycol pumps (2)	1999	20	2019	\$5,800	0	5,800	0	0	0	0	0	0
West Side Arena	Interior OH Door	2012	20	2032	\$2,662	0	0	0	0	0	0	0	0
West Side Arena	Interior steel doors	2013	25	2038	\$15,805	0	0	0	0	0	0	0	0
West Side Arena	Lobby Doors	2013	25	2038	\$765	0	0	0	0	0	0	0	0
West Side Arena	Low E Ceiling	2009	15	2024	\$48,500	0	0	0	0	0	0	48,500	0
West Side Arena	Paint exterior super structure	2011	12	2023	\$25,000	0	0	0	0	0	25,000	0	0
West Side Arena	Paint Interior Roof Deck	2009	15	2024	\$19,280	0	0	0	0	0	0	19,280	0
West Side Arena	Radiant heaters (4)	2013	20	2033	\$11,667	0	0	0	0	0	0	0	0
West Side Arena	Rink Lights	2005	20	2025	\$9,000	0	0	0	0	0	0	0	9,000
West Side Arena	Scoreboard	2010	12	2022	\$5,000	0	0	0	0	5,000	0	0	0
West Side Arena	Sealcoat Rink Floor					0	0	0	0	0	0	0	0
West Side Arena	Security System	2015	10	2025	\$2,600	0	0	0	0	0	0	0	2,600
West Side Arena	Sinks & Faucets (6)	2013	20	2033	\$2,766	0	0	0	0	0	0	0	0
West Side Arena	Skate Tile	2014	10	2024	\$29,069	0	0	0	0	0	0	29,069	0
West Side Arena	Skate Tile - team rooms	2015	10	2025	\$9,200	0	0	0	0	0	0	0	9,200
West Side Arena	Skate Tile - player's boxes	2015	7	2022	\$5,300	0	0	0	0	5,300	0	0	0
West Side Arena	Sound System	2012	15	2027	\$4,190	0	0	0	0	0	0	0	0
West Side Arena	Toilets (5)	2012	25	2037	\$1,331	0	0	0	0	0	0	0	0
West Side Arena	Toilet partitions	2012	25	2037	\$4,178	0	0	0	0	0	0	0	0
West Side Arena	Walkways	1973	50	2023	\$26,000	0	0	0	0	0	26,000	0	0
West Side Arena	Water heater	2009	20	2029	\$3,750	0	0	0	0	0	0	0	0
West Side Arena	Window Frame/Glass	2014	30	2044	\$8,584	0	0	0	0	0	0	0	0
						12,700	33,800	0	0	10,300	51,000	96,849	20,800
ICE ARENAS TOTAL w/o HARDING ARENA/BIFF ADAMS ARENA						544,600	99,442	58,340	169,923	81,417	190,301	278,304	329,540

REGIONAL PARKS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Val Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Bald Eagle - Otter Lake	Boat launch slab and planks	2011	25	2036	\$20,000	0	0	0	0	0	0	0	0
Bald Eagle - Otter Lake	Concrete Walkway	2011	30	2041	\$4,800	0	0	0	0	0	0	0	0
Bald Eagle - Otter Lake	Fencing-Dog Park	2004	20	2024	\$14,000	0	0	0	0	0	0	14,000	0
Bald Eagle - Otter Lake	Paint Interior/Exterior	2011	7	2018	\$3,500	3,500	0	0	0	0	0	0	0
Bald Eagle - Otter Lake	Signage	2011	12	2023	\$6,300	0	0	0	0	0	6,300	0	0
Bald Eagle - Otter Lake	Sinks	2011	20	2031	\$375	0	0	0	0	0	0	0	0
Bald Eagle - Otter Lake	Metal Roof Restroom	2011	20	2031	\$8,000	0	0	0	0	0	0	0	0
Bald Eagle - Otter Lake	Toilet Partitions	2011	25	2036	\$1,500	0	0	0	0	0	0	0	0
Bald Eagle - Otter Lake	Toilets	2011	20	2031	\$600	0	0	0	0	0	0	0	0
Bald Eagle - Otter Lake	Trash enclosure	2011	25	2036	\$16,000	0	0	0	0	0	0	0	0
Bald Eagle - Otter Lake	Water heater	2011	10	2021	\$500	0	0	0	500	0	0	0	0
Bald Eagle - Otter Lake	Restroom Building *need to add components	2011								0	0	0	0
Bald Eagle	Boat Launch (Otter Lake)	2011	25	2036	\$25,000	0	0	0	0	0	0	0	0
Bald Eagle	Boat Launch Planks	2012	25	2037	\$34,800	0	0	0	0	0	0	0	0
Bald Eagle	Courtesy Dock	2002	15	2017	\$16,000	16,000	0	0	0	0	0	0	0
Bald Eagle	Epoxy Floor-Restrooms	2009	7	2016	\$1,800	1,800	0	0	0	0	0	0	0
Bald Eagle	Fencing/Gates	1975	30	2005	\$2,500	2,500	0	0	0	0	0	0	0
Bald Eagle	Fishing Pier	2002	20	2022	\$30,000	0	0	0	0	30,000	0	0	0
Bald Eagle	LED Lights - Shelter/Restrooms	2002	10	2012	\$10,000	10,000	0	0	0	0	0	0	0
Bald Eagle	Paint Interior/Exterior-Restrooms	2010	7	2017	\$2,300	2,300	0	0	0	0	0	0	0
Bald Eagle	Paint Interior/Exterior-Shelter	2010	7	2017	\$6,450	6,450	0	0	0	0	0	0	0
Bald Eagle	Play Surfaces	2012	10	2022	\$7,530	0	0	0	0	7,530	0	0	0
Bald Eagle	Roof-Asphalt-Restroom	2002	20	2022	\$6,800	0	0	0	0	6,800	0	0	0
Bald Eagle	Roof-Asphalt-Shelter	2002	20	2022	\$7,500	0	0	0	0	7,500	0	0	0
Bald Eagle	Signage	2002	12	2014	\$2,500	2,500	0	0	0	0	0	0	0
Bald Eagle	Sinks (4)	2002	30	2032	\$1,600	0	0	0	0	0	0	0	0
Bald Eagle	Site Amenities	2002	12	2014	\$20,000	20,000	0	0	0	0	0	0	0
Bald Eagle	Toilet Partitions	2002	25	2027	\$2,000	0	0	0	0	0	0	0	0
Bald Eagle	Toilets (6)	2002	30	2032	\$2,400	0	0	0	0	0	0	0	0
Bald Eagle	Water heater	2002	20	2022	\$360	0	0	0	0	360	0	0	0
Battle Ck Reg Park	Bridge Planks - Lower Creek #3/#4	2011	20	2031	\$1,792	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridge Planks - Lower Creek #8	2010	20	2030	\$3,024	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridge Planks - Lower Creek #9	2010	20	2030	\$1,984	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Epoxy Floors-Restrooms	2014	7	2021	\$4,600	0	0	0	4,600	0	0	0	0
Battle Ck Reg Park	Epoxy Floors-Kitchen	2007	7	2014	\$4,600	4,600	0	0	0	0	0	0	0
Battle Ck Reg Park	Drinking Fountains (2)	2010	15	2025	\$2,600	0	0	0	0	0	0	0	2,600
Battle Ck Reg Park	Hot Plates (2)-Pavilion	2016	20	2036	\$1,200	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Freezers (2)-Pavilion	1985	20	2005	\$3,000	8,000	0	0	0	0	0	0	0
Battle Ck Reg Park	Walk-In Coolers (2)-Pavilion	1985	20	2005	\$3,000	10,000	0	0	0	0	0	0	0
Battle Ck Reg Park	Paint Interior/Exterior-Pavilion	2017	7	2024	\$32,000	0	0	0	0	0	0	32,000	0
Battle Ck Reg Park	Parking Lot Lights (entry)	2017	20	2037	\$1,600	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Picnic Table frames	2011	30	2041	\$16,000	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Picnic Table frames painting	2011	10	2021	\$5,500	0	0	0	5,500	0	0	0	0
Battle Ck Reg Park	Picnic Table planks - plastic lumber	2011	20	2031	\$9,000	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Play Surface	2012	10	2022	\$7,530	0	0	0	0	7,530	0	0	0
Battle Ck Reg Park	Roof - Asphalt Shingle	2011	25	2036	\$8,000	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Shelter-Frame (added 11-2013)	2011				0	0	0	0	0	0	0	0
Battle Ck Reg Park	Shelter-Lighting (added 11-2013)	2011				0	0	0	0	0	0	0	0
Battle Ck Reg Park	Shelter-Concrete (added 11-2013)	2011				0	0	0	0	0	0	0	0
Battle Ck Reg Park	Signage	2004	12	2016	\$4,000	4,000	0	0	0	0	0	0	0
Battle Ck Reg Park	Sinks & Faucets	2010	30	2040	\$3,300	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Site Amenities - drinking fountain	2011	20	2031	\$10,000	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Site Amenities - grills, char. Bin	2011	12	2023	\$25,000	0	0	0	0	0	25,000	0	0
Battle Ck Reg Park	Skylights (3)	2014	20	2034	\$39,977	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Toilet Partitions	2015	25	2040	\$3,600	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Walkways-Pavilion		30			0	0	0	0	0	0	0	0
Battle Ck Reg Park	Water heater (2)	2009	20	2029	\$2,300	0	0	0	0	0	0	0	0

REGIONAL PARKS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Val Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Battle Ck Reg Park	Lower Afton (McK to 61)-(2) Benches	2012	30	2042	\$1,400	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Lower Afton (McK to 61)-Pavers	2012			\$3,850	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Lower Afton (McK to 61)-Fence Railing	2012			\$42,150	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Lower Afton (McK to 61)-Guard Rails	2012			\$41,301	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Lower Afton (McK to 61)-Bench Slabs	2012	30	2042	\$600	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Lower Afton (Century to McK)-Pavers	2007			\$2,100	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Lower Afton (Century to McK)-Bench	2007	30	2037		0	0	0	0	0	0	0	0
Battle Ck Reg Park	Lower Afton (Century to McK)-Bench Slabs	2007	30	2037		0	0	0	0	0	0	0	0
Battle Ck Reg Park	Lower Afton (Century to McK)-Retaining Wall	2007				0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Beach Chairs	2014	10	2024	\$14,000	0	0	0	0	0	0	14,000	0
Battle Creek-Waterwor	Caulk Exterior Block and Fascia	2000	20	2020	\$6,500	0	0	6,500	0	0	0	0	0
Battle Creek-Waterwor	Caulk Pool & Deck	2009	8	2017	\$5,100	5,100	0	0	0	0	0	0	0
Battle Creek-Waterwor	Cement Concourse-Exterior	2000	100	2100	\$12,500	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Cement Epoxy Seal (Deck)	2014	12	2026	\$23,300	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Chemical Controllers (2)	2012	12	2024	\$4,080	0	0	0	0	0	0	4,080	0
Battle Creek-Waterwor	Door Opener & Door (Vending)	2014	15	2029	\$4,400	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Drain Covers	2009	10	2019	\$11,745	0	11,745	0	0	0	0	0	0
Battle Creek-Waterwor	Drain Tiles-Pool Floor	2011	12	2023	\$2,500	0	0	0	0	0	2,500	0	0
Battle Creek-Waterwor	Drinking Fountains (2)	2000	15	2015	\$7,200	7,200	0	0	0	0	0	0	0
Battle Creek-Waterwor	Epoxy Floor - Restrooms	2015	7	2022	\$9,000	0	0	0	0	9,000	0	0	0
Battle Creek-Waterwor	Epoxy Floor - Lifeguard Room	2014	7	2021	\$3,000	0	0	0	3,000	0	0	0	0
Battle Creek-Waterwor	Exterior Steel Doors	2000	30	2030	\$25,500	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Fence (Decorative Rope)	2000	10	2010	\$26,300	26,300	0	0	0	0	0	0	0
Battle Creek-Waterwor	Fencing/Gates	2000	30	2030	\$40,000	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Filter Baskets (1)	2009	10	2019	\$4,500	0	4,500	0	0	0	0	0	0
Battle Creek-Waterwor	Filter Baskets (2)	2000	10	2010	\$9,000	9,000	0	0	0	0	0	0	0
Battle Creek-Waterwor	Funbrella	2008	8	2016	\$12,800	12,800	0	0	0	0	0	0	0
Battle Creek-Waterwor	Irrigation Systems	2000	25	2025	\$9,000	0	0	0	0	0	0	0	9,000
Battle Creek-Waterwor	Lifeguard Chairs (2)	2000	10	2010	\$6,400	6,400	0	0	0	0	0	0	0
Battle Creek-Waterwor	Lily Pad Anchors & Pads	2014	10	2024	\$16,500	0	0	0	0	0	0	16,500	0
Battle Creek-Waterwor	Lily Pad Netting	2004	7	2011	\$3,600	3,600	0	0	0	0	0	0	0
Battle Creek-Waterwor	Moss System Tank (added 11-2013)	2013	7	2020	\$755	0	0	755	0	0	0	0	0
Battle Creek-Waterwor	Paint Drinking Fountain (added 11-2013)	2013	7	2020	\$300	0	0	300	0	0	0	0	0
Battle Creek-Waterwor	Paint Exterior	2012	7	2019	\$5,600	0	5,600	0	0	0	0	0	0
Battle Creek-Waterwor	Paint Interior	2009	7	2016	\$7,000	7,000	0	0	0	0	0	0	0
Battle Creek-Waterwor	Paint Play Structure (SCS)	2013	5	2018	\$3,325	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Paint Pool	2014	7	2021	\$32,300	0	0	0	32,300	0	0	0	0
Battle Creek-Waterwor	Paint Shower Tower (added 11-2013)	2013	7	2020	\$350	0	0	350	0	0	0	0	0
Battle Creek-Waterwor	PH Injectors	2007	7	2014	\$900	900	0	0	0	0	0	0	0
Battle Creek-Waterwor	Pool Bottom Pads (3)	2017	5	2022	\$3,600	0	0	0	0	3,600	0	0	0
Battle Creek-Waterwor	Pool Edge Pads (2) - Lily Pads	2010	5	2015	\$3,300	3,300	0	0	0	0	0	0	0
Battle Creek-Waterwor	Pool Ladders (3)	2000	12	2012	\$4,000	4,000	0	0	0	0	0	0	0
Battle Creek-Waterwor	Pool Pumps (5)	2010	10	2020	\$28,000	0	0	28,000	0	0	0	0	0
Battle Creek-Waterwor	Pool Vacuum	2010	5	2015	\$800	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Sand Play Area	2000	20	2020	\$25,000	0	0	25,000	0	0	0	0	0
Battle Creek-Waterwor	SCS Handwheel Assembly	2010	5	2015	\$2,500	2,500	0	0	0	0	0	0	0
Battle Creek-Waterwor	Security System	2010	10	2020	\$5,000	0	0	5,000	0	0	0	0	0
Battle Creek-Waterwor	Shower Towers (3)	2000	15	2015	\$22,000	22,000	0	0	0	0	0	0	0
Battle Creek-Waterwor	Signage	2008	12	2020	\$4,000	0	0	4,000	0	0	0	0	0
Battle Creek-Waterwor	Sinks (6)	2000	15	2015	\$2,400	2,400	0	0	0	0	0	0	0
Battle Creek-Waterwor	Slide-(3) Small	2010	10	2020	\$30,000	0	0	30,000	0	0	0	0	0
Battle Creek-Waterwor	Slide-(1) Large		10			0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Sound System	2010	15	2025	\$16,800	0	0	0	0	0	0	0	16,800
Battle Creek-Waterwor	Tile-Lifeguard Room	2014	12	2026	\$2,928	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Toilet Partitions	2000	25	2025	\$6,000	0	0	0	0	0	0	0	6,000
Battle Creek-Waterwor	Toilets (7)	2000	30	2030	\$2,800	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Walkways (added 11-2013)		30			0	0	0	0	0	0	0	0

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Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Val Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Battle Creek-Waterwor	Water heater - small residential	2012	10	2022	\$1,850	0	0	0	0	1,850	0	0	0
Battle Creek-Waterwor	Water heater - large commercial	2000	7	2007	\$6,000	6,000	0	0	0	0	0	0	0
Battle Creek-Waterwor	Water Play Features-Pools & Falls	2000	20	2020	\$7,300	0	0	7,300	0	0	0	0	0
Beaches	Bouys	2016	10	2026	\$6,700	0	0	0	0	0	0	0	0
Keller Archery	Shooting Station/Fixtures	1978	20	1998	\$5,000	5,000	0	0	0	0	0	0	0
Keller Archery	Signage	2007	8	2015	\$2,000	2,000	0	0	0	0	0	0	0
Keller Golfview	Asphalt Shingle Roof-Shelter #1	2011	20	2031	\$18,000	0	0	0	0	0	0	0	0
Keller Golfview	Asphalt Shingle Roof-Shelter #2	2011	20	2031	\$18,000	0	0	0	0	0	0	0	0
Keller Golfview	Asphalt Shingle Roof-Shelter #3	2011	20	2031	\$25,000	0	0	0	0	0	0	0	0
Keller Golfview	Benches (added 11-2013)					0	0	0	0	0	0	0	0
Keller Golfview	Drinking Faucets-Shelter #1	2011	15	2026	\$7,200	0	0	0	0	0	0	0	0
Keller Golfview	Drinking Faucets-Shelter #2	2011	15	2026	\$7,200	0	0	0	0	0	0	0	0
Keller Golfview	Drinking Faucets-Shelter #3	2011	15	2026	\$7,200	0	0	0	0	0	0	0	0
Keller Golfview	Paint Exterior-Shelter #1	2011	7	2018	\$4,500	4,500	0	0	0	0	0	0	0
Keller Golfview	Paint Exterior-Shelter #2	2011	7	2018	\$4,500	4,500	0	0	0	0	0	0	0
Keller Golfview	Paint Exterior-Shelter #3	2011	7	2018	\$4,500	4,500	0	0	0	0	0	0	0
Keller Golfview	Powder Recoat of Playground Structure					0	0	0	0	0	0	0	0
Keller Golfview	Sign (ID) Construct					0	0	0	0	0	0	0	0
Keller Golfview	Tables/Grills-Shelter #1	2011	12	2023	\$8,000	0	0	0	0	0	8,000	0	0
Keller Golfview	Tables/Grills-Shelter #2	2011	12	2023	\$8,000	0	0	0	0	0	8,000	0	0
Keller Golfview	Tables/Grills-Shelter #3	2011	12	2023	\$8,000	0	0	0	0	0	8,000	0	0
Keller Golfview	Tuj Lub - Belting (3 courts)	2017	5	2022	\$20,000	0	0	0	0	20,000	0	0	0
Keller Golfview Restroo	Epoxy Floor	2015	7	2022	\$2,000	0	0	0	0	2,000	0	0	0
Keller Golfview Restroo	Drinking Fountains	2007	15	2022	\$7,200	0	0	0	0	7,200	0	0	0
Keller Golfview Restroo	Exterior Steel Door (3)	2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Keller Golfview Restroo	Paint Hardboard Exterior/Soffet	2007	7	2014	\$8,000	8,000	0	0	0	0	0	0	0
Keller Golfview Restroo	Paint Interior	2007	7	2014	\$8,500	8,500	0	0	0	0	0	0	0
Keller Golfview Restroo	Play Surfaces	1998	15	2013	\$30,000	30,000	0	0	0	0	0	0	0
Keller Golfview Restroo	Roof Shingle/Membrane	2007	20	2027	\$11,000	0	0	0	0	0	0	0	0
Keller Golfview Restroo	Signage	2007	12	2019	\$800	0	800	0	0	0	0	0	0
Keller Golfview Restroo	Site Amenities	2009	12	2021	\$20,000	0	0	0	20,000	0	0	0	0
Keller Golfview Restroo	Slide	2010	30	2040	\$2,200	0	0	0	0	0	0	0	0
Keller Golfview Restroo	Toilet Partitions	2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Golfview Restroo	Water Heater	2007	10	2017	\$720	720	0	0	0	0	0	0	0
Keller Island	Asphalt Shingle Roof-Shelter	2009	20	2029	\$18,000	0	0	0	0	0	0	0	0
Keller Island	Bridge Planks	1980	20	2000	\$9,700	9,700	0	0	0	0	0	0	0
Keller Island	Drinking Faucets-Shelter	2009	15	2024	\$7,200	0	0	0	0	0	0	7,200	0
Keller Island	Lift Station Pumps (2)	2007	10	2017	\$5,000	5,000	0	0	0	0	0	0	0
Keller Island	Paint Exterior-Shelter	2009	7	2016	\$4,500	4,500	0	0	0	0	0	0	0
Keller Island	Tables/Grills-Shelter	2009	12	2021	\$8,000	0	0	0	0	0	0	0	0
Keller Island	Boardwalk - south section	2014	12	2026	???	0	0	0	0	0	0	0	0
Keller Island	Boardwalk railing - south section	2014	12	2026	???								
Keller Island Restroom	Epoxy Floor	2015	7	2022	\$2,000	0	0	0	0	2,000	0	0	0
Keller Island Restroom	Drinking Fountains	2007	15	2022	\$7,200	0	0	0	0	7,200	0	0	0
Keller Island Restroom	Exterior Steel Door (3)	2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Keller Island Restroom	Paint Hardboard Exterior/Soffet	2007	7	2014	\$8,000	8,000	0	0	0	0	0	0	0
Keller Island Restroom	Paint Interior	2007	7	2014	\$8,500	8,500	0	0	0	0	0	0	0
Keller Island Restroom	Roof Membrane/Shingle	2007	20	2027	\$11,000	0	0	0	0	0	0	0	0
Keller Island Restroom	Signage	2007	12	2019	\$800	0	800	0	0	0	0	0	0
Keller Island Restroom	Site Amenities	2007	12	2019	\$12,000	0	12,000	0	0	0	0	0	0
Keller Island Restroom	Toilet Partitions	2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Island Restroom	Water Heater	2007	10	2017	\$720	720	0	0	0	0	0	0	0
Keller Lakeside	Asphalt Shingle Roof-Shelter	2009	20	2029	\$18,000	0	0	0	0	0	0	0	0
Keller Lakeside	Drinking Faucets-Shelter	2009	15	2024	\$7,200	0	0	0	0	0	0	7,200	0
Keller Lakeside	Paint Exterior-Shelter	2009	7	2016	\$4,500	4,500	0	0	0	0	0	0	0
Keller Lakeside	Sign (ID) Construct					0	0	0	0	0	0	0	0
Keller Lakeside	Tables/Grills-Shelter	2009	12	2021	\$8,000	0	0	0	8,000	0	0	0	0

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Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Val Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Keller Lakeside Restroom	Epoxy Floor	2015	7	2022	\$2,000	0	0	0	0	2,000	0	0	0
Keller Lakeside Restroom	Drinking Fountains	2007	15	2022	\$7,200	0	0	0	0	7,200	0	0	0
Keller Lakeside Restroom	Exterior Steel Door (3)	2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Keller Lakeside Restroom	Paint Hardboard Exterior/Soffet	2007	7	2014	\$8,000	8,000	0	0	0	0	0	0	0
Keller Lakeside Restroom	Paint Interior	2007	7	2014	\$8,500	8,500	0	0	0	0	0	0	0
Keller Lakeside Restroom	Roof Shingle/Membrane	2007	20	2027	\$11,000	0	0	0	0	0	0	0	0
Keller Lakeside Restroom	Signage	2007	12	2019	\$800	0	800	0	0	0	0	0	0
Keller Lakeside Restroom	Site Amenities	2009	12	2021	\$20,000	0	0	0	20,000	0	0	0	0
Keller Lakeside Restroom	Toilet Partitions	2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Lakeside Restroom	Water Heater	2007	10	2017	\$720	720	0	0	0	0	0	0	0
Keller Lower	Asphalt Shingle Roof-Shelter	2009	20	2029	\$18,000	0	0	0	0	0	0	0	0
Keller Lower	Epoxy Floor - Restrooms	2015	7	2022	\$2,000	0	0	0	0	2,000	0	0	0
Keller Lower	Drinking Faucets-Shelter	2009	15	2024	\$7,200	0	0	0	0	0	0	7,200	0
Keller Lower	Drinking Fountains	2009	15	2024	\$7,200	0	0	0	0	0	0	7,200	0
Keller Lower	Exterior Steel Door (3)-Restrooms	2009	30	2039	\$3,000	0	0	0	0	0	0	0	0
Keller Lower	Paint Exterior-Shelter	2009	7	2016	\$4,500	4,500	0	0	0	0	0	0	0
Keller Lower	Paint Hardboard Exterior/Soffet-Restrooms	2009	7	2016	\$8,000	8,000	0	0	0	0	0	0	0
Keller Lower	Paint Interior-Restrooms	2009	7	2016	\$8,500	8,500	0	0	0	0	0	0	0
Keller Lower	Roof Shingle/Membrane-Restrooms	2009	20	2029	\$11,000	0	0	0	0	0	0	0	0
Keller Lower	Roof-Shelter	2009	20	2029	\$11,000	0	0	0	0	0	0	0	0
Keller Lower	Sign (ID) Construct					0	0	0	0	0	0	0	0
Keller Lower	Signage	2007	12	2019	\$800	0	800	0	0	0	0	0	0
Keller Lower	Site Amenities	1987	12	1999	\$20,000	20,000	0	0	0	0	0	0	0
Keller Lower	Tables/Grills-Shelter	2009	12	2021	\$8,000	0	0	0	0	0	0	0	0
Keller Lower	Toilet Partitions-Restrooms	2009	25	2034	\$2,000	0	0	0	0	0	0	0	0
Keller Lower	Water Heater-Restrooms	2009	10	2019	\$720	0	720	0	0	0	0	0	0
Keller Lower Creek	Bridge Planks	2011	20	2031	\$3,000	0	0	0	0	0	0	0	0
Keller Lower Round	Bridge Planks	2011	20	2031	\$3,000	0	0	0	0	0	0	0	0
Keller Round Restrooms	Cement Epoxy-Restrooms	2015	7	2022	\$2,000	0	0	0	0	2,000	0	0	0
Keller Round Restrooms	Drinking Fountains	2010	15	2025	\$7,200	0	0	0	0	0	0	0	7,200
Keller Round Restrooms	Exterior Steel Door	2010	30	2040	\$3,000	0	0	0	0	0	0	0	0
Keller Round	Fishing Pier	2017	20	2037	\$33,700	0	0	0	0	0	0	0	0
Keller Round Restrooms	Paint Exterior	2010	7	2017	\$8,500	8,500	0	0	0	0	0	0	0
Keller Round Restrooms	Paint Interior	2010	7	2017	\$8,500	8,500	0	0	0	0	0	0	0
Keller Round Restrooms	Roof Membrane/Shingle	2010	20	2030	\$11,000	0	0	0	0	0	0	0	0
Keller Round	Signage	2007	12	2019	\$800	0	800	0	0	0	0	0	0
Keller Round	Site Amenities (grills/charcoal bins)	1978	12	1990	\$8,000	8,000	0	0	0	0	0	0	0
Keller Spoon	Sign (ID) Construct					0	0	0	0	0	0	0	0
Keller Spoon	Boardwalk - north section	2014	12	2026	???	0	0	0	0	0	0	0	0
Keller Spoon	Boardwalk railing - north section	2014	12	2026	???								
Keller Spoon E Restroom	Epoxy Floor	2015	7	2022	\$2,000	0	0	0	0	2,000	0	0	0
Keller Spoon E Restroom	Drinking Fountains	2007	15	2022	\$7,200	0	0	0	0	7,200	0	0	0
Keller Spoon E Restroom	Exterior Steel Door (3)	2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Keller Spoon E Restroom	Paint Hardboard Exterior/Soffet	2007	7	2014	\$8,000	8,000	0	0	0	0	0	0	0
Keller Spoon E Restroom	Paint Interior	2007	7	2014	\$8,500	8,500	0	0	0	0	0	0	0
Keller Spoon E Restroom	Roof Shingle/Membrane	2007	20	2027	\$11,000	0	0	0	0	0	0	0	0
Keller Spoon E Restroom	Signage	2007	12	2019	\$800	0	800	0	0	0	0	0	0
Keller Spoon E Restroom	Site Amenities	2007	12	2019	\$8,000	0	8,000	0	0	0	0	0	0
Keller Spoon E Restroom	Toilet Partitions	2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Spoon E Restroom	Water Heater	2007	10	2017	\$720	720	0	0	0	0	0	0	0
Keller Spoon W Restroom	Boat Launch Planks	1978	25	2003	\$30,000	30,000	0	0	0	0	0	0	0
Keller Spoon W Restroom	Epoxy Floor	2015	7	2022	\$2,000	0	0	0	0	2,000	0	0	0
Keller Spoon W Restroom	Drinking Fountains	2007	15	2022	\$7,200	0	0	0	0	7,200	0	0	0
Keller Spoon W Restroom	Exterior Steel Door (3)	2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Keller Spoon W Restroom	Paint Hardboard Exterior/Soffet	2007	7	2014	\$8,000	8,000	0	0	0	0	0	0	0
Keller Spoon W Restroom	Paint Interior	2007	7	2014	\$8,500	8,500	0	0	0	0	0	0	0
Keller Spoon W Restroom	Roof Membrane/Shingle	2007	20	2027	\$11,000	0	0	0	0	0	0	0	0

REGIONAL PARKS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Vali Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Keller Spoon W Restroo	Signage	2007	12	2019	\$800	0	800	0	0	0	0	0	0
Keller Spoon W Restroo	Site Amenities	2009	12	2021	\$8,000	0	0	0	8,000	0	0	0	0
Keller Spoon W Restroo	Toilet Partitions	2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Spoon W Restroo	Water Heater	2007	10	2017	\$720	720	0	0	0	0	0	0	0
Long Lake Reg	Boarding Dock	2012	12	2024	\$6,670	0	0	0	0	0	0	6,670	0
Long Lake Reg	Boat Launch Planks	2012	25	2037	\$24,995	0	0	0	0	0	0	0	0
Long Lake Reg	Bridges-Decking	1995	20	2015	\$15,000	15,000	0	0	0	0	0	0	0
Long Lake Reg	Epoxy Floor-Beach Bldg	2009	7	2016	\$3,600	3,600	0	0	0	0	0	0	0
Long Lake Reg	Epoxy Floor-Restrooms/Pav/Conc	2009	7	2016	\$8,013	8,013	0	0	0	0	0	0	0
Long Lake Reg	Docks	1989	15	2004	\$20,000	20,000	0	0	0	0	0	0	0
Long Lake Reg	Drinking Fountains (2)-Beach	2008	20	2028	\$9,600	0	0	0	0	0	0	0	0
Long Lake Reg	Drinking Fountains (2)-Pavilion	2010	20	2030	\$9,600	0	0	0	0	0	0	0	0
Long Lake Reg	Fishing Pier	2011	20	2031	\$37,358	0	0	0	0	0	0	0	0
Long Lake Reg	Guard Tower (3)	1985	15	2000	\$3,000	3,000	0	0	0	0	0	0	0
Long Lake Reg	Hot Plates-Pavilion	2015	15	2030	\$2,500	0	0	0	0	0	0	0	0
Long Lake Reg	Irrigation Systems Replacement	1989	25	2014	\$22,000	22,000	0	0	0	0	0	0	0
Long Lake Reg	Irrigation Systems-Pavilion/Beach	2013	25	2038	\$12,357	0	0	0	0	0	0	0	0
Long Lake Reg	Freezer-Pavilion	2015	15	2030	\$2,750	0	0	0	0	0	0	0	0
Long Lake Reg	Lift Station Pumps (2)	2017	10	2027	\$10,000	0	0	0	0	0	0	0	0
Long Lake Reg	Paint Interior/Exterior-Beach Building	2011	7	2018	\$8,670	8,670	0	0	0	0	0	0	0
Long Lake Reg	Paint Interior/Exterior-Pavilion	2008	7	2015	\$17,050	17,050	0	0	0	0	0	0	0
Long Lake Reg	Paint Interior/Exterior-Restrooms	2008	7	2015	\$3,800	3,800	0	0	0	0	0	0	0
Long Lake Reg	Paint Interior/Exterior-Shelter	2008	7	2015	\$1,075	1,075	0	0	0	0	0	0	0
Long Lake Reg	Playground Equip-Beach	2014	25	2039	\$39,000	0	0	0	0	0	0	0	0
Long Lake Reg	Playground Equip-Picnic	2014	20	2034	\$37,000	0	0	0	0	0	0	0	0
Long Lake Reg	Roof-Boat Ramp Building	2010	20	2030	\$6,400	0	0	0	0	0	0	0	0
Long Lake Reg	Roof-Beach Building	2016	30	2046	\$44,631	0	0	0	0	0	0	0	0
Long Lake Reg	Roof- Picnic shelter	2008	20	2028	\$3,800	0	0	0	0	0	0	0	0
Long Lake Reg	Sand Volleyball Court (2)-Pavilion/Beach	1985	30	2015	\$9,500	9,500	0	0	0	0	0	0	0
Long Lake Reg	Sanitary Sewer Pumping	2017	10	2027	\$5,000	0	0	0	0	0	0	0	0
Long Lake Reg	Signage-Pavilion	2004	12	2016	\$1,500	1,500	0	0	0	0	0	0	0
Long Lake Reg	Sinks-Pavilion	1985	40	2025	\$15,000	0	0	0	0	0	0	0	15,000
Long Lake Reg	Site Amenities	2005	12	2017	\$33,000	33,000	0	0	0	0	0	0	0
Long Lake Reg	Skylight (main and small) - beach building	1985	20	2005	\$40,000	40,000	0	0	0	0	0	0	0
Long Lake Reg	Speaker Systems - Beach	2006	15	2021	\$2,000	0	0	0	2,000	0	0	0	0
Long Lake Reg	Staining-Pavilion	2014	7	2021	\$30,473	0	0	0	30,473	0	0	0	0
Long Lake Reg	Tile floor - beach building	1985	20	2005	\$20,000	20,000	0	0	0	0	0	0	0
Long Lake Reg	Toilet Partitions-Pavilion	2015	25	2040	\$5,000	0	0	0	0	0	0	0	0
Long Lake Reg	Toilets-Pavilion	1985	40	2025	\$15,000	0	0	0	0	0	0	0	15,000
Long Lake Reg	Water heater (3)	2007	20	2027	\$1,500	0	0	0	0	0	0	0	0
Long Lake Reg	Water Play Features-Beach	2008	12	2020	\$20,000	0	0	20,000	0	0	0	0	0
Marsden Range	Shooting Station/Fixtures	1982	20	2002	\$1,500	1,500	0	0	0	0	0	0	0
Marsden Range	Signage	2008	12	2020	\$4,000	0	0	4,000	0	0	0	0	0
Rice Creek Trail	Bridge Redecking	2014	20	2034	\$3,222	0	0	0	0	0	0	0	0
Rice Creek Trail	Fencing	2009	30	2039	\$24,000	0	0	0	0	0	0	0	0
Rice Creek Trail	Signage	2004	12	2016	\$5,000	5,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Boat Launch Planks	2008	25	2033	\$30,000	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Caulk Exterior Block and Fascia	1996	20	2016	\$12,000	12,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Epoxy Floor-Lifeguard Room	2015	7	2022	\$4,500	0	0	0	0	4,500	0	0	0
Snail Lake Reg Park	Epoxy Floor-Restrooms (Beach)	2016	7	2023	\$4,400	0	0	0	0	0	4,400	0	0
Snail Lake Reg Park	Eposy Floor-Restrooms (Pavilion)	2016	7	2023	\$4,400	0	0	0	0	0	4,400	0	0
Snail Lake Reg Park	Docks & Boat Facilities	2011	20	2031	\$6,549	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Drinking Fountains (3)	2010	15	2025	\$7,200	0	0	0	0	0	0	0	7,200
Snail Lake Reg Park	Exterior Steel Door (6)-Beach Building	1996	30	2026	\$6,000	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Guard Tower	2018	15	2033	\$700	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Irrigation System	1996	25	2021	\$12,000	0	0	0	12,000	0	0	0	0
Snail Lake Reg Park	Kitchen Equipment-Pavilion	1996	20	2016	\$5,000	5,000	0	0	0	0	0	0	0

REGIONAL PARKS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Val Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Snail Lake Reg Park	Lift Station Pumps (2)	1996	10	2006	\$5,000	5,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Paint Interior/Exterior-Beach Bldg	2011	7	2018	\$7,500	7,500	0	0	0	0	0	0	0
Snail Lake Reg Park	Paint Interior/Exterior-Pavilion	2005	7	2012	\$9,000	9,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Paint Interior/Exterior-Shelter	2006	7	2013	\$5,000	5,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Playground Surface	2012	15	2027	\$10,414	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Refrigerator/Freezer-Pavilion	1996	20	2016	\$600	600	0	0	0	0	0	0	0
Snail Lake Reg Park	Roof-Shingle-Beach Bldg	2016	40	2056	\$49,900	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Roof-Shingle-Pavillion	1996	20	2016	\$4,000	4,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Sand Volleyball Court	2005	20	2025	\$6,500	0	0	0	0	0	0	0	6,500
Snail Lake Reg Park	Signage	2004	12	2016	\$3,000	3,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Sinks (7)-Pavilion/Beach Building	1996	30	2026	\$2,800	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Site Amenities	2008	12	2020	\$37,000	0	0	37,000	0	0	0	0	0
Snail Lake Reg Park	Speaker Systems-Beach Building	1996	20	2016	\$3,000	3,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Toilet Partitions-Pavilion/Beach Building	1996	25	2021	\$10,000	0	0	0	10,000	0	0	0	0
Snail Lake Reg Park	Toilets (14)-Pavilion/Beach Building	1996	30	2026	\$9,800	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Water heater (2)-Pavilion/Beach Building	2006	10	2016	\$1,440	1,440	0	0	0	0	0	0	0
Snail Lake Reg Park	Water Play Features	2008	12	2020	\$16,000	0	0	16,000	0	0	0	0	0
Sucker Vad Reg Park	Bridge Plank (Sucker) Concrete #1	2000	30	2030	\$10,000	0	0	0	0	0	0	0	0
Sucker Vad Reg Park	Bridge Plank (Vadnais) Wood #2	2000	20	2020	\$4,000	0	0	4,000	0	0	0	0	0
Sucker Vad Reg Park	Cement Epoxy Recoat-Restrooms (2 bldgs)	2016	7	2023	\$8,200	0	0	0	0	0	8,200	0	0
Sucker Vad Reg Park	Drinking Fountains (3)	2002	15	2017	\$7,200	7,200	0	0	0	0	0	0	0
Sucker Vad Reg Park	Exterior Steel Door (3) -Restrooms	2003	30	2033	\$3,000	0	0	0	0	0	0	0	0
Sucker Vad Reg Park	Exterior Steel Door (3) -Restrooms	2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Sucker Vad Reg Park	Fencing/Gates	2006	30	2036	\$8,000	0	0	0	0	0	0	0	0
Sucker Vad Reg Park	Lift Station Pumps (2)		10		\$5,000	0	0	0	0	0	0	0	0
Sucker Vad Reg Park	Paint Interior/Exterior-Restrooms	2014	7	2021	\$9,924	0	0	0	9,924	0	0	0	0
Sucker Vad Reg Park	Paint Interior/Exterior-Shelter	2003	7	2010	\$1,800	1,800	0	0	0	0	0	0	0
Sucker Vad Reg Park	Roof Shingle-Restroom (2)	2003	20	2023	\$5,000	0	0	0	0	0	5,000	0	0
Sucker Vad Reg Park	Roof Shingle-Shelter #1	2003	20	2023	\$5,000	0	0	0	0	0	5,000	0	0
Sucker Vad Reg Park	Roof Shingle-Shelter #2	2007	20	2027	\$5,000	0	0	0	0	0	0	0	0
Sucker Vad Reg Park	Signage	2004	12	2016	5000	5000	0	0	0	0	0	0	0
Sucker Vad Reg Park	Site Amenities	2004	12	2016	25000	25000	0	0	0	0	0	0	0
Sucker Vad Reg Park	Toilet Partitions (2)	2004	25	2029	\$3,200	0	0	0	0	0	0	0	0
Sucker Vad Reg Park	Water Heater (2)	2004	10	2014	\$640	640	0	0	0	0	0	0	0
Sucker Vad Reg Park	Wood Staining/Sealer-Shelter #1/#2	2007	7	2014	\$20,000	20,000	0	0	0	0	0	0	0
Tamarack	Ampitheatre Concrete	1990	25	2015	\$15,000	15,000	0	0	0	0	0	0	0
Tamarack	Boardwalk	1990	25	2015	\$30,000	30,000	0	0	0	0	0	0	0
Tamarack	Cabinets-New Addition	2003	20	2023	\$8,800	0	0	0	0	0	8,800	0	0
Tamarack	Caulk exterior siding -Old Building	2003	15	2018	\$1,650	1,650	0	0	0	0	0	0	0
Tamarack	Classroom Divider	2003	12	2015	\$2,350	2,350	0	0	0	0	0	0	0
Tamarack	Cork floor in classroom	2005	15	2020	\$5,800	0	0	5,800	0	0	0	0	0
Tamarack	Exterior Siding	1990	25	2015	0	0	0	0	0	0	0	0	0
Tamarack	Exterior Steel doors-New Addition	2003	15	2018	\$4,400	4,400	0	0	0	0	0	0	0
Tamarack	Exterior Steel doors-Old Building	1990	15	2005	\$4,200	4,200	0	0	0	0	0	0	0
Tamarack	Exterior windows-New Addition	2003	20	2023	\$6,500	0	0	0	0	0	6,500	0	0
Tamarack	Exterior windows-Old Building	1990	20	2010	\$6,500	6,500	0	0	0	0	0	0	0
Tamarack	Faucets (original bldg)	2013	20	2033	\$1,958	0	0	0	0	0	0	0	0
Tamarack	Fire sprinkler	2003	15	2018	\$30,000	30,000	0	0	0	0	0	0	0
Tamarack	Furnace with A/C units-New Addition	2003	20	2023	\$6,500	0	0	0	0	0	6,500	0	0
Tamarack	Furnace with A/C units-Old Building (1)	2011	20	2031	\$5,671	0	0	0	0	0	0	0	0
Tamarack	Furnace with A/C units-Old Building (1)	1991	20	2011	\$4,300	4,300	0	0	0	0	0	0	0
Tamarack	Hand pumps - Nature Play	2017	20	2037	\$7,100	0	0	0	0	0	0	0	0
Tamarack	Hot water heater-New Addition	2003	20	2023	\$450	0	0	0	0	0	450	0	0
Tamarack	Hot water heater-Old Building	2011	20	2031	\$467	0	0	0	0	0	0	0	0
Tamarack	Interior doors (old building)	1991	15	2006	\$10,000	10,000	0	0	0	0	0	0	0
Tamarack	Interior doors (new building)	2003	15	2018	\$7,500	7,500	0	0	0	0	0	0	0
Tamarack	Kitchen equipment (refrigerator/stove)	2003	10	2013	\$2,600	2,600	0	0	0	0	0	0	0

REGIONAL PARKS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value & Before	2018	2019	2020	2021	2022	2023	2024	2025
Tamarack	Paint Interior	2006	10	2016	\$5,000	5,000	0	0	0	0	0	0	0
Tamarack	Paint Exterior	2006	10	2016	\$4,500	4,500	0	0	0	0	0	0	0
Tamarack	Flooring-New Addition	2003	10	2013	\$27,000	27,000	0	0	0	0	0	0	0
Tamarack	Flooring-Old Building	2003	10	2013	\$3,800	3,800	0	0	0	0	0	0	0
Tamarack	Replace Shingle roof - Nature Ctr	2004	20	2024	\$27,000	0	0	0	0	0	0	27,000	0
Tamarack	Replace Shingle roof - Shelter	2004	20	2024	\$2,000	0	0	0	0	0	0	2,000	0
Tamarack	Security System	2003	20	2023	\$6,400	0	0	0	0	0	6,400	0	0
Tamarack	Sinks & Faucets (new addition)	2003	15	2018	\$5,000	5,000	0	0	0	0	0	0	0
Tamarack	Sinks (original bldg)	1991	15	2006	\$3,000	3,000	0	0	0	0	0	0	0
Tamarack	Teaching Deck	2001	20	2021	\$14,000	0	0	0	14,000	0	0	0	0
Tamarack	Toilet partitions (new addition)	2003	25	2028	\$2,600	0	0	0	0	0	0	0	0
Tamarack	Toilet partitions (old building)	1991	25	2016	\$3,500	3,500	0	0	0	0	0	0	0
Tamarack	Walkways & patio	2003	20	2023	\$12,300	0	0	0	0	0	12,300	0	0
Tamarack	Garden Center				0	0	0	0	0	0	0	0	0
Tamarack	Hanson Property				0	0	0	0	0	0	0	0	0
Tamarack	Nature Play Area				0	0	0	0	0	0	0	0	0
Tamarack Pole Barn	Entry Door	2000	15	2015	\$500	500	0	0	0	0	0	0	0
Tamarack Pole Barn	Garage Door	2000	15	2015	\$2,500	2,500	0	0	0	0	0	0	0
Tamarack Pole Barn	Heater	2000	10	2010	\$3,000	3,000	0	0	0	0	0	0	0
Tamarack Pole Barn	Window	2000	15	2015	\$3,000	3,000	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Boat Launch Planks	2000	25	2025	\$30,000	0	0	0	0	0	0	0	30,000
Tony Schmidt Reg Pk	Courtesy Dock	2017	15	2032	\$10,000	0	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Epoxy Floor Restrooms - Beach Building	2015	7	2022	\$10,500	0	0	0	0	10,500	0	0	0
Tony Schmidt Reg Pk	Epoxy Floor Restrooms - Boat Launch	2007	7	2014	\$3,600	3,600	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Epoxy Floor Restrooms - Picnic Shelter	2007	7	2014	\$3,600	3,600	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Epoxy Floor Restrooms - Picnic Pavillion (Hill)	2015	7	2022	\$3,400	0	0	0	0	3,400	0	0	0
Tony Schmidt Reg Pk	Drinking Fountains (4)	2000	15	2015	\$9,600	9,600	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Fencing/Gates	2000	30	2030	\$6,000	0	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Guard Tower	2000	15	2015	\$2,100	2,100	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Kitchen Equipment-Pavilion	2000	20	2020	\$5,000	0	0	5,000	0	0	0	0	0
Tony Schmidt Reg Pk	Kitchen Equipment-Pavilion	2000	20	2020	\$5,000	0	0	5,000	0	0	0	0	0
Tony Schmidt Reg Pk	Overhead Roll Up	2000	30	2030	\$3,500	0	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Paint Interior/Exterior	2008	7	2015	\$10,000	10,000	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Picnic Tables-Replank/Paint	2017	40	2057	\$45,000	0	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Play Surfaces (wood chips - beach)	2015	15	2030	\$40,000	0	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Play Surfaces (wood chips - Pavillion & shelter)	2000	25	2025	\$15,000	0	0	0	0	0	0	0	15,000
Tony Schmidt Reg Pk	Roof-Shingle-Bathrooms	2000	20	2020	\$5,000	0	0	5,000	0	0	0	0	0
Tony Schmidt Reg Pk	Roof-Shingle-Beach Bldg	2000	20	2020	\$10,000	0	0	10,000	0	0	0	0	0
Tony Schmidt Reg Pk	Roof-Shingle-Pavilion	2000	20	2020	\$10,000	0	0	10,000	0	0	0	0	0
Tony Schmidt Reg Pk	Roof-Shingle-Shelter	2000	20	2020	\$6,000	0	0	6,000	0	0	0	0	0
Tony Schmidt Reg Pk	Signage	2004	12	2016	\$1,200	1,200	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Sinks	2000	20	2020	\$2,800	0	0	2,800	0	0	0	0	0
Tony Schmidt Reg Pk	Site Amenities	2000	12	2012	\$45,000	45,000	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Speaker Systems-Beach	2000	20	2020	\$3,000	0	0	3,000	0	0	0	0	0
Tony Schmidt Reg Pk	Toilet Partitions	2000	25	2025	\$7,700	0	0	0	0	0	0	0	7,700
Tony Schmidt Reg Pk	Toilets	2000	20	2020	\$9,800	0	0	9,800	0	0	0	0	0
Tony Schmidt Reg Pk	Water Heater (4)	2010	10	2020	\$1,800	0	0	1,800	0	0	0	0	0
Trout Brook Trail	Signage	1999	12	2011	\$2,000	2,000	0	0	0	0	0	0	0
	TOTAL					1,050,738	48,165	252,405	180,297	162,570	125,750	145,050	138,000

COUNTY PARKS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Beaver Lake	Fishing Pier	2013	20	2033	\$34,160	0	0	0	0	0	0	0	0
Beaver Lake	Signage	2005	10	2015	\$800	800	0	0	0	0	0	0	0
Beaver Lake	Site Amenities	1978	12	1990	\$8,000	8,000	0	0	0	0	0	0	0
Island Lake	Boat Dock (new)	2011	30	2041	\$4,382	0	0	0	0	0	0	0	0
Island Lake	Gus' Boardwalk	1978	30	2008	\$4,382	4,382	0	0	0	0	0	0	0
Island Lake	Boat Launch Planks	1992	30	2022	\$30,000	0	0	0	0	30,000	0	0	0
Island Lake	Cement Epoxy Recoat-Restrooms	2011	7	2018	\$2,520	2,520	0	0	0	0	0	0	0
Island Lake	Exterior Steel Door	1992	30	2022	\$2,800	0	0	0	0	2,800	0	0	0
Island Lake	Fishing Pier	2012	20	2032	\$34,094	0	0	0	0	0	0	0	0
Island Lake	Paint Exterior Soffet	2010	7	2017	\$13,700	13,700	0	0	0	0	0	0	0
Island Lake	Paint Interior/Exterior	2010	7	2017	\$13,756	13,756	0	0	0	0	0	0	0
Island Lake	Play Surfaces	2012	10	2022	\$12,877	0	0	0	0	12,877	0	0	0
Island Lake	Roof-Wood Shelter	1992	25	2017	\$20,000	20,000	0	0	0	0	0	0	0
Island Lake	Roof-Shingle Restrooms	2015	25	2040	\$30,000	0	0	0	0	0	0	0	0
Island Lake	Sand Volleyball Court	1993	15	2008	\$6,000	6,000	0	0	0	0	0	0	0
Island Lake	Signage	2004	12	2016	\$800	800	0	0	0	0	0	0	0
Island Lake	Site Amenities	2009	12	2021	\$11,707	0	0	0	11,707	0	0	0	0
Island Lake	Site Amenities	2011	12	2023	\$21,864	0	0	0	0	0	21,864	0	0
Island Lake	Toilet Partitions	1992	25	2017	\$2,000	2,000	0	0	0	0	0	0	0
Island Lake	Toilets	1992	20	2012	\$4,000	4,000	0	0	0	0	0	0	0
Island Lake	Water heater	2010	10	2020	\$600	0	0	600	0	0	0	0	0
Lake Gervais	Cement Epoxy Recoat-Restrooms	2011	7	2018	\$2,411	2,411	0	0	0	0	0	0	0
Lake Gervais	Door Opener (Vending)	2004	30	2034	\$3,500	0	0	0	0	0	0	0	0
Lake Gervais	Drinking Fountains	2004	15	2019	\$2,400	0	2,400	0	0	0	0	0	0
Lake Gervais	Exterior Steel Door (3)	2004	30	2034	\$3,500	0	0	0	0	0	0	0	0
Lake Gervais	Fishing Pier	2004	25	2029	\$25,000	0	0	0	0	0	0	0	0
Lake Gervais	Shower Tower	2004	15	2019	\$8,000	0	8,000	0	0	0	0	0	0
Lake Gervais	Irrigation Systems	2006	20	2026	\$7,500	0	0	0	0	0	0	0	0
Lake Gervais	Paint Exterior	2010	7	2017	\$2,000	2,000	0	0	0	0	0	0	0
Lake Gervais	Paint Interior	2010	7	2017	\$2,000	2,000	0	0	0	0	0	0	0
Lake Gervais	Roof-Metal	2004	20	2024	\$7,000	0	0	0	0	0	0	7,000	0
Lake Gervais	Siding Replacement-Hardy Plank	2004	30	2034	\$5,000	0	0	0	0	0	0	0	0
Lake Gervais	Signage	2005	12	2017	\$500	500	0	0	0	0	0	0	0
Lake Gervais	Site Amenities	2004	12	2016	\$20,000	20,000	0	0	0	0	0	0	0
Lake Gervais	Toilet Partitions	2004	25	2029	\$2,800	0	0	0	0	0	0	0	0
Lake Gervais	Toilets	2004	20	2024	\$2,000	0	0	0	0	0	0	2,000	0
Lake Gervais	Water heater	2004	10	2014	\$360	360	0	0	0	0	0	0	0
Lake Josephine	Boat Launch Planks	2014	25	2039	\$19,711	0	0	0	0	0	0	0	0
Lake Josephine	Build Floors	2005	30	2035	\$5,000	0	0	0	0	0	0	0	0
Lake Josephine	Cement Epoxy Recoat	2012	7	2019	\$3,088	0	3,088	0	0	0	0	0	0
Lake Josephine	Door Opener (Vending)	2005	30	2035	\$3,500	0	0	0	0	0	0	0	0
Lake Josephine	Drinking Fountains	2006	20	2026	\$2,400	0	0	0	0	0	0	0	0
Lake Josephine	Exterior Steel Door	2005	30	2035	\$3,500	0	0	0	0	0	0	0	0
Lake Josephine	Fishing Pier	2016	20	2036	\$35,000	0	0	0	0	0	0	0	0
Lake Josephine	Guard Tower	2006	15	2021	\$1,400	0	0	0	1,400	0	0	0	0
Lake Josephine	Paint Interior/Exterior	2012	7	2019	\$3,965	0	3,965	0	0	0	0	0	0
Lake Josephine	Play Surface	2012	10	2022	\$12,375	0	0	0	0	12,375	0	0	0
Lake Josephine	Roof Asphalt Shingle	2005	20	2025	\$8,000	0	0	0	0	0	0	0	8,000
Lake Josephine	Signage	2005	12	2017	\$800	800	0	0	0	0	0	0	0
Lake Josephine	Sign (ID) Construct					0	0	0	0	0	0	0	0
Lake Josephine	Sinks	2005	20	2025	\$2,000	0	0	0	0	0	0	0	2,000
Lake Josephine	Site Amenities	2005	12	2017	\$20,000	20,000	0	0	0	0	0	0	0
Lake Josephine	Speaker Systems	2005	15	2020	\$3,000	0	0	3,000	0	0	0	0	0
Lake Josephine	Toilet Partitions	2005	25	2030	\$4,200	0	0	0	0	0	0	0	0
Lake Josephine	Toilets	2005	20	2025	\$2,000	0	0	0	0	0	0	0	2,000
Lake Josephine	Water heater	2005	10	2015	\$360	360	0	0	0	0	0	0	0

COUNTY PARKS - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Lake McCarron's	Boat Dock	2011	12	2023	\$4,382	0	0	0	0	0	4,382	0	0
Lake McCarron's	Cement Epoxy Recoat-Restrooms	2012	7	2019	\$3,354	0	3,354	0	0	0	0	0	0
Lake McCarron's	Drinking Fountains	2013	15	2028	\$5,306	0	0	0	0	0	0	0	0
Lake McCarron's	Exterior Steel Door (6)	1997	30	2027	\$6,500	0	0	0	0	0	0	0	0
Lake McCarron's	Fishing Pier	1998	20	2018	\$25,000	25,000	0	0	0	0	0	0	0
Lake McCarron's	Foot WashShower Tower	2013	15	2028	\$3,126	0	0	0	0	0	0	0	0
Lake McCarron's	Guard Tower	1998	15	2013	\$1,400	1,400	0	0	0	0	0	0	0
Lake McCarron's	Irrigation Systems	1998	25	2023	\$10,000	0	0	0	0	0	10,000	0	0
Lake McCarron's	Overhead Roll Up	1998	30	2028	\$3,500	0	0	0	0	0	0	0	0
Lake McCarron's	Paint Interior/Exterior-Restrooms	2013	7	2020	\$4,565	0	0	4,565	0	0	0	0	0
Lake McCarron's	Play Surfaces Replacement	2012	12	2024	\$11,102	0	0	0	0	0	0	11,102	0
Lake McCarron's	Roof-Shingle-Beach Bldg	1998	20	2018	\$10,000	10,000	0	0	0	0	0	0	0
Lake McCarron's	Roof-Shingle-Shelter	1998	20	2018	\$6,000	6,000	0	0	0	0	0	0	0
Lake McCarron's	Signage	2005	12	2017	\$2,300	2,300	0	0	0	0	0	0	0
Lake McCarron's	Sinks	1998	30	2028	\$2,800	0	0	0	0	0	0	0	0
Lake McCarron's	Site Amenities	1998	12	2010	\$25,000	25,000	0	0	0	0	0	0	0
Lake McCarron's	Speaker Systems	1998	20	2018	\$3,000	3,000	0	0	0	0	0	0	0
Lake McCarron's	Toilet Partitions	1998	25	2023	\$4,200	0	0	0	0	0	4,200	0	0
Lake McCarron's	Toilets	1998	30	2028	\$9,800	0	0	0	0	0	0	0	0
Lake McCarron's	Water heater	2010	10	2020	\$300	0	0	300	0	0	0	0	0
Lake McCarron's	Water Play Features	2012	15	2027	\$7,300	0	0	0	0	0	0	0	0
Lake Owasso	Ballards					0	0	0	0	0	0	0	0
Lake Owasso	Boat Dock	2011	12	2023	\$4,382	0	0	0	0	0	4,382	0	0
Lake Owasso	Boat Launch Planks	2009	25	2034	\$40,000	0	0	0	0	0	0	0	0
Lake Owasso	Boat Launch Planks-Wabasso	1963	30	1993	\$30,000	30,000	0	0	0	0	0	0	0
Lake Owasso	Cement Epoxy Recoat-Restrooms	1963	7	1970	\$6,000	6,000	0	0	0	0	0	0	0
Lake Owasso	Docks & Boat Facilities	2009	20	2029	\$5,600	0	0	0	0	0	0	0	0
Lake Owasso	Drinking Fountains	1963	15	1978	\$2,400	2,400	0	0	0	0	0	0	0
Lake Owasso	Fixtures	1992	15	2007	\$3,600	3,600	0	0	0	0	0	0	0
Lake Owasso	Guard Tower	1993	15	2008	\$1,400	1,400	0	0	0	0	0	0	0
Lake Owasso	Paint Interior/Exterior	1995	7	2002	\$1,700	1,700	0	0	0	0	0	0	0
Lake Owasso	Play Surfaces	1997	12	2009	\$13,500	13,500	0	0	0	0	0	0	0
Lake Owasso	Roof-Shingle-Shelter (3)	1984	15	1999	\$13,000	13,000	0	0	0	0	0	0	0
Lake Owasso	Roofs Bituminous-Beach Bldg	1963	20	1983	\$8,000	8,000	0	0	0	0	0	0	0
Lake Owasso	Signage	2005	12	2017	\$1,700	1,700	0	0	0	0	0	0	0
Lake Owasso	Site Amenities	1963	12	1975	\$12,000	12,000	0	0	0	0	0	0	0
Lake Owasso	Water heater	1992	10	2002	\$360	360	0	0	0	0	0	0	0
Turtle Lake	Boat Launch Planks	2008	25	2033	\$30,000	0	0	0	0	0	0	0	0
Turtle Lake	Cement Epoxy Recoat	2012	7	2019	\$5,700	0	5,700	0	0	0	0	0	0
Turtle Lake	Dock	1970	20	1990	\$4,000	4,000	0	0	0	0	0	0	0
Turtle Lake	Exterior Steel Door	2012	30	2042	\$1,400	0	0	0	0	0	0	0	0
Turtle Lake	Fencing/Gates	1988	25	2013	\$40,000	40,000	0	0	0	0	0	0	0
Turtle Lake	Irrigation Systems	2012	25	2037	\$8,000	0	0	0	0	0	0	0	0
Turtle Lake	Overhead Roll Up Door	2012	30	2042	\$1,500	0	0	0	0	0	0	0	0
Turtle Lake	Paint Interior/Exterior	2012	7	2019	\$8,000	0	8,000	0	0	0	0	0	0
Turtle Lake	Picnic Tables	2012	20	2032	\$30,000	0	0	0	0	0	0	0	0
Turtle Lake	Roof-Metal (Shelter)	2012	20	2032	\$12,000	0	0	0	0	0	0	0	0
Turtle Lake	Roof-Metal (Restroom)	2012	20	2032	\$12,000	0	0	0	0	0	0	0	0
Turtle Lake	Signage	2012	12	2024	\$7,000	0	0	0	0	0	0	7,000	0
Turtle Lake	Sinks	2012	20	2032	\$1,500	0	0	0	0	0	0	0	0
Turtle Lake	Site Amenities - grills, char. Bin	2012	12	2024	\$25,000	0	0	0	0	0	0	25,000	0
Turtle Lake	Site Amenities - drinking/foot fntns	2012	20	2032	\$25,000	0	0	0	0	0	0	0	0
Turtle Lake	Site Amenities - site lot lighting	2012	30	2042	\$15,000	0	0	0	0	0	0	0	0
Turtle Lake	Toilets, including valves, flushers	2012	20	2032	\$2,800	0	0	0	0	0	0	0	0
Turtle Lake	Toilet Partitions	2012	25	2037	\$4,500	0	0	0	0	0	0	0	0
Turtle Lake	Trash enclosure	2012	25	2037	\$20,000	0	0	0	0	0	0	0	0

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Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Turtle Lake	Water heater	2012	10	2022	\$500	0	0	0	0	500	0	0	0
White Bear Lake	Boat Launch Plank	2009	25	2034	\$30,000	0	0	0	0	0	0	0	0
White Bear Lake	Cement Epoxy Recoat-Restrooms	2011	7	2018	\$3,105	3,105	0	0	0	0	0	0	0
White Bear Lake	Docks & Boat Facilities	2009	15	2024	\$6,800	0	0	0	0	0	0	6,800	0
White Bear Lake	Drinking Fountains	2010	20	2030	\$3,900	0	0	0	0	0	0	0	0
White Bear Lake	Fencing/Gates	1984	30	2014	\$25,000	25,000	0	0	0	0	0	0	0
White Bear Lake	Guard Tower	1996	15	2011	\$700	700	0	0	0	0	0	0	0
White Bear Lake	Irrigation Systems	2013	25	2038	\$8,896	0	0	0	0	0	0	0	0
White Bear Lake	Lift Station Pumps (2)	1996	10	2006	\$5,000	5,000	0	0	0	0	0	0	0
White Bear Lake	Overhead Roll Up Door	1996	30	2026	\$3,500	0	0	0	0	0	0	0	0
White Bear Lake	Paint Interior/Exterior	2010	7	2017	\$7,600	7,600	0	0	0	0	0	0	0
White Bear Lake	Play Surfaces	2012	15	2027	\$12,065	0	0	0	0	0	0	0	0
White Bear Lake	Roof - Shingle	2013	20	2033	\$17,449	0	0	0	0	0	0	0	0
White Bear Lake	Signage	2004	12	2016	\$1,000	1,000	0	0	0	0	0	0	0
White Bear Lake	Sinks	1996	20	2016	\$2,800	2,800	0	0	0	0	0	0	0
White Bear Lake	Site Amenities	2009	12	2021	\$25,000	0	0	0	25,000	0	0	0	0
White Bear Lake	Speaker Systems	1996	20	2016	\$3,000	3,000	0	0	0	0	0	0	0
White Bear Lake	Toilet Partitions	1996	25	2021	\$2,500	0	0	0	2,500	0	0	0	0
White Bear Lake	Toilets	1996	20	2016	\$9,800	9,800	0	0	0	0	0	0	0
White Bear Lake	Water heater	2010	10	2020	\$500	0	0	500	0	0	0	0	0
TOTAL						392,754	34,507	8,965	40,607	58,552	44,828	58,902	12,000

GOLF COURSES - CCAMP

Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Goodrich Golf Co	Irrigation System-Central Controller	1995	20	2015	\$25,000	25,000	0	0	0	0	0	0	0
Goodrich Golf Co	Irrigation System-Swing Joints	1995	25	2020	\$25,000	0	0	25,000	0	0	0	0	0
Goodrich Golf Co	Paint Shelter (2)	2010	7	2017	\$500	500	0	0	0	0	0	0	0
Goodrich Golf Co	Roof Shelter (2)	2010	20	2030	\$5,000	0	0	0	0	0	0	0	0
Goodrich Golf Co	Signage	2002	12	2014	\$12,000	12,000	0	0	0	0	0	0	0
Goodrich Pro Shop	AHU Basement	2001	20	2021	\$4,600	0	0	0	4,600	0	0	0	0
Goodrich Pro Shop	Bottle cooler	2015	10	2025	\$3,500	0	0	0	0	0	0	0	3,500
Goodrich Pro Shop	Carpet bar area/Meeting Room	2012	10	2022	\$9,029	0	0	0	0	9,029	0	0	0
Goodrich Pro Shop	Clean and tuck point	2001	10	2011	\$12,000	12,000	0	0	0	0	0	0	0
Goodrich Pro Shop	Counters for bar area	2016	15	2031	\$5,700	0	0	0	0	0	0	0	0
Goodrich Pro Shop	Dishwasher	2014	10	2024	\$5,335	0	0	0	0	0	0	5,335	0
Goodrich Pro Shop	Double Door Cooler	2015	10	2025	\$3,000	0	0	0	0	0	0	0	3,000
Goodrich Pro Shop	Double Door Freezer	2011	10	2021	\$3,561	0	0	0	3,561	0	0	0	0
Goodrich Pro Shop	Elect Water heater	2001	20	2021	\$1,300	0	0	0	1,300	0	0	0	0
Goodrich Pro Shop	Exterior windows	2001	20	2021	\$13,200	0	0	0	13,200	0	0	0	0
Goodrich Pro Shop	Exterior lighting (LED)	2016	10	2026	\$3,500	0	0	0	0	0	0	0	0
Goodrich Pro Shop	Fire monitor system	2001	20	2021	\$7,200	0	0	0	7,200	0	0	0	0
Goodrich Pro Shop	Furnace with A/C	2001	20	2021	\$6,800	0	0	0	6,800	0	0	0	0
Goodrich Pro Shop	Furnace with A/C	2001	20	2021	\$6,800	0	0	0	6,800	0	0	0	0
Goodrich Pro Shop	Furnace with A/C	2001	20	2021	\$6,800	0	0	0	6,800	0	0	0	0
Goodrich Pro Shop	Gas Water heater	1995	20	2015	\$800	800	0	0	0	0	0	0	0
Goodrich Pro Shop	Glass froster	2011	10	2021	\$2,275	0	0	0	2,275	0	0	0	0
Goodrich Pro Shop	Greens fee counter	2016	15	2031	\$3,500	0	0	0	0	0	0	0	0
Goodrich Pro Shop	Gutters (added 11-2013)	2013	15	2028	\$4,225	0	0	0	0	0	0	0	0
Goodrich Pro Shop	Ice maker/chest	2011	10	2021	\$3,238	0	0	0	3,238	0	0	0	0
Goodrich Pro Shop	Paint exterior	2014	7	2021	\$11,093	0	0	0	11,093	0	0	0	0
Goodrich Pro Shop	Paint interior walls	2016	10	2026	\$10,000	0	0	0	0	0	0	0	0
Goodrich Pro Shop	Patio Furniture	2003	10	2013	\$10,000	10,000	0	0	0	0	0	0	0
Goodrich Pro Shop	Phone system	2016	10	2026	\$2,500	0	0	0	0	0	0	0	0
Goodrich Pro Shop	Roof Replacement-Shingle	2001	20	2021	\$32,200	0	0	0	32,200	0	0	0	0
Goodrich Pro Shop	Sandwich Maker	2001	10	2011	\$1,700	1,700	0	0	0	0	0	0	0
Goodrich Pro Shop	Security system	2015	10	2025	\$3,300	0	0	0	0	0	0	0	3,300
Goodrich Pro Shop	Tile Sealcoating-Bathrooms	2014	5	2019	\$3,206	0	3,206	0	0	0	0	0	0
Goodrich Pro Shop	Tile Sealcoating-Kitchen	2014	5	2019	\$3,101	0	3,101	0	0	0	0	0	0
Goodrich Pro Shop	Toilet Partitions	2001	25	2026	\$4,500	0	0	0	0	0	0	0	0
Goodrich Pro Shop	Walk in cooler	2016	15	2031	\$12,000	0	0	0	0	0	0	0	0
Goodrich Pro Shop	Wireless Infrastructure	2016	10	2026	\$1,500	0	0	0	0	0	0	0	0
Goodrich Irrig Pum	Exterior Door	2008	15	2023	\$600	0	0	0	0	0	600	0	0
Goodrich Irrig Pum	Exterior Window (1)	2008	15	2023	\$600	0	0	0	0	0	600	0	0
Goodrich Irrig Pum	Replace Shingle Roof	2008	20	2028	\$3,200	0	0	0	0	0	0	0	0
Goodrich Irrig Pum	Paint exterior	2014	7	2021	\$700	0	0	0	700	0	0	0	0
Goodrich Irrig Pum	Roof Access	2008	15	2023	\$1,500	0	0	0	0	0	1,500	0	0
Goodrich Deep W	Clean and Tuck Point	2006	10	2016	\$800	800	0	0	0	0	0	0	0
Goodrich Deep W	Equipment Door	2006	15	2021	\$1,800	0	0	0	1,800	0	0	0	0
Goodrich Deep W	Exterior Door	2006	15	2021	\$600	0	0	0	600	0	0	0	0
Goodrich Pump H	Deep Well & Motor Refurbish	2008	10	2018	\$35,000	35,000	0	0	0	0	0	0	0
Goodrich Pump H	Irrigation System-VFD & Pumps Motors Refurbish	2008	10	2018	\$35,000	35,000	0	0	35,000	0	0	0	0
Goodrich Deep W	Paint Exterior	2014	7	2021	\$700	0	0	0	700	0	0	0	0
Goodrich Deep W	Replace Shingle Roof	2006	20	2026	\$3,200	0	0	0	0	0	0	0	0
Goodrich Deep W	Roof Access	2006	15	2021	\$600	0	0	0	600	0	0	0	0
Goodrich Deep W	Exterior Windows (2)	2006	15	2021	\$1,600	0	0	0	1,600	0	0	0	0
Goodrich Deep W	Wood Flashing	2006	10	2016	\$1,200	1,200	0	0	0	0	0	0	0

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Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Valu Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
						134,000	6,307	25,000	140,067	9,029	2,700	5,335	9,800
Keller Clubhouse	Air Conditioner Condensers (6)	2008	20	2028	\$12,000	0	0	0	0	0	0	0	0
Keller Clubhouse	Bar area counters	1990	20	2010	\$3,500	0	0	0	0	0	0	0	0
Keller Clubhouse	Bar equipment	1990	12	2002	\$9,000	0	0	0	0	0	0	0	0
Keller Clubhouse	Caulk exterior block and fascia	1990	15	2005	\$2,600	0	0	0	0	0	0	0	0
Keller Clubhouse	Dishwasher	1989	10	1999	\$4,300	0	0	0	0	0	0	0	0
Keller Clubhouse	Exhaust fans	1990	25	2015	\$1,600	0	0	0	0	0	0	0	0
Keller Clubhouse	Exterior rock walls	1990	25	2015	\$37,500	0	0	0	0	0	0	0	0
Keller Clubhouse	Exterior Steel doors	1990	15	2005	\$5,600	0	0	0	0	0	0	0	0
Keller Clubhouse	Exterior steel gutters	1990	25	2015	\$8,500	0	0	0	0	0	0	0	0
Keller Clubhouse	Exterior walkway railings	1990	25	2015	\$12,500	0	0	0	0	0	0	0	0
Keller Clubhouse	Exterior windows	1982	20	2002	\$13,000	0	0	0	0	0	0	0	0
Keller Clubhouse	Exterior wood doors	1991	12	2003	\$2,800	0	0	0	0	0	0	0	0
Keller Clubhouse	Fire pumps & suppression	1990	20	2010	\$9,600	0	0	0	0	0	0	0	0
Keller Clubhouse	Fire sprinkler controls	1990	15	2005	\$3,500	0	0	0	0	0	0	0	0
Keller Clubhouse	Fireplace	1929	100	2029	\$14,000	0	0	0	0	0	0	0	0
Keller Clubhouse	Fryer	1982	12	1994	\$1,200	0	0	0	0	0	0	0	0
Keller Clubhouse	Hot water baseboard heaters	1962	25	1987	\$2,600	0	0	0	0	0	0	0	0
Keller Clubhouse	Hot water boiler	1990	20	2010	\$7,600	0	0	0	0	0	0	0	0
Keller Clubhouse	Ice cube maker	1990	10	2000	\$1,000	0	0	0	0	0	0	0	0
Keller Clubhouse	Interior wood beams	1990	15	2005	\$4,200	0	0	0	0	0	0	0	0
Keller Clubhouse	Kitchen equipment	1990	12	2002	\$16,000	0	0	0	0	0	0	0	0
Keller Clubhouse	Kitchen stove	1982	15	1997	\$4,800	0	0	0	0	0	0	0	0
Keller Clubhouse	New security system	1992	20	2012	\$5,200	0	0	0	0	0	0	0	0
Keller Clubhouse	Paint interior walls	1998	10	2008	\$7,800	0	0	0	0	0	0	0	0
Keller Clubhouse	Replace carpet	2002	10	2012	\$15,000	0	0	0	0	0	0	0	0
Keller Clubhouse	Replace roof	1993	20	2013	\$23,000	0	0	0	0	0	0	0	0
Keller Clubhouse	RTU heat air / units	1990	20	2010	\$18,300	0	0	0	0	0	0	0	0
Keller Clubhouse	Sandwich maker	1990	10	2000	\$1,700	0	0	0	0	0	0	0	0
Keller Clubhouse	Sound system	1990	15	2005	\$5,000	0	0	0	0	0	0	0	0
Keller Clubhouse	Three walk in coolers	1990	15	2005	\$19,200	0	0	0	0	0	0	0	0
Keller Clubhouse	Toilet partitions	1990	25	2015	\$6,300	0	0	0	0	0	0	0	0
Keller Clubhouse	Two door freezer	1990	10	2000	\$2,500	0	0	0	0	0	0	0	0
Keller Clubhouse	Water heater	1990	20	2010	\$1,400	0	0	0	0	0	0	0	0
Keller Clubhouse	Wireless Infrastructure	2017	10	2027	\$1,400	0	0	0	0	0	0	0	0
Keller Golf Course	Paint Halfway House	2010	15	2025	\$1,000	0	0	0	0	0	0	0	1,000
Keller Golf Course	Driving range netting	2013	7	2020	\$49,000	0	0	49,000	0	0	0	0	0
Keller Golf Course	Replace Fixtures Halfway House	2010	20	2030	\$1,700	0	0	0	0	0	0	0	0
Keller Golf Course	Replace Halfway House Roof	2011	20	2031	\$2,650	0	0	0	0	0	0	0	0
Keller Golf Course	Replace Shelter Roof (1)	2011	30	2041	\$9,350	0	0	0	0	0	0	0	0
Keller Golf Course	Seal Floors Halfway House	2010	20	2030	\$86	0	0	0	0	0	0	0	0
Keller Golf Course	Signage	2003	12	2015	\$15,000	15,000	0	0	0	0	0	0	0
Keller Maintenanc	Air Compressor	2002	20	2022	\$1,800	0	0	0	0	1,800	0	0	0
Keller Maintenanc	Biostax	2002	15	2017	\$20,000	20,000	0	0	0	0	0	0	0
Keller Maintenanc	Bituminous Overlay	2002	20	2022	\$20,280	0	0	0	0	20,280	0	0	0
Keller Maintenanc	Caulk exterior panels	2002	10	2012	\$2,600	2,600	0	0	0	0	0	0	0
Keller Maintenanc	Exhaust fan	2002	25	2027	\$350	0	0	0	0	0	0	0	0
Keller Maintenanc	Exterior OH doors	2002	12	2014	\$8,400	8,400	0	0	0	0	0	0	0
Keller Maintenanc	Exterior Steel doors	2016	20	2036	\$11,000	0	0	0	0	0	0	0	0
Keller Maintenanc	Exterior windows	2002	20	2022	\$9,000	0	0	0	0	9,000	0	0	0
Keller Maintenanc	Fire pumps & suppression	2017	20	2037	\$46,000	0	0	0	0	0	0	0	0
Keller Maintenanc	Fire sprinkler controls	2002	15	2017	\$3,500	3,500	0	0	0	0	0	0	0

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Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Keller Maintenanc	Furnace A / C unit	2016	20	2036	\$16,000	0	0	0	0	0	0	0	0
Keller Maintenanc	Luxury vinyl flooring (offices)	2016	15	2031	\$22,000	0	0	0	0	0	0	0	0
Keller Maintenanc	New security system	2002	20	2022	\$5,200	0	0	0	0	5,200	0	0	0
Keller Maintenanc	North unit heater	2002	20	2022	\$950	0	0	0	0	950	0	0	0
Keller Maintenanc	Original walkways	2002	20	2022	\$4,000	0	0	0	0	4,000	0	0	0
Keller Maintenanc	Paint interior walls	2012	7	2019	\$497	0	497	0	0	0	0	0	0
Keller Maintenanc	Pesticide Shed	2002	20	2022	\$20,000	0	0	0	0	20,000	0	0	0
Keller Maintenanc	Radiant heat	2002	20	2022	\$3,500	0	0	0	0	3,500	0	0	0
Keller Maintenanc	Replace roof-Metal	2002	30	2032	\$9,600	0	0	0	0	0	0	0	0
Keller Maintenanc	Seal coat floor - cold storage	2002	10	2012	\$5,760	5,760	0	0	0	0	0	0	0
Keller Maintenanc	Seal floor inshop area	2012	10	2022	\$4,222	0	0	0	0	4,222	0	0	0
Keller Maintenanc	Snow Guards	2014	10	2024	\$4,570	0	0	0	0	0	0	4,570	0
Keller Maintenanc	South unit heater	2002	20	2022	\$950	0	0	0	0	950	0	0	0
Keller Maintenanc	Storage Tank-Aboveground	2002	15	2017	\$25,000	25,000	0	0	0	0	0	0	0
Keller Maintenanc	Toilet partitions	2002	25	2027	\$6,300	0	0	0	0	0	0	0	0
Keller Maintenanc	Vehicle hoist	2002	25	2027	\$11,500	0	0	0	0	0	0	0	0
Keller Maintenanc	Water heater	2002	20	2022	\$1,400	0	0	0	0	1,400	0	0	0
Keller Pole Building	Overhead lights	2002	20	2022	\$650	0	0	0	0	650	0	0	0
Keller Pole Building	Paint exterior steel	2002	20	2022	\$5,200	0	0	0	0	5,200	0	0	0
Keller Pole Building	Two OH doors	2012	15	2027	\$3,923	0	0	0	0	0	0	0	0
Keller Pole Building	Replace Roof-Metal												
Keller Pro Shop Bld	Carpet-1st Floor	1998	10	2008	\$3,600	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Clean and tuck point	2005	10	2015	\$3,600	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Electric unit heater	1986	20	2006	\$1,200	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Electric unit heater	1986	20	2006	\$1,200	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Exterior doors	1993	15	2008	\$2,400	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Exterior windows	1986	15	2001	\$7,500	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Paint interior	2001	7	2008	\$2,300	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Replace roof-Shingle	1993	20	2013	\$5,600	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Security System	1999	20	2019	\$4,000	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Window Air Conditioner	1997	10	2007	\$650	0	0	0	0	0	0	0	0
Keller Pro Shop Bld	Window Air Conditioner	1997	10	2007	\$650	0	0	0	0	0	0	0	0
Keller Pump House	Boost pump motor	2006	12	2018	\$3,500	3,500	0	0	0	0	0	0	0
Keller Pump House	Clean and tuck point	1987	10	1997	\$1,800	1,800	0	0	0	0	0	0	0
Keller Pump House	Deep well pump	2006	15	2021	\$18,000	0	0	0	18,000	0	0	0	0
Keller Pump House	Equipment door	2012	25	2037	\$1,729	0	0	0	0	0	0	0	0
Keller Pump House	Exterior door	2012	25	2037	\$1,822	0	0	0	0	0	0	0	0
Keller Pump House	Exterior windows	2012	25	2037	\$168	0	0	0	0	0	0	0	0
Keller Pump House	Irrigation System-Central Controller	2006	20	2026	\$25,000	0	0	0	0	0	0	0	0
Keller Pump House	Irrigation System-Deep Well & Motor Refurbish	2007	10	2017	\$20,000	0	0	0	0	0	0	0	0
Keller Pump House	Irrigation System-VFD & Dist Motors Refurbish	2001	15	2016	\$25,000	25,000	0	0	0	0	0	0	0
Keller Pump House	Main boost pump	2006	15	2021	\$10,000	0	0	0	10,000	0	0	0	0
Keller Pump House	Paint exterior	2010	12	2022	\$500	0	0	0	0	500	0	0	0
Keller Pump House	Replace roof-Shingle	2010	20	2030	\$1,200	0	0	0	0	0	0	0	0
Keller Pump House	Roof access	2010	25	2035	\$600	0	0	0	0	0	0	0	0
Keller Pump House	Well pump controls	1997	15	2012	\$8,300	8,300	0	0	0	0	0	0	0
Keller Pump House	Wood flashing	2010	10	2020	\$978	0	0	978	0	0	0	0	0
						118,860	497	49,978	28,000	77,652	0	4,570	1,000
Manitou Clubhous	Bar area/ snack bar counters	2015	20	2035	\$22,000	0	0	0	0	0	0	0	0
Manitou Clubhous	Caulk exterior Siding	2007	15	2022	\$1,650	0	0	0	0	1,650	0	0	0
Manitou Clubhous	Exterior Steel doors	1994	15	2009	\$5,600	5,600	0	0	0	0	0	0	0
Manitou Clubhous	Exterior windows	1994	20	2014	\$13,000	13,000	0	0	0	0	0	0	0

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Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Valu Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
Manitou Clubhous	Fire pumps & suppression	1994	20	2014	\$9,600	9,600	0	0	0	0	0	0	0
Manitou Clubhous	Flooring-Rubber	2015	10	2025	\$10,500	0	0	0	0	0	0	0	10,500
Manitou Clubhous	Fire sprinkler controls	1994	15	2009	\$3,500	3,500	0	0	0	0	0	0	0
Manitou Clubhous	Furnace (3)	2011	20	2031	\$21,065	0	0	0	0	0	0	0	0
Manitou Clubhous	Furnace Air Handling Unit	1994	20	2014	\$24,000	24,000	0	0	0	0	0	0	0
Manitou Clubhous	A/C Unit - 5 Ton	2013	20	2033	\$5,315	0	0	0	0	0	0	0	0
Manitou Clubhous	A/C Unit - 3 1/2 Ton (2)	2015	20	2035	\$11,000	0	0	0	0	0	0	0	0
Manitou Clubhous	Hot water heater	2015	20	2035	\$7,600	0	0	0	0	0	0	0	0
Manitou Clubhous	Interior wood ceilings	1994	15	2009	\$3,700	3,700	0	0	0	0	0	0	0
Manitou Clubhous	New security system	1994	20	2014	\$5,200	5,200	0	0	0	0	0	0	0
Manitou Clubhous	Paint interior walls	2015	10	2025	\$5,000	0	0	0	0	0	0	0	5,000
Manitou Clubhous	Paint exterior	2015	7	2022	\$18,000	0	0	0	0	18,000	0	0	0
Manitou Clubhous	Parking lot striping	2016	7	2023	\$2,500	0	0	0	0	0	2,500	0	0
Manitou Clubhous	Replace carpet	2009	10	2019	\$16,000	0	16,000	0	0	0	0	0	0
Manitou Clubhous	Replace roof	2015	20	2035	\$25,000	0	0	0	0	0	0	0	0
Manitou Clubhous	Security System	2015	10	2025	\$10,000	0	0	0	0	0	0	0	10,000
Manitou Clubhous	Telephone System	2013	15	2028	\$4,831	0	0	0	0	0	0	0	0
Manitou Clubhous	Toilet partitions	1994	25	2019	\$6,300	0	6,300	0	0	0	0	0	0
Manitou Clubhous	Walkways & patio	1994	20	2014	\$12,300	12,300	0	0	0	0	0	0	0
Manitou Course	Irrigation System-Central Controller	2005	20	2025	\$25,000	0	0	0	0	0	0	0	25,000
Manitou Course	Irrigation Sys-Deep Well & Motor Refurbish	2013	10	2023	\$14,628	0	0	0	0	0	14,628	0	0
Manitou Course	Irrigation System-Swing Joints	1978	25	2003	\$40,000	40,000	0	0	0	0	0	0	0
Manitou Course	Irrigation Sys-VFD & Dist Motors Refurbish	2000	15	2015	\$25,000	25,000	0	0	0	0	0	0	0
Manitou Course	Ponds - Seal	2004	12	2016	\$5,000	5,000	0	0	0	0	0	0	0
Manitou Course	Signage	2012	12	2024	\$6,700	0	0	0	0	0	0	6,700	0
MGC-CART	Caulk exterior siding and flashings	1980	10	1990	\$350	0	0	0	0	0	0	0	0
MGC-CART	Exterior service door	1980	15	1995	\$800	0	0	0	0	0	0	0	0
MGC-CART	Overhead lights	1980	20	2000	\$300	0	0	0	0	0	0	0	0
MGC-CART	Paint exterior	1980	20	2000	\$1,800	0	0	0	0	0	0	0	0
MGC-CART	Replace roof	1980	30	2010	\$2,300	0	0	0	0	0	0	0	0
MGC-CART	Seal coat floor	1980	10	1990	\$5,400	0	0	0	0	0	0	0	0
MGC-CART	Two OH doors	1980	15	1995	\$2,800	0	0	0	0	0	0	0	0
MGC-MAINT	Air Compressor	1974	12	1986	\$1,200	0	0	0	0	0	0	0	0
MGC-MAINT	Air exchange unit in Shop	1974	15	1989	\$3,000	0	0	0	0	0	0	0	0
MGC-MAINT	Caulk exterior flashings	1974	10	1984	\$800	0	0	0	0	0	0	0	0
MGC-MAINT	Exterior OH doors	1974	12	1986	\$4,200	0	0	0	0	0	0	0	0
MGC-MAINT	Exterior Steel doors	1974	15	1989	\$2,600	0	0	0	0	0	0	0	0
MGC-MAINT	Furnace	1974	20	1994	\$2,700	0	0	0	0	0	0	0	0
MGC-MAINT	Maint. Room heater	1974	20	1994	\$1,400	0	0	0	0	0	0	0	0
MGC-MAINT	New security system	1974	20	1994	\$4,200	0	0	0	0	0	0	0	0
MGC-MAINT	Paint interior walls	1974	7	1981	\$1,600	0	0	0	0	0	0	0	0
MGC-MAINT	Replace roof	1974	30	2004	\$2,950	0	0	0	0	0	0	0	0
MGC-MAINT	Seal floor inshop area	1974	10	1984	\$5,100	0	0	0	0	0	0	0	0
MGC-MAINT	Storage Tank-Above Ground		15			0	0	0	0	0	0	0	0
MGC-POLE	Caulk exterior metal panels	1983	10	1993	\$450	0	0	0	0	0	0	0	0
MGC-POLE	Exterior service door	1983	15	1998	\$800	0	0	0	0	0	0	0	0
MGC-POLE	Overhead lights	1983	20	2003	\$300	0	0	0	0	0	0	0	0
MGC-POLE	Paint exterior steel	1983	20	2003	\$2,300	0	0	0	0	0	0	0	0
MGC-POLE	Replace roof	1983	30	2013	\$4,200	4,200	0	0	0	0	0	0	0
MGC-POLE	Seal coat floor	1983	10	1993	\$3,600	0	0	0	0	0	0	0	0
MGC-POLE	Two OH doors	1983	15	1998	\$2,800	0	0	0	0	0	0	0	0
						151,100	22,300	0	0	19,650	17,128	6,700	50,500

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Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Valu Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
PONDS-CLUB	Walkways & patio	2003	20	2023	\$12,300	0	0	0	0	0	12,300	0	0
PONDS-CLUB	Ball washer	2017	20	2037	\$3,300	0	0	0	0	0	0	0	0
PONDS-CLUB	Bottle Cooler	2003	10	2013	\$1,400	1,400	0	0	0	0	0	0	0
PONDS-CLUB	Caulk exterior hardy plank	2003	15	2018	\$1,650	1,650	0	0	0	0	0	0	0
PONDS-CLUB	Dishwasher	2014	10	2024	\$5,335	4,300	0	0	0	0	0	5,335	0
PONDS-CLUB	Exterior Steel doors	2003	15	2018	\$5,600	5,600	0	0	0	0	0	0	0
PONDS-CLUB	Exterior windows	2003	20	2023	\$13,000	0	0	0	0	0	13,000	0	0
PONDS-CLUB	Fire pumps & suppression	2003	20	2023	\$9,600	0	0	0	0	0	9,600	0	0
PONDS-CLUB	Fire sprinkler controls	2003	15	2018	\$3,500	3,500	0	0	0	0	0	0	0
PONDS-CLUB	Freezer	2015	10	2025	\$2,800	0	0	0	0	0	0	0	2,800
PONDS-CLUB	Furnace with A/C units	2003	20	2023	\$13,200	0	0	0	0	0	13,200	0	0
PONDS-CLUB	Hot water heater	2003	20	2023	\$7,600	0	0	0	0	0	7,600	0	0
PONDS-CLUB	Ice cube maker	2003	10	2013	\$1,000	1,000	0	0	0	0	0	0	0
PONDS-CLUB	Interior wood ceilings	2003	20	2023	\$3,700	0	0	0	0	0	3,700	0	0
PONDS-CLUB	Paint and stain exterior	2015	12	2027	\$15,000	0	0	0	0	0	0	0	0
PONDS-CLUB	Paint interior walls	2014	10	2024	\$8,090	0	0	0	0	0	0	8,090	0
PONDS-CLUB	Parking lot	2016	6	2022	\$19,000	0	0	0	0	19,000	0	0	0
PONDS-CLUB	Patio Furniture	2003	10	2013	\$10,000	10,000	0	0	0	0	0	0	0
PONDS-CLUB	Reach-in Refrigerator	2015	10	2025	\$3,000	0	0	0	0	0	0	0	3,000
PONDS-CLUB	Replace carpet/rubber flooring	2014	10	2024	\$12,290	0	0	0	0	0	0	12,290	0
PONDS-CLUB	Replace roof	2016	30	2046	\$33,000	0	0	0	0	0	0	0	0
PONDS-CLUB	Security system	2015	10	2025	\$2,400	0	0	0	0	0	0	0	2,400
PONDS-CLUB	Snack bar counters	2003	20	2023	\$3,500	0	0	0	0	0	3,500	0	0
PONDS-CLUB	Tile Sealcoating-Bathrooms	2014	5	2019	\$1,763	0	1,763	0	0	0	0	0	0
PONDS-CLUB	Tile Sealcoating-Kitchen	2014	5	2019	\$2,750	0	2,750	0	0	0	0	0	0
PONDS-CLUB	Toilet partitions, toilets, sinks	2003	25	2028	\$20,000	0	0	0	0	0	0	0	0
PONDS-MAINT	Air Compressor	2017	12	2029	\$2,700	0	0	0	0	0	0	0	0
PONDS-MAINT	Air exchange unit in Shop	2003	15	2018	\$7,350	7,350	0	0	0	0	0	0	0
PONDS-MAINT	Caulk exterior panels	2003	10	2013	\$2,600	2,600	0	0	0	0	0	0	0
PONDS-MAINT	Exhaust fan	2003	25	2028	\$350	0	0	0	0	0	0	0	0
PONDS-MAINT	Exhaust fan	2003	25	2028	\$350	0	0	0	0	0	0	0	0
PONDS-MAINT	Exterior OH doors	2003	12	2015	\$4,200	4,200	0	0	0	0	0	0	0
PONDS-MAINT	Exterior Steel doors	2003	15	2018	\$2,600	2,600	0	0	0	0	0	0	0
PONDS-MAINT	Exterior windows	2003	20	2023	\$2,700	0	0	0	0	0	2,700	0	0
PONDS-MAINT	Fire pumps & suppression	2003	20	2023	\$0	0	0	0	0	0	0	0	0
PONDS-MAINT	Fire sprinkler controls	2017	15	2032	\$5,000	0	0	0	0	0	0	0	0
PONDS-MAINT	Flooring-Rubber (breakroom)	2014	10	2024	\$6,000	0	0	0	0	0	0	6,000	0
PONDS-MAINT	Flooring-Carpet (offices)	2014	12	2026	\$1,632	0	0	0	0	0	0	0	0
PONDS-MAINT	Furnace A / C unit	2003	20	2023	\$7,800	0	0	0	0	0	7,800	0	0
PONDS-MAINT	Furnace with A/C unit	2003	20	2023	\$4,700	0	0	0	0	0	4,700	0	0
PONDS-MAINT	Maint. Room heater	2003	20	2023	\$2,900	0	0	0	0	0	2,900	0	0
PONDS-MAINT	Security system	2015	10	2025	\$2,400	0	0	0	0	0	0	0	2,400
PONDS-MAINT	Paint interior walls	2003	7	2010	\$3,100	3,100	0	0	0	0	0	0	0
PONDS-MAINT	Radiant heat	2003	20	2023	\$3,500	0	0	0	0	0	3,500	0	0
PONDS-MAINT	Replace roof	2003	30	2033	\$21,000	0	0	0	0	0	0	0	0
PONDS-MAINT	Seal floor inshop area	2017	10	2027	\$8,500	0	0	0	0	0	0	0	0
PONDS-MAINT	Snow Guards	2014	10	2024	\$4,330	0	0	0	0	0	0	4,330	0
PONDS-MAINT	Toilet partitions, toilets, sinks	2003	25	2028	\$15,000	0	0	0	0	0	0	0	0
PONDS-MAINT	Vehicle hoist	2003	25	2028	\$11,500	0	0	0	0	0	0	0	0
PONDS-MAINT	Water heater	2003	20	2023	\$1,400	0	0	0	0	0	1,400	0	0
PONDS-POLE	Air exchange unit	2003	20	2023	\$3,500	0	0	0	0	0	3,500	0	0
PONDS-POLE	Caulk exterior metal panels	2003	10	2013	\$750	750	0	0	0	0	0	0	0

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Loc	Subsystem Description	Most current install date	Approx. Life Cycle	Approx Repl date	Present Valu Repl Cost	2018 & Before	2019	2020	2021	2022	2023	2024	2025
PONDS-POLE	Exterior service door	2003	15	2018	\$800	800	0	0	0	0	0	0	0
PONDS-POLE	Overhead lights	2003	20	2023	\$650	0	0	0	0	0	650	0	0
PONDS-POLE	Paint exterior steel	2003	20	2023	\$5,800	0	0	0	0	0	5,800	0	0
PONDS-POLE	Replace roof	2003	30	2033	\$9,500	0	0	0	0	0	0	0	0
PONDS-POLE	Seal coat floor	2003	10	2013	\$7,200	7,200	0	0	0	0	0	0	0
PONDS-POLE	Two OH doors	2003	15	2018	\$2,800	2,800	0	0	0	0	0	0	0
PONDS-PUMP	Equipment door	2003	15	2018	\$1,800	1,800	0	0	0	0	0	0	0
PONDS-PUMP	Exterior door	2003	15	2018	\$600	600	0	0	0	0	0	0	0
PONDS-PUMP	Exterior windows	2003	15	2018	\$400	400	0	0	0	0	0	0	0
PONDS-PUMP	Main boost pump & motor	2015	12	2027	\$4,500	0	0	0	0	0	0	0	0
PONDS-PUMP	Paint exterior	2015	12	2027	\$1,200	0	0	0	0	0	0	0	0
PONDS-PUMP	Replace roof	2003	20	2023	\$3,200	0	0	0	0	0	3,200	0	0
PONDS-PUMP	Roof access	2003	12	2015	\$600	600	0	0	0	0	0	0	0
PONDS-PUMP	VFD Pump system controls	2003	12	2015	\$8,000	8,000	0	0	0	0	0	0	0
PONDS-PUMP	Well pump controls	2003	12	2015	\$12,000	12,000	0	0	0	0	0	0	0
PONDS-PUMP	Wood flashing	2003	10	2013	\$1,200	1,200	0	0	0	0	0	0	0
PONDS-COURSE	Bridges	2003	10	2013	\$20,000	20,000	0	0	0	0	0	0	0
PONDS-COURSE	Bunkers-Hole #1 (2)	2003	100	2103	\$10,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Bunkers-Hole #2 (3)	2003	100	2103	\$10,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Bunkers-Hole #3 (3)	2003	100	2103	\$15,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Bunkers-Hole #5 (4)	2003	100	2103	\$15,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Bunkers-Hole #6 (1)	2003	100	2103	\$5,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Bunkers-Hole #7 (4)	2003	100	2103	\$15,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Bunkers-Hole #8 (2)	2003	100	2103	\$5,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Bunkers-Hole #9 (2)	2003	100	2103	\$10,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Fencing (along Century Ave)	2010	20	2030	\$25,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Irrigation System-Central Controller	2012	5	2017	\$15,000	15,000	0	0	0	0	0	0	0
PONDS-COURSE	Irrigation System-Deep Well & Motor Refurbish Components	2015	12	2027	\$6,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Irrigation System-Sprinkler Heads	2003	25	2028	\$35,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Irrigation System-Swing Joints	2003	25	2028	\$17,500	0	0	0	0	0	0	0	0
PONDS-COURSE	Irrigation System-VFD & Dist Motors Refurbish	2015	12	2027	\$13,000	0	0	0	0	0	0	0	0
PONDS-COURSE	Signage	2003	15	2018	\$10,000	10,000	0	0	0	0	0	0	0
PONDS-COURSE	Turf Tee line - Replace	2013	15	2028	\$19,402	0	0	0	0	0	0	0	0
						128,450	4,513	0	0	19,000	99,050	36,045	10,600
GOLF COURSE TOTAL						532,410	33,617	74,978	168,067	125,331	118,878	52,650	71,900

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Public Works - 125000

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Funds	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other (Specify) Regional Railroad Authority Levy	81,450,000	\$ 8,200,000	\$ 7,450,000	\$ 9,200,000	\$ 11,400,000	\$ 23,300,000	\$ 21,900,000
Other (Specify) Transit Sales and Use Tax	354,350,000	\$ 35,000,000	\$ 33,000,000	\$ 38,250,000	\$ 58,100,000	\$ 83,700,000	\$ 106,300,000
Other (Specify)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTALS (Must agree with Summary by Project)	\$ 435,800,000	\$ 43,200,000	\$ 40,450,000	\$ 47,450,000	\$ 69,500,000	\$ 107,000,000	\$ 128,200,000

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
SUMMARY BY PROJECT**

Dept Name & Code # Public Works - 125000

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2020	2021	2022	2023	2024	2025
	Multi-Modal Planning Projects	\$ 435,800,000	\$ 43,200,000	\$ 40,450,000	\$ 47,450,000	\$ 69,500,000	\$ 107,000,000	\$ 128,200,000
TOTALS (Last Page Only)		\$ 435,800,000	\$ 43,200,000	\$ 40,450,000	\$ 47,450,000	\$ 69,500,000	\$ 107,000,000	\$ 128,200,000



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	___
Code #: <u>Public Works - 125000</u>	Item: <u>Multi-Modal Planning Projects</u>			<u>X</u>
Account: 441201___ 441212___	Dept Priority	CM Ranking _____	CIPAC Ranking _____	
441202___ OTHER <u>424625</u>	Number: _____			

PROJECT DESCRIPTION:

Funding to continue to advance toward implementation of three transitway corridors (Gold Line, Rush Line, and Riverview Corridors), as well as funding for future rail property acquisitions and capital reserves for the Union Depot.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Regional Railroad Authority Levy	\$ 81,450,000	8,200,000	7,450,000	9,200,000	11,400,000	23,300,000	21,900,000
Other (Specify): Transit Sales & Use Tax	\$ 354,350,000	35,000,000	33,000,000	38,250,000	58,100,000	83,700,000	106,300,000
Totals (Project/Item Funding)	\$ 435,800,000	\$ 43,200,000	\$ 40,450,000	\$ 47,450,000	\$ 69,500,000	\$ 107,000,000	\$ 128,200,000

Who Prepared Cost Estimate: Public Works Multi-Modal Staff

Date of Estimate: Jun-19

NARRATIVE JUSTIFICATION:

The funds are needed to advance the Gold Line Corridor, Rush Line Corridor, and Riverview Corridor, in addition to providing funding for future rail property acquisitions and capital reserves for the Union Depot. The Gold Line Corridor will complete its environmental documentation and engineering work in preparation for construction starting in late 2021, and is anticipated to begin service in 2025. The Rush Line Corridor will complete its environmental documentation and then transition to the Metropolitan Council for the completion of Project Development in 2022. Engineering will begin in 2022. The Riverview Corridor will begin its three year Engineering and Pre-Environmental Phase with completion in late 2022.

EVALUATION CRITERIA:	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	<u>X</u>	___		<u>X</u>	___
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	___		<u>X</u>	___
5. Reduce Operating Costs	<u>X</u>	___		<u>X</u>	___
6. Protect Property	<u>X</u>	___			
			7. Provide Public Service	<u>X</u>	___
			8. Provide Public Convenience	<u>X</u>	___
			9. Enhance County Image	<u>X</u>	___

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

Department Name & Code

#: Public Works - 125000

Project Title or Item: Multi-Modal Planning Projects

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

If funding is not received for these projects, the projects will be delayed, causing increased costs due to inflation, risk of losing federal funding, and disadvantaged communities will not be served.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <u>x</u>	No <u> </u>	When? <u>Annually</u>
If project was funded, are carryover funds available?	Yes <u>X</u>	No <u>x</u>	
Year(s) and amounts budgeted and expended	Year(s) <u>Annually</u>		Budgeted/Expended

IMPACT ON FUTURE OPERATING COSTS: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE LIFE CYCLE MAINTENANCE COSTS.)

Completion of projects requires Ramsey County to contribute 50% of net operating costs.

IMPACT ON ENERGY EFFICIENCY and RENEWAL ENERGY: (Be Specific!) (If PROJECT IS NEW (Non-Routine), PLEASE include FUTURE ENERGY USAGE.)

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life:

Estimated Payback Period:

CIPAC COMMENTS:

COUNTY MANAGER COMMENTS:

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Historical Society 710000

Project Title or Gibbs Farm: Program and Preservation Expansion; Safety and

Item: Accessibility Improvements

PROJECT DESCRIPTION: (Attach supporting documents.)

Ramsey County Historical Society recommends the implementation of the Gibbs Farm Master Plan, with construction to begin within the next two years. The Master Plan, developed over three years with input from internal and external stakeholders, including Dakota culture bearers, will require \$14 million for capital costs and an additional \$6 million for non-capital expenses. The Master Plan makes Gibbs Farm a year-round rather than seasonal facility while also addresses critical existing safety, accessibility, and preservation needs. It also more than doubles the educational capacity of the Farm, a necessary expansion to meet current and expected demand for programming required by State of Minnesota education standards and available only at Gibbs Farm/RCHS and at the Minnesota History Center. In addressing core needs, the Master Plan also dramatically improves the long-range financial sustainability of RCHS while creating a year-round facility for use by RCHS, educational and community organizations, Dakota cultural organizations and culture bearers, Ramsey County, and others.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 7,094,903	\$ 1,100,000	\$ 5,994,903	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ 7,094,903	-	7,094,903	-	-	-	-
Other (Specify): Philanthropy	\$ 6,310,000	2,000,000	3,000,000	1,060,000	250,000	-	-
Total Project Funding	\$ 20,499,806	\$ 3,100,000	\$ 16,089,806	\$ 1,060,000	\$ 250,000	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

	<u>No</u>	<u>Yes</u>	<u>IF YES:</u>	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:	<input type="checkbox"/>	<input checked="" type="checkbox"/>		2018	\$ 132,000
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$1,100,000 in 2020, along with \$2,000,000 from Philanthropy. The request of \$5,994,903 is not recommended to be financed in 2021 but potentially to be financed in 2022 to match the State Fiscal Year funding.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

New assets in the Master Plan include an all-season and fully accessible education facility, an education gallery, and a collections preservation facility. Landscaping, including a new entry plaza, safer parking and bus access, accessible trails, and some historic asset restoration items are all significant renovation items. The Annex building at Gibbs Farm that provides program, office, storage, and meeting space will either be remodeled to better serve those needs and meet ADA requirements or will be replaced with a purpose-built building.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Gibbs Farm: Pathways to Dakota and Pioneer Life is located at the corner of Larpenteur and Cleveland Aves. Ramsey County Historical Society owns the property (unencumbered).

3. Are there alternative sites?

No

4. What is the estimated size?

a. Building square footage

Education Facility: 8,500 sf interior, 4,000 sf roof deck; Education Gallery: 1,500 sf interior, 1,500 sf program deck; Collection Preservation Facility: 3,000 sf interior; Administration space: 5,400 sf remodel of Annex Building OR 3,500 sf of replacement construction.

b. Acres of land needed

No new land is required, less than 1 acre of land will be required.

c. Is parking space required? How much?

yes, parking is addressed in the master plan, the plan will add a dedicated bus drop lane and add up to a dozen new parking spaces. 75% of visitors arrive by school bus.

5. How is the space to be utilized?

Year-round school tours and education programs for youth and adults; severe weather shelter; special events; Investigate MN! (museum-based summer school program for disadvantaged youth); year-round afterschool program; and artifact and archival collections preservation. External partners are expected to use the spaces for Dakota cultural education, Dakota ceremonial uses (not public), and any other use that does not adversely impact the site or the RCHS mission.

a. Office space square footage

3,500-5,400

b. Program space square footage

18,500

6. How many employees will occupy the space?

a. Current Staff

No County Staff work at the site. RCHS employs 3 FT and 20 PT/Seasonal staff at the site.

b. New positions/staff needed

No County Staff are needed. RCHS will add three full-time staff and increase the number of hours PT staff work at the site.

7. Who provided the cost estimate? When?

Cunningham Group Architects and McGough Construction, summer 2018. Estimates include cost escalators to account for 2021 construction start as well as design and contingency costs.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Cunningham Group worked with McGough Construction to prepare cost estimates. Cunningham brings more than 50 years of experience to the Master Planning process and works world-wide with clients ranging from governments to Disney Corporation. They have extensive experience in educational and experiential infrastructure as well as destination tourism across the United States, Korea, and more. McGough Construction has been headquartered in Minnesota for more than a century and is one of the largest construction companies in the state. They have extensive experience with cultural organizations, including building the new Bell Museum, Guthrie Theater, Cowles Performing Arts Center, and the Palace Theatre.

8. For how long is the cost estimate valid?

2021

9. When does the project need to begin?

Construction to begin in 2021

10. Who will oversee the project?

a. County staff - Describe experience

County staff is TBD; RCHS staff will include President Chad Roberts supported by Curator Mollie Spillman and Site Manager Sammy Nelson. This will be first major new construction project RCHS staff have overseen, both Roberts and Spillman have provided oversight for remodel/renovation projects involving historic properties.

b. Outside consultant - Describe experience

An owners representative will be hired and has not yet been identified.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 1,727,724	1,100,000	627,724	-	-	-	-
Construction	\$ 12,262,082	350,000	8,338,457	3,573,625	-	-	-
Furniture, Fixtures & Equipment	\$ 200,000	20,000	80,000	100,000	-	-	-
Moving	\$ 60,000	-	-	60,000	-	-	-
Other: Program, Transition, & Staffing	\$ 6,250,000	2,000,000	2,000,000	1,500,000	750,000	-	-
	\$ 20,499,806	\$ 3,470,000	\$ 11,046,181	\$ 5,233,625	\$ 750,000	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Gibbs Farm: Pathways to Dakota and Pioneer Life, is a weather-dependent site with a typical site load of 200-240 students per day during the twelve weeks of the school tour season, serving approximately 16,000 students annually. In 2016, Gibbs provided tours to classes from 152 schools from all over Minnesota and Western Wisconsin, totaling more than 650 classrooms, including visits from 27 of the 70 elementary schools in Ramsey County. Peak loads at the site can exceed 600 students in one day with as many as 360 students on site at any given time, though this is rare and cannot be routinely supported due to staff and facility availability.

During severe weather events, Gibbs Farm can safely accommodate less than 120 individuals, far less than are on site during current peak usage. This capacity limitation requires Gibbs Farm to cancel or reschedule school visits when severe weather is expected. This is detrimental to student education and an ongoing challenge for RCHS to manage.

Current demand by educators cannot be met with current facilities, as demand continues to grow this challenge grows worse annually. The relocation of the Bell Museum to the neighborhood is exacerbating this challenge, particularly as the New Bell has become an active program partner of Gibbs Farm. The New Bell will draw an estimated 27,000 students by 2021, many of whom are in the same age-band as served by Gibbs Farm. This facilitates a dual tour of both sites in the same day by students, and at this time there is no capacity to meet more than a handful of such requests (and even then only through creative scheduling). This external opportunity combined with organic demand growth driven by internal program success will require a doubling of capacity to adequately address. With current needs as they are and increased demand already evident, creating facilities to support year-round operations with appropriate severe weather shelter to accommodate 360 student visitors simultaneously is appropriate and necessary.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

The site lacks sufficient severe weather to accommodate is typical load of students during its busiest 12 weeks out of the year. The site lacks a heated program space to support year-round programming. The bathrooms that exist are insufficient for existing needs and limit future growth. RCHS is the trusted caretaker for collections that include 14,000 objects and nearly 2.5 million archival items, these collections grow steadily and RCHS does not own sufficient collections space with the correct environmental controls to preserve these collections within appropriate standards. Current facilities are not suitable for use by community partners in a significant way and have limited capacity for generating revenue. The Gibbs Farm Master Plan addresses all of these items.

3. What are the positive aspects of the current building and/or site?

The site with its current facilities has served the community well for nearly 70 years, however, failure to address guest safety, collections, and educational growth needs will result in a diminishing capacity to continue providing unique educational experiences that meet state education standards. The site itself is one of only two offering Dakota cultural education for students in the metro area, a key function and theme required by state education standards.

4. Who performed the functional analysis? Qualifications?

Staff, Board, community members, partners, and consultants all assisted in the analysis. Terry Swanson, former Site Manager at Gibbs has decades of public programming experience including a long tenure at the American Swedish Institute and ten years at Gibbs. Her intimate knowledge of the needs of the educators using Gibbs helped shape the analysis. The current three person management team at Gibbs Farm, all with at least two years of experience as site managers and educators continue to provide front-line experience to the planning process. Peter Kramer is an experienced architect and worked with RCHS to identify the most efficient scope for meeting the needs identified by RCHS and the site users. Peter's work was expanded upon by Cuningham Group Architects, their three-person team brought decades of experience in site analysis and planning to creating the Master Plan. Chad Roberts, president of RCHS, utilized his 17 years of experience in museum leadership, work with American Indian cultural centers, and the input of site users to prioritize the needs of the site. Mollie Spillman, Curator/Archivist with nearly 20 years of experience at RCHS provided an assessment of space needs for collections preservation, assisted by conservation specialists with decades of experience in various types of collections. The Gibbs Farm committee of a dozen community volunteers and board members led by Tim Glines, Retired Outreach Manager for the Minnesota Historical Society with four decades of museum experience, has actively explored internal needs for three years and were essential to creating the Master Plan. This group includes several retired educators, a prominent developer, and others with experience in leading community organizations. Outreach to Dakota individuals and Dakota serving organizations led to the incorporation of Dakota ceremonial space in the project and will continue to shape the development of programs as well as schematic and final design phases. Other partner organizations, including the New Bell Museum, are participating in both program and design development for the project.

5. What other alternatives have been explored? Describe

Various locations and building scopes were considered during the planning process. In order to meet RCHS's needs for the next several decades, several buildings of a scale that is appropriate for the site rather than one large building, carefully located to be complementary to the visitor experience while preserving the historic nature of the site, was determined to be optimal.

The adaptive re-use of the Annex property has been discussed and would require substantial expansion to meet our needs and would limit its use for current administrative functions. In addition, that structure is located in such a location that access to the Gibbs site would be problematic. This would require re-orienting the site, which would negatively impact the visitor experience and be quite costly as well.

The option of doing nothing has also been raised, this would not just limit growth, it would lead to declining use of the site. The plan selected meets ongoing needs as well as supporting growth without building more infrastructure than RCHS can maintain.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

The site can continue as a seasonal location for several more years before a significant decline in usage will lead to a negatively reinforcing cycle of financial instability that will eventually lead to closure. Declining usage will be the result of unresolved student safety issues and inadequate facilities that make the tour experience unreliable for users. The expansion not only improves safety, accessibility, and the visitor experience that will ensure strong demand, it also adds substantial revenue opportunities that will support innovation and deeper programming that is even more impactful for students and the community. With regards to collections preservation, RCHS does not own either its primary space (approximately 3,000 sf of temperature controlled, but not humidity controlled, space) or oversized item storage (no temperature or humidity control). These currently hold 90% of the RCHS artifact collection and in both cases RCHS could lose access to them on short notice.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

Remodeling has already been identified for those items where it makes sense in the Master Plan. RCHS is already moving forward with a pre-cursor project involving the existing Red Barn. Alone, this does not address all critical site needs but will serve as an important bridge between the current facilities and new facilities that would open in 2022 or 2023.

3. How are current operating costs being affected?

Aging structures require more expensive maintenance every year and in those cases where the structures are historic the costs are higher than for the more recent facilities. These costs are increasing for RCHS every year and cannot be supported without program growth, which requires better facilities. Recent investments in more energy efficient HVAC equipment in the Annex property will help reduce utility costs in the short-term. All new and remodeled construction proposed would significantly reduce the utility cost per foot to operate Gibbs Farm, though overall operating costs will increase to support the new infrastructure.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

There is currently a lot of interest in building out the cultural corner on which Gibbs Farm and the New Bell Museum are both located. This interest extends to the state legislature where support for investing at Gibbs Farm has already been expressed by influential lawmakers. This represents a specific opportunity to leverage County funds with State dollars, an opportunity that likely will not exist in four years. Within our donor community there is a strong interest by stakeholders at all ages, but in particular by those with substantial capacity to give that are aged 70+. Further, as our customer base of educators and students continues to grow, if we do not grow with them we will lose them. Finally, we benefit from the efforts of our partners, as they benefit from ours. Being positioned to grow and support one another's growth will result in positive cumulative impact in the community.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS

1. Estimated cost of new staff positions needed. When? Is/will funding be available?

None for Ramsey County. Annual costs for three new FT positions with benefits in addition to additional PT educator positions/hours will total approximately \$240,000 annually. RCHS will raise funds sufficient to support these positions for two years as part of the project. Long-term, these costs will be supported by additional educational programming (paid tours and afterschool program) as well as site rental fees.

2. Are there any future cost savings?

Not net, the additional costs for maintaining and operating the new space exceeds cost savings for increased energy efficiency elsewhere in the project.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:

a. Maintenance/Custodial

Additional costs will include \$10,000 in supplies, consumables, and minor repairs. Cost of staffing is addressed in item 1 above as a new FT maintenance position will be created (the cost of which will be partially offset by eliminating currently contracted maintenance operations). Equipment costs (after initial investment) for snow removal, lawn care, etc. are estimated at \$2,000 annualized. Annual inspections, contracted repairs, etc. will vary from \$6,000 annually to as much \$15,000. Repair and replacement of equipment used for site rentals (after initial investment) will vary from \$3,000 to \$10,000 annually depending on the particular equipment.

b. Heating/Cooling/Lighting or other Energy-related costs

Better energy efficiency will help keep new costs reasonable, however, it is expected that new utility costs for the site could run as much as \$20,000 more annually.

4. Are there any federal/state laws mandating increased operating costs?

Compliance with Section 106 of the Secretary of the Interior's code will result in certain repairs and operational costs being higher than typical, these are factored into 3.A and 3.B above. ADA requirements result in nominal increased costs but should not be considered a meaningful factor.

E. IMPACT ON FUTURE REVENUES

1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:

COST	Source	Amount	Year		Source	Amount	Year
a. Construction Costs	TBD	\$ -			\$ -		
b. Maintenance		-			-		
c. Operating Costs		-			-		
d. Staff Costs		-			-		
e. Replacement		-			-		
f. Debt Costs (bonds)		-			-		

Note a. There may be state or federal tax credits marketable to third-parties for construction items related to energy efficiency, historic rehabilitation credits, stormwater management, etc. The value of these is unknown but believed to be relatively modest and unlikely to provide meaningful cost savings.

Note b-f. There are no ongoing costs or impacts on future revenues for Ramsey County.

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Program & Preservation

PROJECT TITLE: Expansion at Gibbs Farm

COMMENTS:

“Yes, expand the program. A wonderful learning experience for our youth about the Dakota culture and farming.”

“Intentionally left blank due to a conflict of interest.”

“Yes, an important facility. \$14m capital is a load of cash +\$6m more capital like the idea of a year-round facility. Annex demo/build well thought out planning better than remodel?”

“Integrity of site.”

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Ramsey County Library

Project Title or

Item: Ramsey County Library-Maplewood Remodel

PROJECT DESCRIPTION: (Attach supporting documents.)

Remodel the Ramsey County Library in Maplewood. See attached pre-design analysis.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 3,769,005	\$ 3,769,005		\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 3,769,005	\$ 3,769,005		\$ -	\$ -	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

	<u>No</u>	<u>Yes</u>	<u>IF YES:</u>	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:	<input checked="" type="checkbox"/>	<input type="checkbox"/>			\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$1,000,000 in 2020 for design costs and \$2,769,005 in 2021 for construction costs.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

This project is a renovation of the current Ramsey County Library in Maplewood, which was built in 2007.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The library is located at 3025 Southlawn Drive in Maplewood, Minnesota. Ramsey County owns this site.

3. Are there alternative sites?

No.

4. What is the estimated size?

a. Building square footage

31,000 s.f.

b. Acres of land needed

NA

c. Is parking space required? How much?

No.

5. How is the space to be utilized?

Public library space.

a. Office space square footage

5,000 s.f.

b. Program space square footage

26,000 s.f.

6. How many employees will occupy the space?

a. Current Staff

15.2 FTE

b. New positions/staff needed

None.

7. Who provided the cost estimate? When?

MSR Design, working with Carol Morpew, Ramsey County Property Management Project Manager, and Bill Michel, manager of the Library in Maplewood. The cost estimate was made in May, 2018.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

MSR Design has extensive experience in renovation work and library design nationally. Traci Lesneski, Principal at MSR, led the pre-design project. She has 22 years' experience in designing learning spaces. Susan Morgan, AIA, LEED AP, BD+C, Project Architect at MSR, served as project manager leading data collection and physical assessment, and she collaborated with an acoustical design consultant at KRA.

8. For how long is the cost estimate valid?

Cost estimate is escalated to 2020.

9. When does the project need to begin?

The project would begin as soon as funds are available. Phase I: schematic design. Phase II: construction.

10. Who will oversee the project?

a. County staff - Describe experience

A Ramsey County Property Management Project Manager will oversee the project with a lead coordinator at Ramsey County Library. The Property Management fee is included in this estimate.

b. Outside consultant - Describe experience

NA

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Eng + soft costs	\$ 365,500	365,500	-	-	-	-	-
Construction	\$ 2,150,000	2,150,000	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ 700,000	700,000	-	-	-	-	-
Telephone & Data	\$ 70,000	70,000	-	-	-	-	-
Moving	\$ 110,000	110,000	-	-	-	-	-
Other (Escalation to 2020)	\$ 373,505	373,505	-	-	-	-	-
	\$ 3,769,005	\$ 3,769,005	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The library's current open plan design fails to meet the diverse needs of today's library users. The space promotes frequent patron conflicts across generations and cultures. An interior renovation will address noise and distinct library user needs, as well as support the County's strategic priority of accessible service delivery. See attached pre-design analysis.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

Noise travels. Service points are hidden. Program and study space is inadequate. The cafe is not profitable for renters. Furnishings are worn. This project adds sound absorbing materials and walls, more accessible service points, and additional/smaller study rooms. The cafe is converted to accommodate more programs/services. Furnishings are replaced.

3. What are the positive aspects of the current building and/or site?

The site serves a community that includes low-income families and people of color, many of whom live within walking distance of the library. The facility has generous light and pleasing natural views. This project maintains those features.

4. Who performed the functional analysis? Qualifications?

Susan Morgan, AIA, LEED AP, BD+C, Project Architect at MSR Design.

5. What other alternatives have been explored? Describe

MSR Design provided three layout alternatives that did not vary significantly in budget or scope. A team of Library and Property Management staff vetted these and selected the alternative that best serves library patrons.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

Incident reports at the library in Maplewood as well as unsolicited complaints and recent survey responses show that the public is very frustrated by the poor user experience and inability to control noise in this library. The Ramsey County Library Board recommends that this project be implemented as soon as possible.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

This plan is a remodel within the existing building footprint.

3. How are current operating costs being affected?

The conversion of the café from a rental space to program space will decrease library revenue.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

This would perpetuate serious patron conflicts and noise problems at the Library in Maplewood. The FF&E conditions at this library are extremely poor, and we need a schematic design in order to make prudent decisions about replacements. Otherwise, we risk purchasing items that will not fit into a renovated library.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS

1. Estimated cost of new staff positions needed. When? Is/will funding be available?

NA

2. Are there any future cost savings?

Renovation provides opportunities to improve green energy techniques and products. This includes relamping to LEDs and increasing the number of thermal zones, which can enable more efficient heating and cooling.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:

a. Maintenance/Custodial

NA

b. Heating/Cooling/Lighting or other Energy-related costs

TBD

4. Are there any federal/state laws mandating increased operating costs?

NA

E. IMPACT ON FUTURE REVENUES

1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:

COST	Source	Amount	Year		Source	Amount	Year
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

Maplewood Pre-Design Report

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Ramsey County Library

PROJECT TITLE: Maplewood Remodel

COMMENTS:

“Yes, needed. Good plan uses for libraries has changed.”

“Proposed renovations should be consistent with the contemplated master plan for the library system, including the analysis of financing.”

“\$3.8m --- may as well build a new one. I haven’t been to a library in ages... people still go to these? Not a huge fan of supporting this one.”

“Thrown a lot of money at this site.”

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CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT

Project # (CM Use Only)

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation/660000

Project Title or

Item: Administration Building Renovation

PROJECT DESCRIPTION: (Attach supporting documents.)

The Administration Building for Parks and Recreation was constructed in 1985. Since that time the department has grown substantially, so the existing building layout is not conducive to staff needs, the mechanical and electrical systems are outdated and inefficient, and the public areas do not present a favorable "first impression" of Ramsey County. Maintenance costs are increasing every year. Public or shared spaces, such as conference rooms, are inconveniently located and occasionally disruptive to staff. In 2018 Parks & Recreation absorbed the Soil & Water Division (formerly Ramsey Conservation District). This division is currently housed at Public Works, which creates a "silo" effect and does not facilitate this division's integration into the Parks & Recreation work. The HVAC system is mostly original and several components are at or beyond its useful life. Additionally, the system was not designed to the way the building is currently utilized so it functions very inefficiently, resulting in high operating costs. Staff has worked with Wold Architects to determine a more effective use of the existing building (see attached), which would result in 1) improved customer service experience; 2) more efficient operations for staff; 3) reduced operating costs through increased HVAC efficiency; 4) more efficient space utilization to allow for training/conference room use by public and other County departments; 5) staffing flexibility through "hotel" stations for interns, employees from other County departments, consultants, and others.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING							
		2020		2021		2022		2023	
County Funds	\$ 3,943,364	\$	-	\$	-	\$ 220,500	\$	3,722,864	\$
Federal Funds	\$ -		-		-	-		-	-
State Funds	\$ -		-		-	-		-	-
Other (Specify):	\$ -		-		-	-		-	-
Total Project Funding	\$ 3,943,364	\$	-	\$	-	\$ 220,500	\$	3,722,864	\$

PREVIOUS PROJECT FUNDING:

	No	Yes	IF YES:	Year(s)	Amount
Place a Check mark in the Correct Box:	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
					\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

This project did not request funding in 2020 or 2021.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

Major renovation.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Parks & Recreation owns the building, located at 2015 Van Dyke Street in Maplewood. The renovation will be limited to the current building footprint.

3. Are there alternative sites?

A ground-up (new) building or an expansion to the current building would be significantly more expensive.

4. What is the estimated size?

a. Building square footage

15,300 square feet will be renovated.

b. Acres of land needed

N/a

c. Is parking space required? How much?

Existing parking is adequate.

5. How is the space to be utilized?

Offices, county meetings, community meetings, maintenance, parts storage, break/lunch room, lobby, conference rooms, rest rooms, locker rooms.

a. Office space square footage

Approximately 10,000 square feet

b. Program space square footage

Approximately 5,000 square feet

6. How many employees will occupy the space?

a. Current Staff

30 who are officed within the renovated areas

b. New positions/staff needed

None

7. Who provided the cost estimate? When?

Parks & Recreation staff, utilizing historical cost data for similar projects in concert with conceptual estimating done by Wold Architects in 2016.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Wold has extensive experience with municipal construction and has designed several office remodel projects for Ramsey County Property Management.

8. For how long is the cost estimate valid?

The estimate assumes construction beginning in late 2023. Construction beginning any later would increase costs.

9. When does the project need to begin?

Parks & Recreation would utilize the design-build delivery method for this project. A design-build RFP would go to market once funding becomes available in mid-2022. A design-build partner would be selected in fall 2022, with design and budgeting work through spring/summer 2023. Construction would then begin in fall 2023, utilizing a phased approach to minimize disruption.

10. Who will oversee the project?

a. County staff - Describe experience

Ryan Ries - Facilities & Sustainability Director will manage the project for Parks. He has managed several construction projects for Parks of similar scope and magnitude. Prior to coming to the County, Ryan worked in the private sector as a construction project manager.

b. Outside consultant - Describe experience

A design-build team would be hired through competitive solicitation to complete design, budgeting, construction, and construction management services.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 220,500	-	-	220,500	-	-	-
Construction	\$ 3,722,864	-	-	-	3,722,864	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 3,943,364	\$ -	\$ -	\$ 220,500	\$ 3,722,864	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Customer service experience is poor. Major mechanical systems are in need of replacement. Staff spaces have been made to fit into existing spaces and not necessarily effective or efficient. Public use and other departments use of spaces has increased in a building not designed for that purpose. Spaces and finishes have not evolved with changing technology or styles in 32 years.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

Aging mechanical systems, outdated finishes, public moving through staff spaces, over and underutilized spaces existing because of design. The plan would provide a new mechanical system which in turn will provide for more efficient operation and reduced energy costs while providing more comfortable spaces for staff and the public. The renovated spaces will bring the appearance up-to-date and more technically efficient. The new design will maximize use of space.

3. What are the positive aspects of the current building and/or site?

The building is large and includes a full mechanic's shop, warm and dry storage areas, as well as a maintenance bay for the adjacent Goodrich Golf Course. The size of the building makes a renovation an attractive option in lieu of reconstruction or moving.

4. Who performed the functional analysis? Qualifications?

Wold Architects is experienced in space studies, especially at the municipal level.

5. What other alternatives have been explored? Describe

We looked at adding onto the building to provide community space, rest rooms, and upper level offices. This would accommodate those functions but the existing building would still need new mechanical systems and updated finishes. Any addition would dramatically increase the cost.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

The mechanical systems will need to be replaced soon. If not, the cost of repairs will rise and replacement may need to occur on an emergency basis rather than a preventative approach. Office space can be make-shift as has been occurring to fit staff.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

This is a remodel project.

3. How are current operating costs being affected?

Repairs of mechanical systems will rise. Office comfort has been compromised causing staff to use portable heaters in the cooler months which raises the electricity bill. The price of outdated appearances is hard to measure but impacts the perceived credibility of the operation.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

The mechanical systems will continue to age as will the appearance of the spaces. Wear and tear will be more apparent.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

No new staff positions are anticipated because of the renovation.

2. Are there any future cost savings?

The new mechanical systems and building management system will allow for improved energy efficiency resulting in reduced operating costs.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

The current janitorial costs should remain constant due to the use remaining similar and the square footage remaining the same.

b. Heating/Cooling/Lighting or other Energy-related costs

A new HVAC system, building automation system, and additional lighting controls would result in potential energy savings of 35% electric and 25% gas, or approximately \$9,400 per year.

4. Are there any federal/state laws mandating increased operating costs?

None known.

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

Attachment A - Study & Estimate

Attachment B - Project Estimate

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architects
engineers
www.woldae.com

332 Minnesota Street
Suite W Two Thousand
Saint Paul, MN 55101
tel 651 227 7773
fax 651 223 5646
mail@woldae.com

RAMSEY COUNTY



Park Department Headquarters Space Study

Saint Paul, Minnesota
April 1, 2016

Administration Building Renovation
Attachment A - Study & Estimate

Minnesota
Illinois
Michigan
Colorado



RAMSEY COUNTY
Parks Department Headquarters Space Study
April 1, 2016

Wold Architects & Engineers is pleased to submit to the Ramsey County, this Space Study for the Parks Department Headquarters facility.

We wish to thank the Core Planning Group and the Division staff for their efforts in assisting us in development of decisions necessary to advance the study to this stage in a timely fashion. Thank you for the consideration of this matter.

Joel L. Dunning // AIA, LEED-AP
Partner-In-Charge
Wold Architects and Engineers



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 - A. Objectives & Participants
 - B. Study Methodology

- 2. Needs and Objectives**
 - A. Guiding Principles
 - B. Summary of Deficiencies
 - C. Existing Floor Plans/ Division Layout
 - D. Proposed Space Program

- 3. Recommended Solutions**
 - A. Summary of Recommendations
 - B. Proposed Schematic Plans
 - C. Proposed Phasing Plans
 - D. Proposed Project Budget

- Appendices**
 - A. Meeting Minutes
 - Core Group Meetings
 - Department Interviews



Introduction – Objectives

Wold Architects and Engineers is pleased to submit this Parks Department Headquarters Space Study to Ramsey County.

The Parks Department Headquarters was originally constructed in 1985 with a footprint of 39,184 square feet and a gross area of 61,815 square feet. The facility houses the Administration, Finance, Planning, Operations and Golf Divisions of the Parks Department. The facility also houses a large training room which is available for any department in Ramsey County to schedule for utilization. The facility is located at 2015 Van Dyke Street, Saint Paul. The facility's 10,457sf lower level is all cold storage. The 39,184sf main level contains approximately 6,000sf of office space with the remainder being maintenance, storage and shop space. The 12,174sf upper level is also approximately 6,000sf of office space with the remaining as mezzanine shop storage space.

Wold Architects and Engineers was commissioned in late 2015 to perform a Space Utilization Study. The objective of this study was to identify a space utilization masterplan which addresses any existing deficiencies in the facility, addresses potential future growth and reorganizes the occupants with improved operational and functional efficiencies. In other words, the intent of the study is to determine how to best reorganize or reconfigure departments within the existing facility to streamline public service, improve safety and efficiency and maximize internal collaboration between departments and staff, while also planning for any likely future potential growth of each department.

Core Group Recommendation

With the conclusion of this Ramsey Count Parks Department Headquarters Space Study, the Core Planning Group recommends that the funding be considered to implement the proposed, phased reorganization of the facility with remodeling to facilitate the effective clustering of function groups of staff, and to foster the collaboration of staff by providing better internal adjacencies and efficiencies.

Introduction – Participants

We wish to thank the Core Group and all of the study's participants for their efforts in providing Wold's team with the information necessary to complete this report in a thorough and timely fashion.

Core Group Committee

Jon Oyanagi, Director of Parks and Recreation
Sarah Ackman, Director of Arena and Golf Operations
Trudy Winek, Accounting
Scott Yonke, Director of Planning and Development
Mark McCabe, Director of Park Services and Operations

Thank you for your consideration of this Space Needs Assessment.



Introduction – Study Methodology

To arrive at the conclusions in this report, extensive meetings and discussions occurred between the Wold team, the Core Planning Group and divisions. This effort included facility tours, staff interviews and information gathering.

The following goals for the study were outlined early in the process:

- Step 1:** Meet with Core Group to clarify Study Objectives
- Step 2:** Interview and tour the existing divisions and review Space Utilization Assessment surveys.
- Step 3:** Development of consensus on deficiencies and ideal operational models.
- Step 4:** Development of solution options to address deficiencies and ideal operational models.
- Step 5:** Demonstrate implementation phasing and cost impacts to the solutions.
- Step 6:** Development of consensus on solutions.
- Step 7:** Documents findings in a report.



Needs and Objectives – Guiding Principles

At the kick-off meeting, the group generated a list of goals and objectives to help direct the purpose of the study. Consensus by the Core Planning Group was developed surrounding the following list, which helped keep the team focused during the decision making process.

Guiding Principles:

1. Sustainability is important.
2. Create functional adjacencies and accommodate growth.
3. Ideal zoning is based on work flow, not security.
4. Develop collaboration spaces (more functional than the big one).
5. Improve usability of large conference room.
6. Unifying the break room is a secondary strategy that might support other moves.
7. Creating a common work area/break area would help unify the department.
8. Creation of an outdoor space would be nice.

Needs and Objectives – Summary of Deficiencies

Each division within the Parks Department completed a survey helping the team identify functional requirements for the division, including necessary adjacencies with other divisions or rooms within the facility, current and projected staffing needs, security and technology needs/ deficiencies, type and amount of public interaction and type services provided. Informational interviews and tours of divisions solidified the needs and deficiencies for each department.

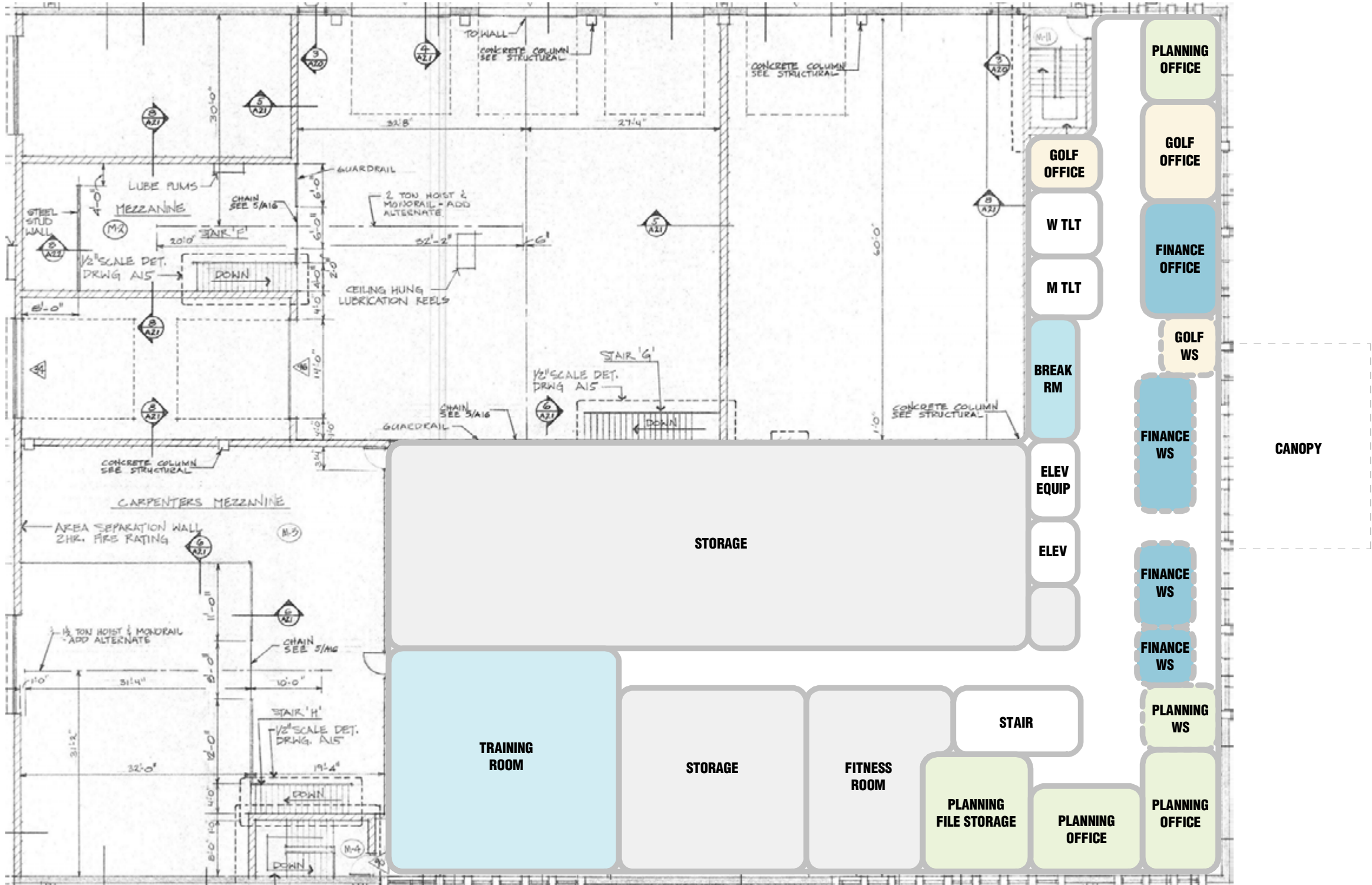
Building-Wide Programmatic Deficiencies:

- Poor wayfinding to the large training room upstairs
- More Conference Rooms
 - More spaces for collaboration
 - Incorporate technology into rooms
- Separation between public and staff
- Visitor Waiting Area
- Unified break room
- Reduce the oversized fitness and storage on 2nd floor
- Finishes are worn and dated

Department-Specific Programmatic Deficiencies:

- Work space for two interns, one near Administration.
- Added workspace for new employees
- A design studio to collaborate on planning efforts
- Payroll and HR need private offices
- Front desk improvements for a second staff person in summer
- Ventilation improvements to the fertilizer room to meet MN Dept of Agriculture requirements
- Exterior access to the Parts Desk for deliveries
- Carpenter office is too small





1 UPPER LEVEL - EXISTING PLAN
1/16" = 1'-0"
0 12' 24'



Proposed Space Program Summary

Spaces needed to support the facility operations were developed and reviewed with the Core Planning Group. The following pages summarize, and then detail room by room, the space needs generated to allow the facility to operate effectively and efficiently both today and into the foreseeable future.

	Existing Building	Proposed Program	Program As Shown
1.100 Public Spaces			
1.101 Public Lobby/Waiting	300 s.f.	300 s.f.	580 s.f.
1.102 Training Room	966 s.f.	966 s.f.	1,300 s.f.
Public Spaces Net Area Total:	1,266 s.f.	1,266 s.f.	1,880 s.f.
Net to Usable SF Factor		x 1.40	x 1.40
Public Spaces USF Needed		1,772 s.f.	2,632 s.f.
1.200 Administration			
1.201 Director Office	258 s.f.	180 s.f.	220 s.f.
1.202 Assistant Office	123 s.f.	120 s.f.	105 s.f.
1.203 Specialist Office	93 s.f.	120 s.f.	120 s.f.
1.204 Service Counter Office	175 s.f.	120 s.f.	120 s.f.
1.205 Receptionist Workstation	109 s.f.	110 s.f.	110 s.f.
1.206 Intern Workstation	55 s.f.	64 s.f.	64 s.f.
1.207 Copy/Workroom	104 s.f.	104 s.f.	125 s.f.
1.208 Admin Files	76 s.f.	0 s.f.	0 s.f.
Administration Net Area Total:	993 s.f.	818 s.f.	904 s.f.
Net to Usable SF Factor		x 1.40	x 1.40
Administration USF Needed		1,145 s.f.	1,210 s.f.
1.300 Operations			
1.301 Director Office	162 s.f.	150 s.f.	210 s.f.
1.302 Supervisor Office	97 s.f.	120 s.f.	140 s.f.
1.303 Active Living Supervisor Office	97 s.f.	96 s.f.	140 s.f.
1.304 Supervisor Office	97 s.f.	120 s.f.	190 s.f.
1.305 Seasonal Supervisor Workstation	64 s.f.	64 s.f.	64 s.f.
1.306 New Programmer Workstation	-	64 s.f.	64 s.f.
1.307 New Intern Workstation	-	64 s.f.	64 s.f.
1.308 Program Storage	-	120 s.f.	120 s.f.
1.309 Copy/Work Area	-	80 s.f.	70 s.f.
Operations Net Area Total:	517 s.f.	878 s.f.	1,062 s.f.
Net to Usable SF Factor		x 1.40	x 1.40
Operations USF Needed		1,229 s.f.	1,487 s.f.

Program Summary (cont.)

1.400 Planning

1.401	Director Office	206 s.f.	150 s.f.	260 s.f.
1.402	Manager Office	190 s.f.	120 s.f.	130 s.f.
1.403	Landscape Arch Office	182 s.f.	120 s.f.	130 s.f.
1.404	Resource Mgr Office	125 s.f.	96 s.f.	130 s.f.
1.405	<i>New LA Office</i>	-	120 s.f.	130 s.f.
1.406	<i>New Studio Work Area</i>	-	240 s.f.	400 s.f.
1.407	<i>Planning File Storage</i>	248 s.f.	200 s.f.	150 s.f.
Planning Net Area Total:		951 s.f.	1,046 s.f.	1,330 s.f.
Net to Usable SF Factor			x	x
Planning USF Needed			1,464 s.f.	1,862 s.f.

1.500 Finance

1.501	Director Office	190 s.f.	150 s.f.	160 s.f.
1.502	Account Clerk Workstation	86 s.f.	120 s.f.	130 s.f.
1.503	Payroll Processing Workstation	163 s.f.	96 s.f.	130 s.f.
1.504	Accountant Workstation	86 s.f.	96 s.f.	130 s.f.
Finance Net Area Total:		525 s.f.	462 s.f.	550 s.f.
Net to Usable SF Factor			x	x
Finance USF Needed			647 s.f.	770 s.f.

1.600 Golf/Arenas

1.601	Director Office	190 s.f.	150 s.f.	170 s.f.
1.602	Supervisor Office	134 s.f.	120 s.f.	140 s.f.
1.603	Supervisor Workstation	60 s.f.	96 s.f.	120 s.f.
1.604	Superintendent Office	115 s.f.	120 s.f.	170 s.f.
Golf/Arenas Net Area Total:		499 s.f.	486 s.f.	600 s.f.
Net to Usable SF Factor			x	x
Golf/Arenas USF Needed			680 s.f.	840 s.f.

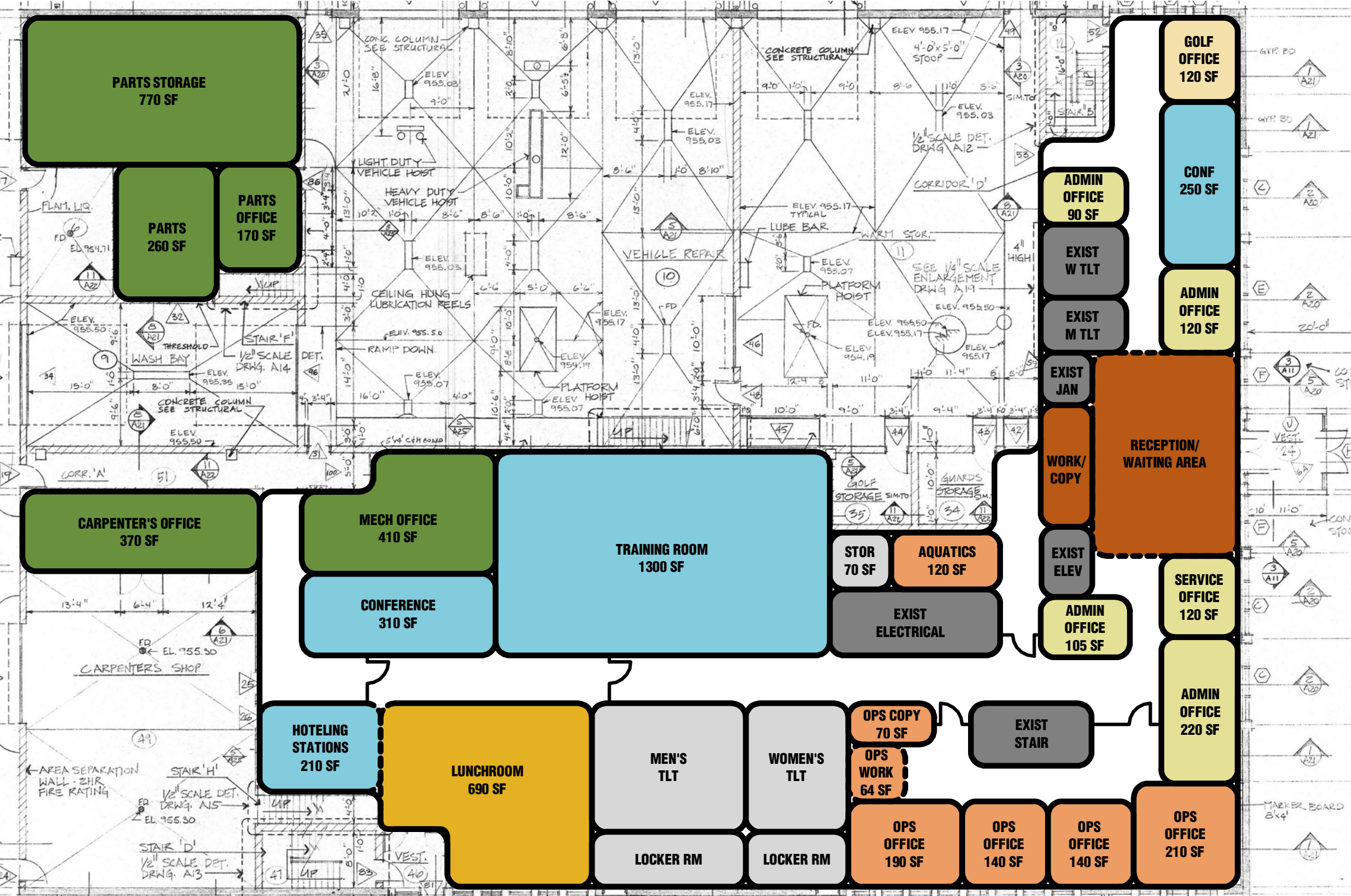
Program Summary (cont.)

1.700 Support Spaces			
1.701	Conference Room	274 s.f.	274 s.f.
1.702	Break Room	290 s.f.	360 s.f.
1.703	Break Nook	0 s.f.	0 s.f.
1.704	Lunch Room	109 s.f.	100 s.f.
1.705	Fitness Room	585 s.f.	100 s.f.
1.706	Men's Locker Room	800 s.f.	690 s.f.
1.707	Women's Locker Room	480 s.f.	400 s.f.
1.708	File/Storage Room	526 s.f.	170 s.f.
1.709	Hotelling Stations	345 s.f.	110 s.f.
1.710	Conference Room	345 s.f.	180 s.f.
1.711	Conference Room	500 s.f.	180 s.f.
	Support Spaces Net Area Total:	765 s.f.	310 s.f.
		-	250 s.f.
		180 s.f.	220 s.f.
	Support Spaces Net Area Total:	3,374 s.f.	2,790 s.f.
		3,345 s.f.	x
	Net to Usable SF Factor	1.40	1.40
	Support Spaces USF Needed	4,683 s.f.	3,905 s.f.
1.800 Misc			
1.801	Parts Office & Storage	1,994 s.f.	1,000 s.f.
	Misc Net Area Total:	1,994 s.f.	1,200 s.f.
		x	x
	Net to Usable SF Factor	1.40	1.40
	Misc USF Needed	1,400 s.f.	1,680 s.f.



Recommended Solutions – Summary of Recommendations

The following pages depict the conceptual plan that was developed through an iterative, collaborative process with the Core Group. Following the concept plans are a series of suggested phasing plans that offer a strategy for implementation which minimizes the number of staff relocations. Finally, a conceptual project budget is presented based upon the differing levels of remodeling intensity.



1 MAIN LEVEL - PROPOSED PLAN
1/16" = 1'-0"
0 12' 24'



PHASE 1

- Consolidate items in Parts Storage in highlighted area and move into temporary storage
- Clear out items in existing Sign Shop
- Construction work on new Mechanics Office and Conference Room in existing Parts Storage
- Move Carpenter's Office from second floor to existing Sign Shop

PHASE 2

- Construction work on new Parts Storage and Offices
- Move the remaining items from existing Parts Storage to new location

PHASE 3

- Construction work on new Training Center (will serve as temporary lunchroom during Phase 4 construction)

PHASE 4

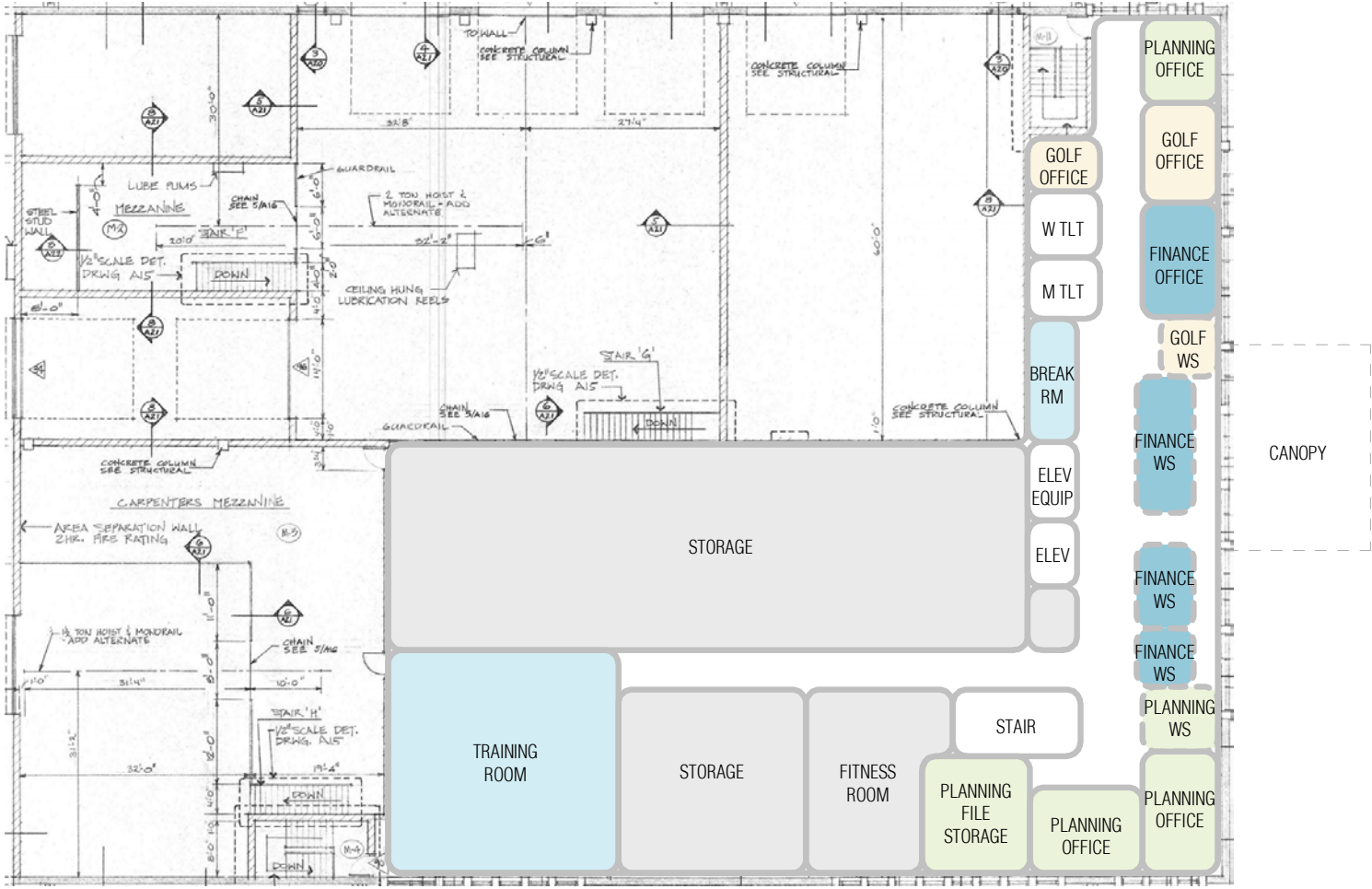
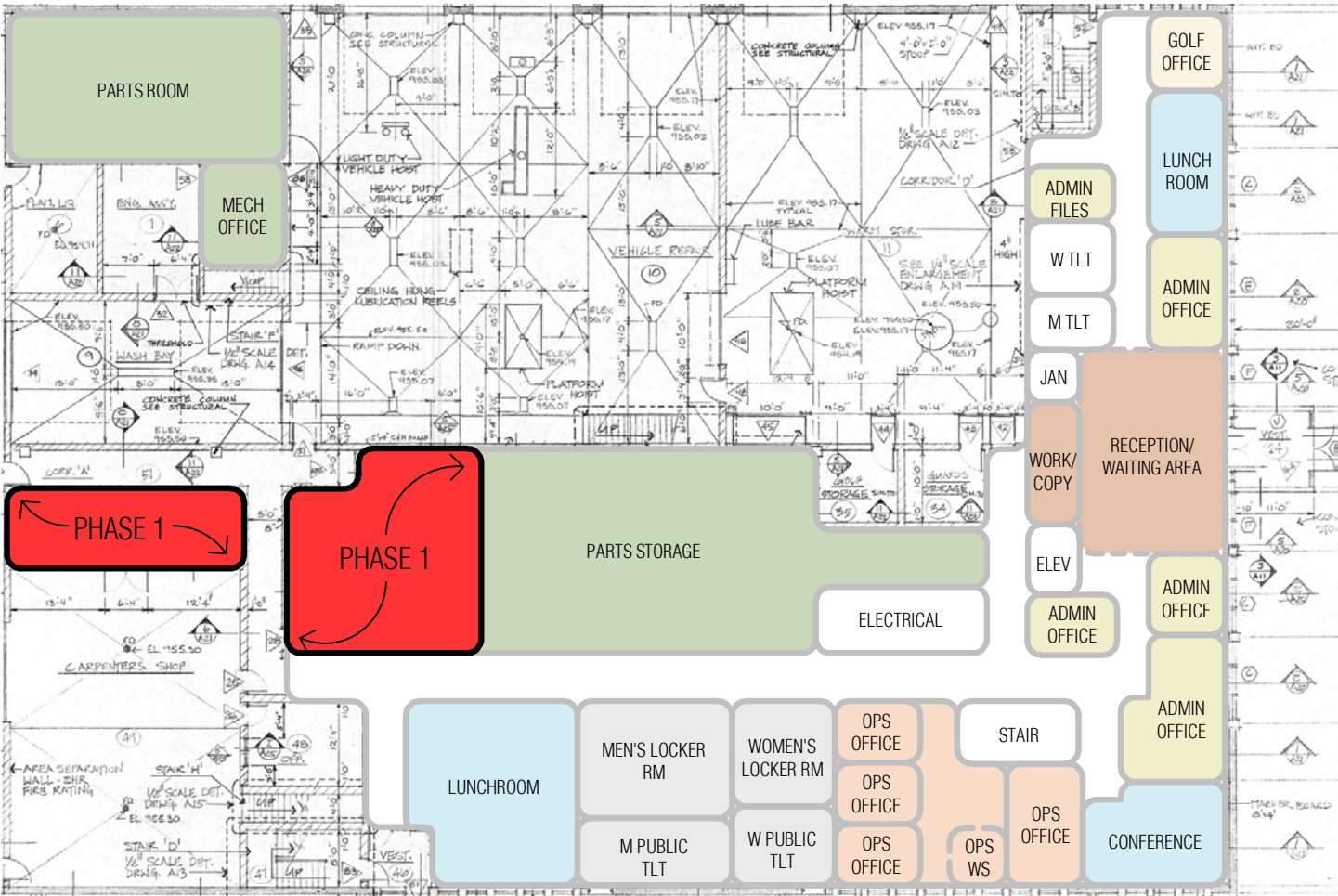
- Construction work on new Lunchroom/Hoteling Stations and renovations of existing Men's and Woman's toilet/locker rooms
- Construction work on Planning department
- Lunchroom will be temporarily displaced in new Training Center (Training Center will still be operational)

PHASE 5

- Move Planning department into permanent constructed offices
- Construction work on Operations Offices and Finance/Golf Offices (displace existing offices in new Training Room)

PHASE 6

- Move Operations, Finance, and Golf departments into permanent constructed offices
- Renovation work on existing Administration Offices and Reception area
- Construction work on remaining Golf Offices, Intern workstations, other shared spaces (displace existing offices in new Training Room)



1 MAIN AND UPPER LEVEL - PHASE 1
NOT TO SCALE

PHASE 1

- Consolidate items in Parts Storage in highlighted area and move into temporary storage
- Clear out items in existing Sign Shop
- Construction work on new Mechanics Office and Conference Room in existing Parts Storage
- Move Carpenter's Office from second floor to existing Sign Shop

PHASE 2

- Construction work on new Parts Storage and Offices
- Move the remaining items from existing Parts Storage to new location

PHASE 3

- Construction work on new Training Center (will serve as temporary lunchroom during Phase 4 construction)

PHASE 4

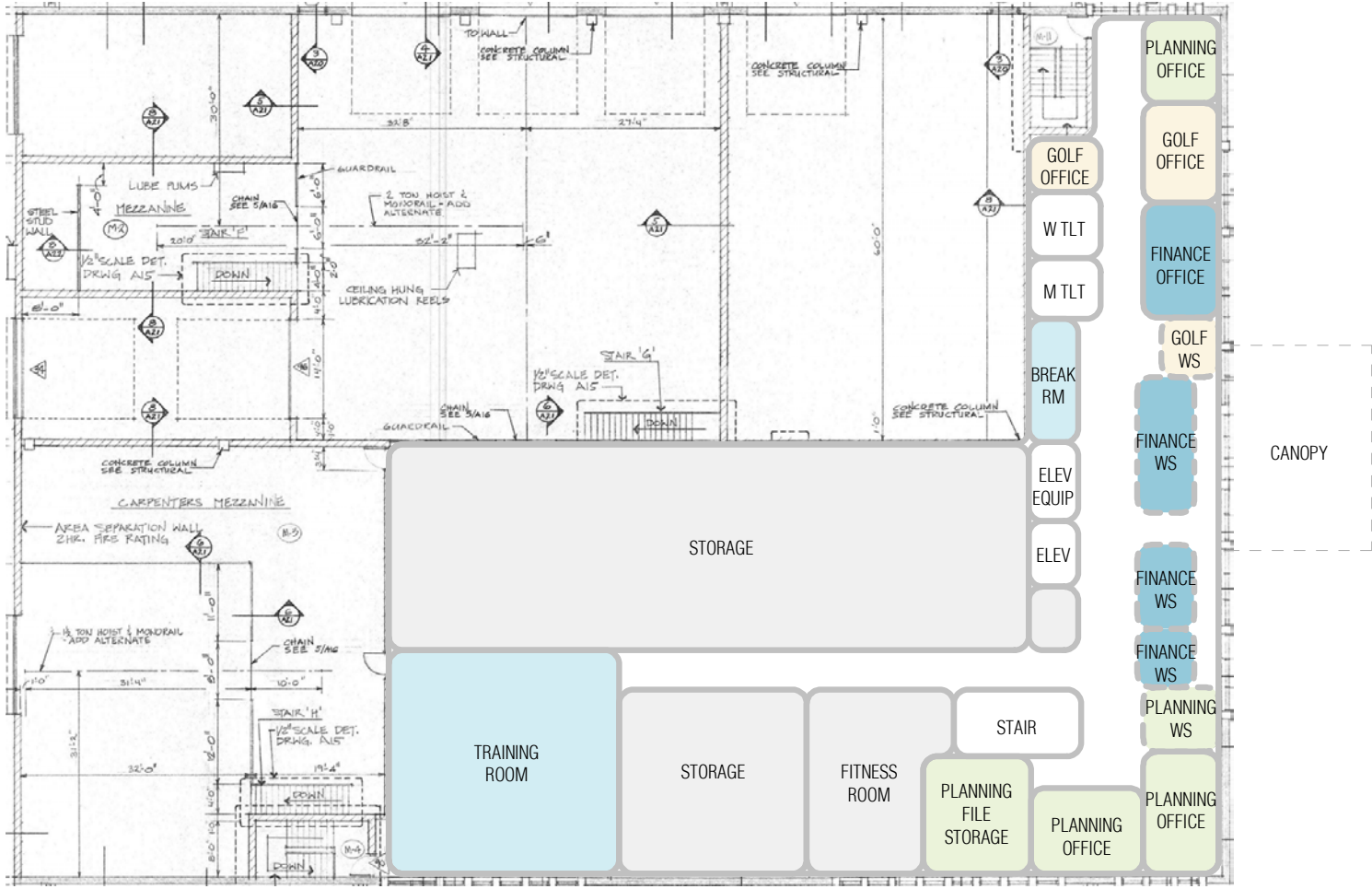
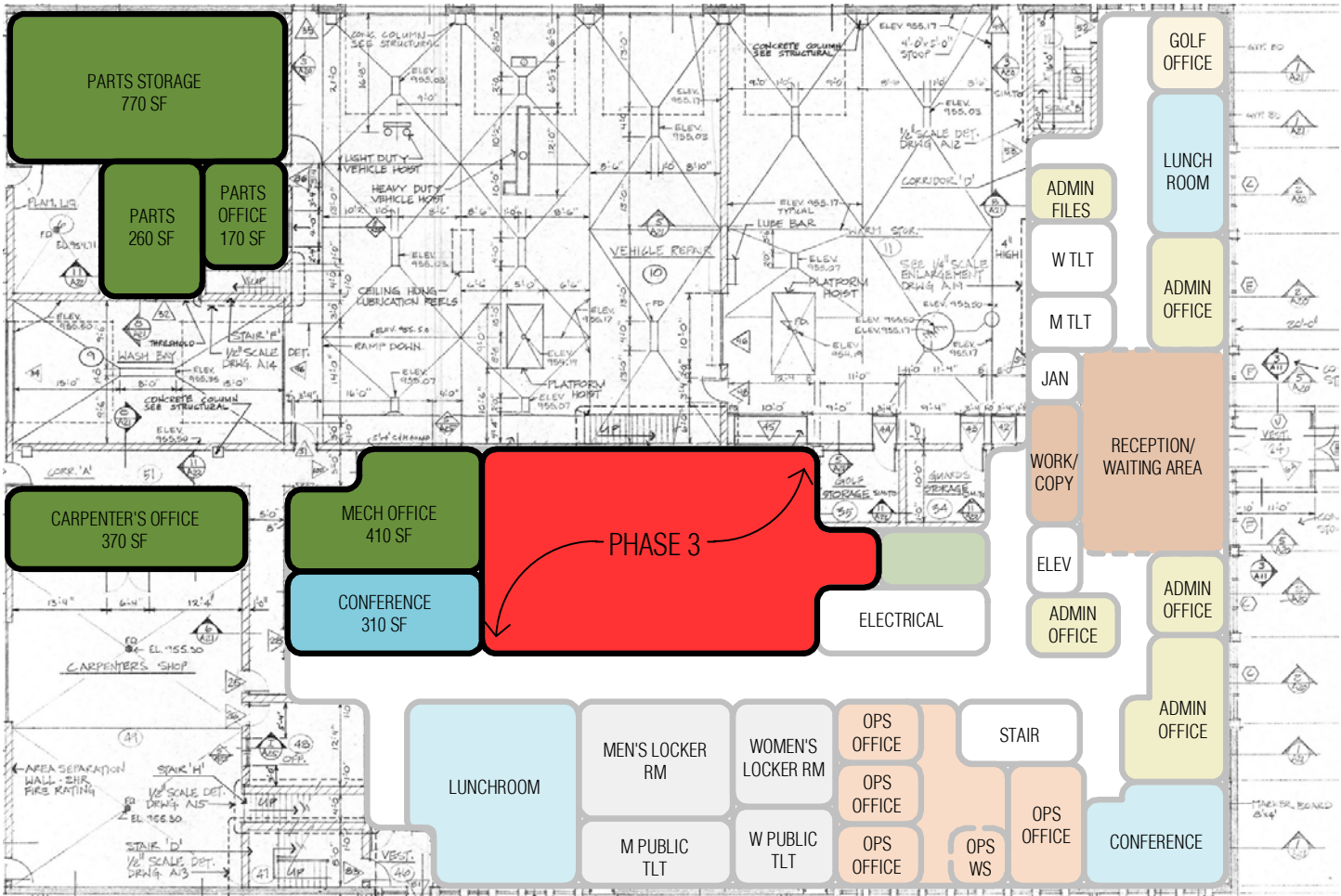
- Construction work on new Lunchroom/Hoteling Stations and renovations of existing Men's and Woman's toilet/locker rooms
- Construction work on Planning department
- Lunchroom will be temporarily displaced in new Training Center (Training Center will still be operational)

PHASE 5

- Move Planning department into permanent constructed offices
- Construction work on Operations Offices and Finance/Golf Offices (displace existing offices in new Training Room)

PHASE 6

- Move Operations, Finance, and Golf departments into permanent constructed offices
- Renovation work on existing Administration Offices and Reception area
- Construction work on remaining Golf Offices, Intern workstations, other shared spaces (displace existing offices in new Training Room)



1 MAIN AND UPPER LEVEL - PHASE 3
NOT TO SCALE

PHASE 1

- Consolidate items in Parts Storage in highlighted area and move into temporary storage
- Clear out items in existing Sign Shop
- Construction work on new Mechanics Office and Conference Room in existing Parts Storage
- Move Carpenter's Office from second floor to existing Sign Shop

PHASE 2

- Construction work on new Parts Storage and Offices
- Move the remaining items from existing Parts Storage to new location

PHASE 3

- Construction work on new Training Center (will serve as temporary lunchroom during Phase 4 construction)

PHASE 4

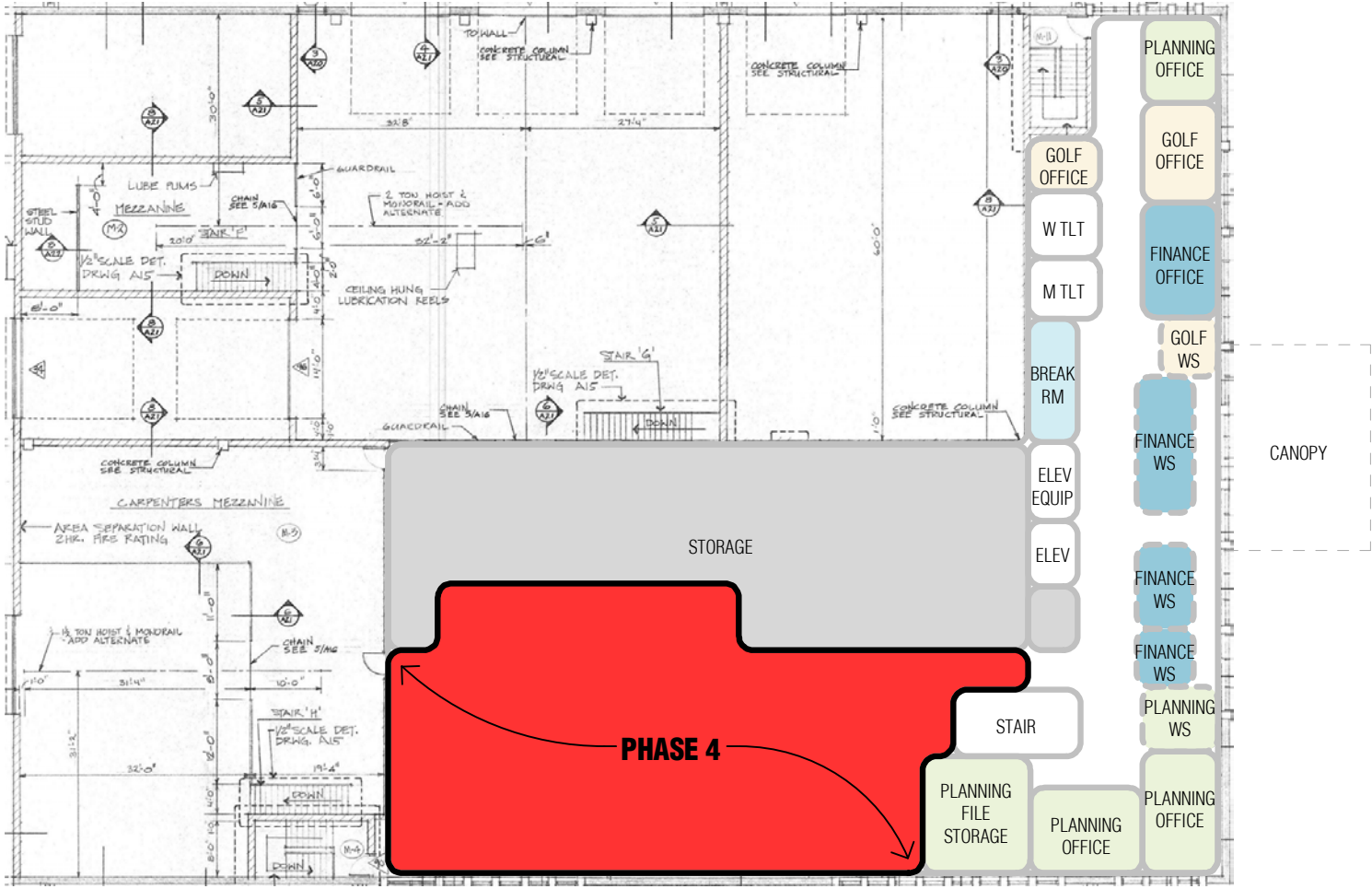
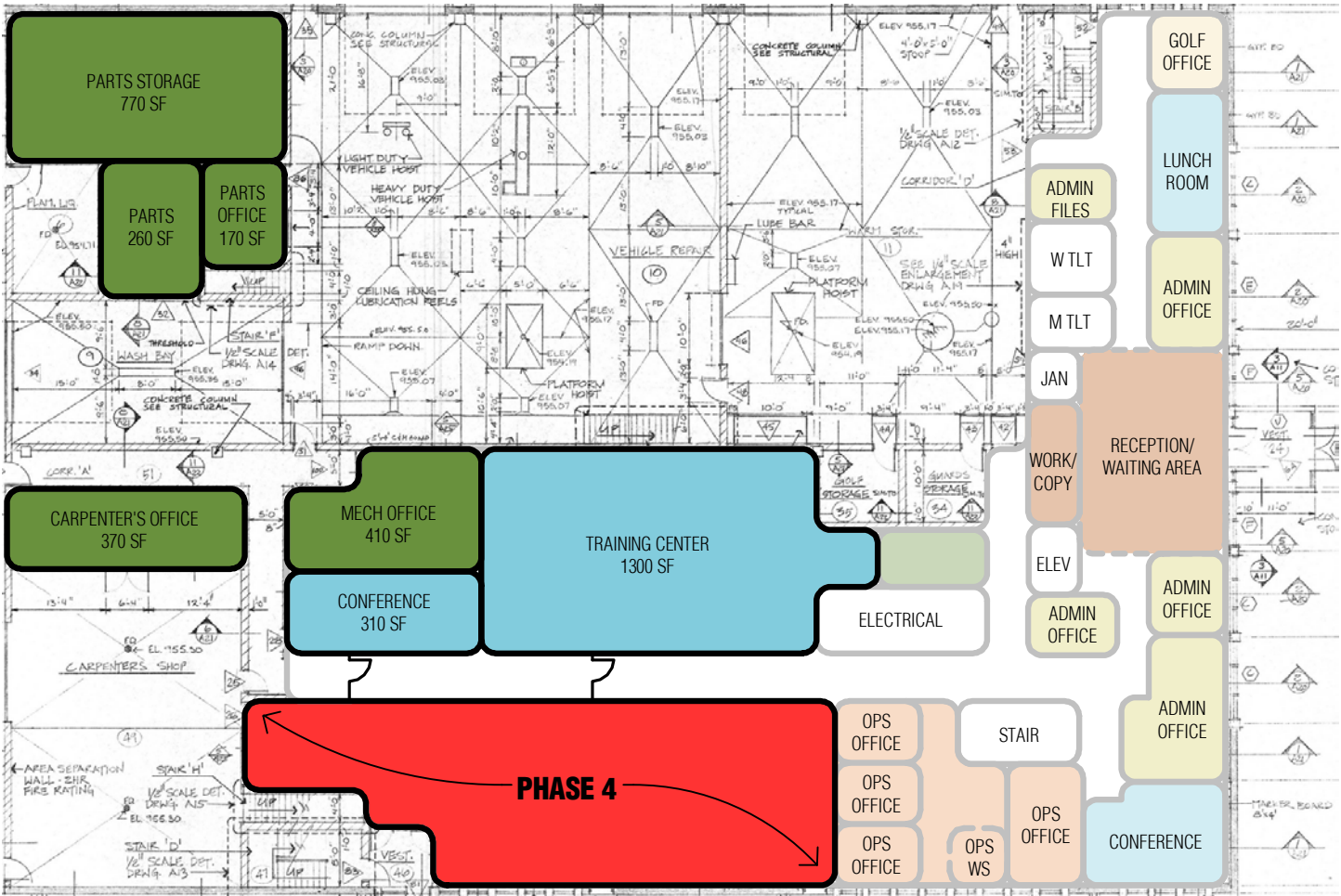
- Construction work on new Lunchroom/Hoteling Stations and renovations of existing Men's and Woman's toilet/locker rooms
- Construction work on Planning department
- Lunchroom will be temporarily displaced in new Training Center (Training Center will still be operational)

PHASE 5

- Move Planning department into permanent constructed offices
- Construction work on Operations Offices and Finance/Golf Offices (displace existing offices in new Training Room)

PHASE 6

- Move Operations, Finance, and Golf departments into permanent constructed offices
- Renovation work on existing Administration Offices and Reception area
- Construction work on remaining Golf Offices, Intern workstations, other shared spaces (displace existing offices in new Training Room)



1 MAIN AND UPPER LEVEL - PHASE 4
NOT TO SCALE

PHASE 1

- Consolidate items in Parts Storage in highlighted area and move into temporary storage
- Clear out items in existing Sign Shop
- Construction work on new Mechanics Office and Conference Room in existing Parts Storage
- Move Carpenter's Office from second floor to existing Sign Shop

PHASE 2

- Construction work on new Parts Storage and Offices
- Move the remaining items from existing Parts Storage to new location

PHASE 3

- Construction work on new Training Center (will serve as temporary lunchroom during Phase 4 construction)

PHASE 4

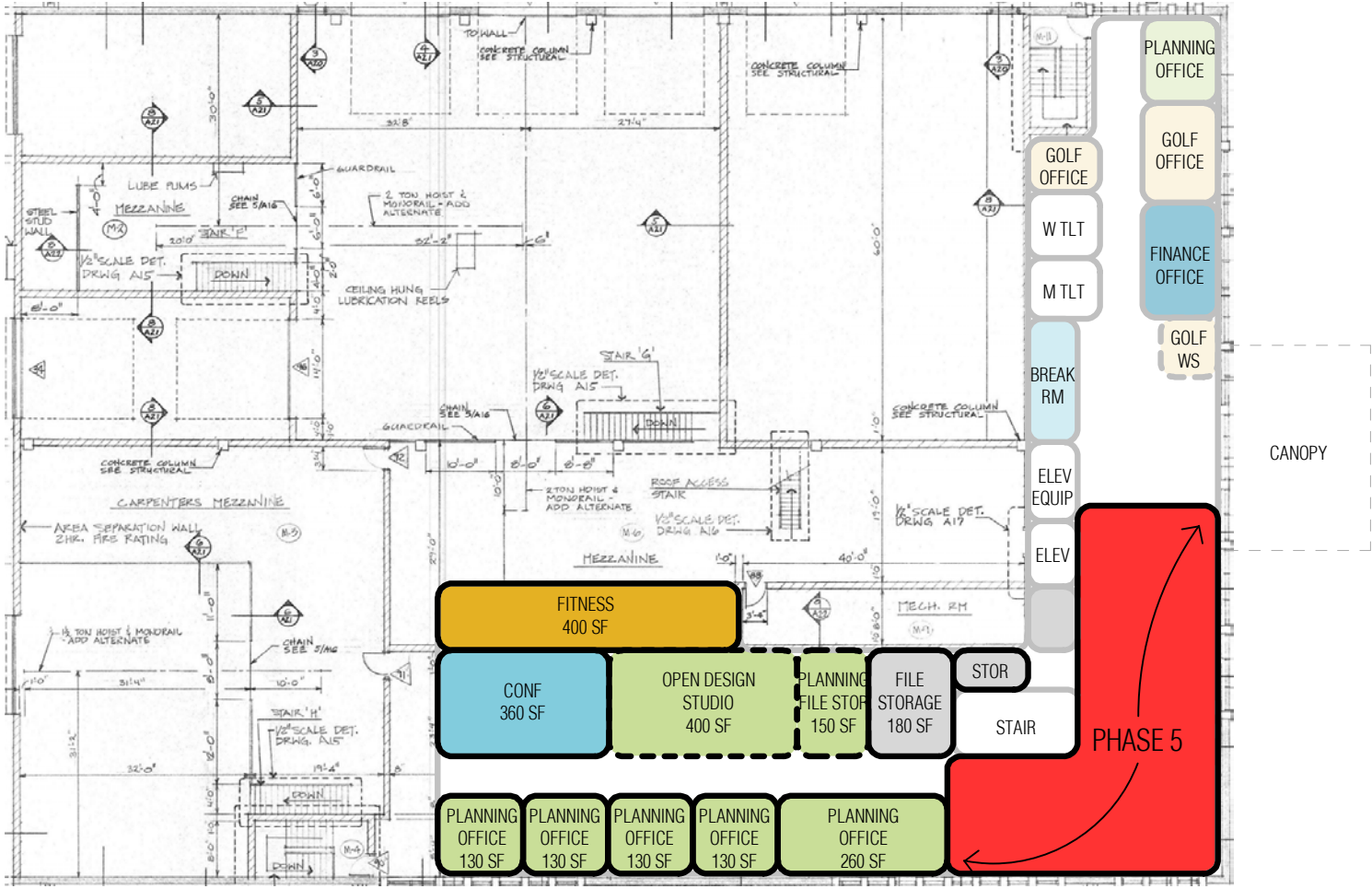
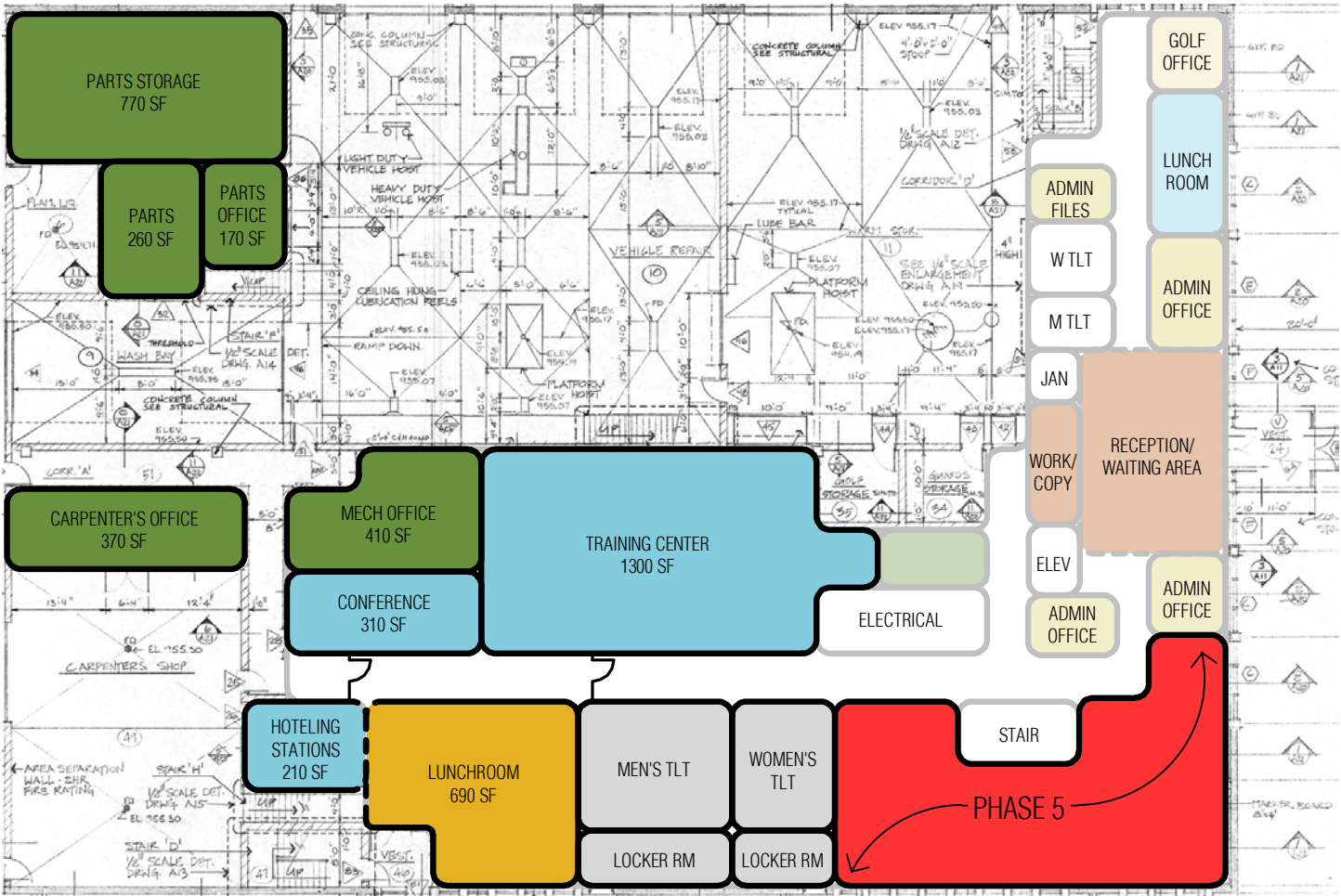
- Construction work on new Lunchroom/Hoteling Stations and renovations of existing Men's and Woman's toilet/locker rooms
- Construction work on Planning department
- Lunchroom will be temporarily displaced in new Training Center (Training Center will still be operational)

PHASE 5

- Move Planning department into permanent constructed offices
- Construction work on Operations Offices and Finance/Golf Offices (displace existing offices in new Training Room)

PHASE 6

- Move Operations, Finance, and Golf departments into permanent constructed offices
- Renovation work on existing Administration Offices and Reception area
- Construction work on remaining Golf Offices, Intern workstations, other shared spaces (displace existing offices in new Training Room)



1 MAIN AND UPPER LEVEL - PHASE 5
NOT TO SCALE

PHASE 1

- Consolidate items in Parts Storage in highlighted area and move into temporary storage
- Clear out items in existing Sign Shop
- Construction work on new Mechanics Office and Conference Room in existing Parts Storage
- Move Carpenter's Office from second floor to existing Sign Shop

PHASE 2

- Construction work on new Parts Storage and Offices
- Move the remaining items from existing Parts Storage to new location

PHASE 3

- Construction work on new Training Center (will serve as temporary lunchroom during Phase 4 construction)

PHASE 4

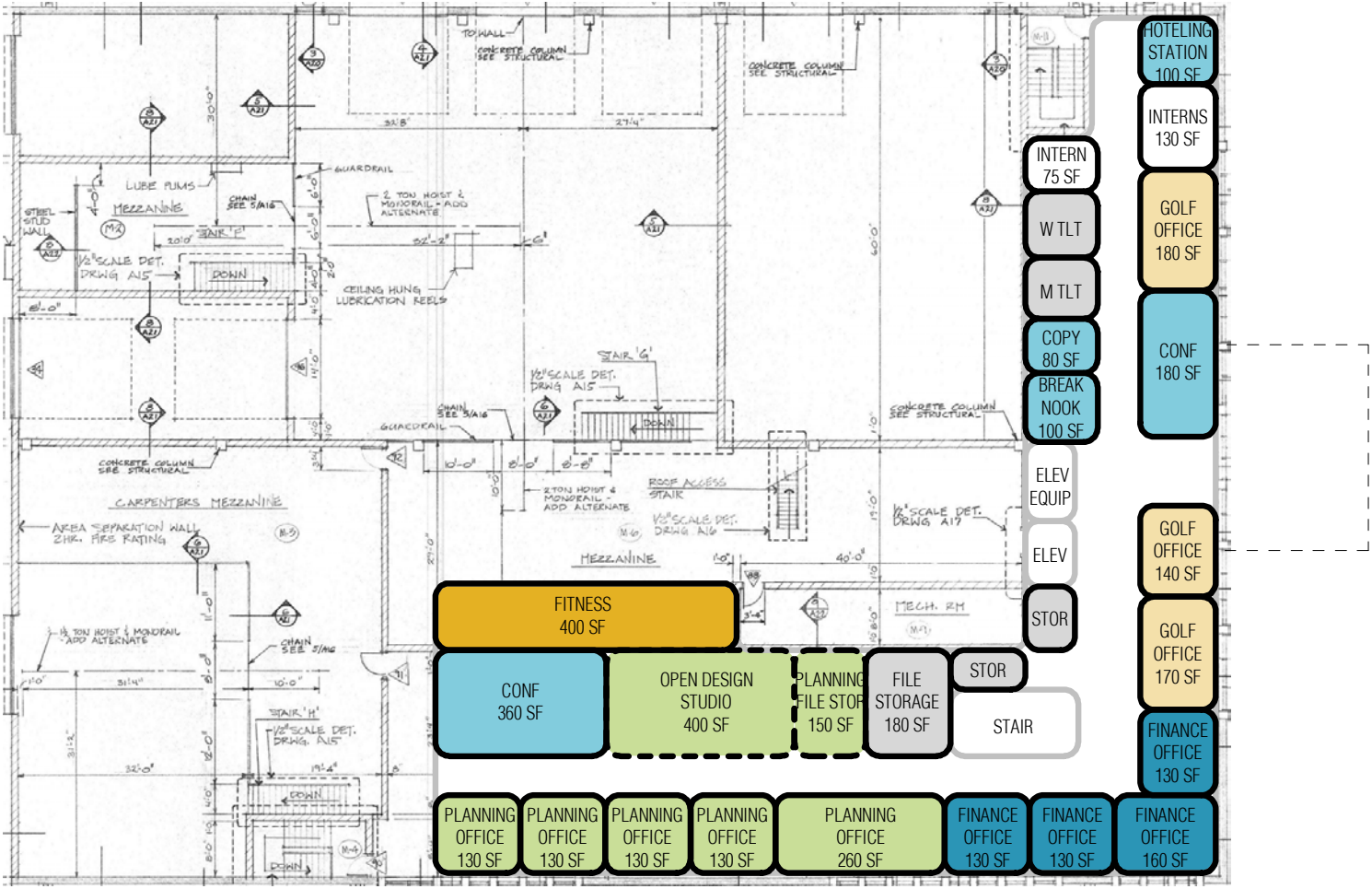
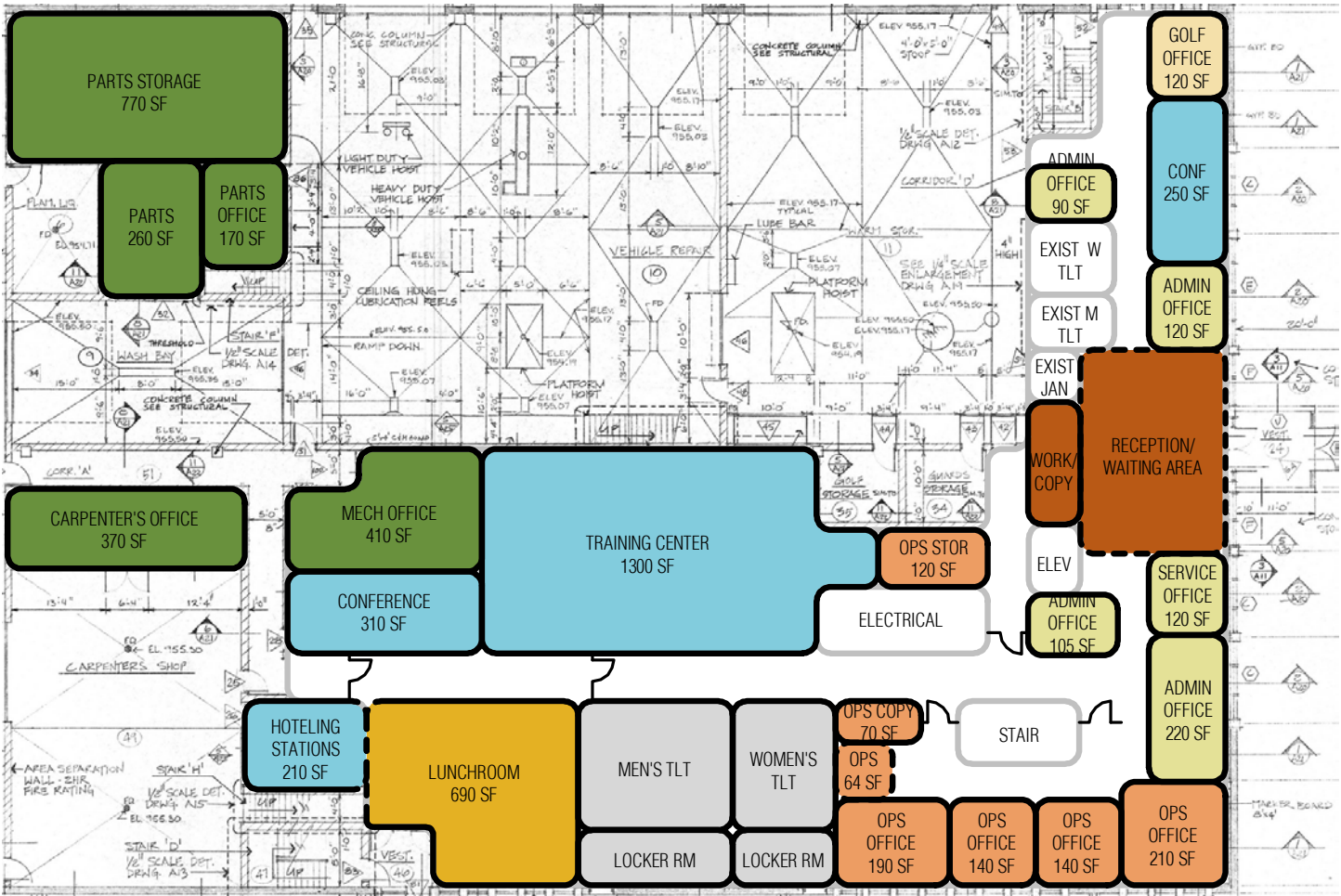
- Construction work on new Lunchroom/Hoteling Stations and renovations of existing Men's and Woman's toilet/locker rooms
- Construction work on Planning department
- Lunchroom will be temporarily displaced in new Training Center (Training Center will still be operational)

PHASE 5

- Move Planning department into permanent constructed offices
- Construction work on Operations Offices and Finance/Golf Offices (displace existing offices in new Training Room)

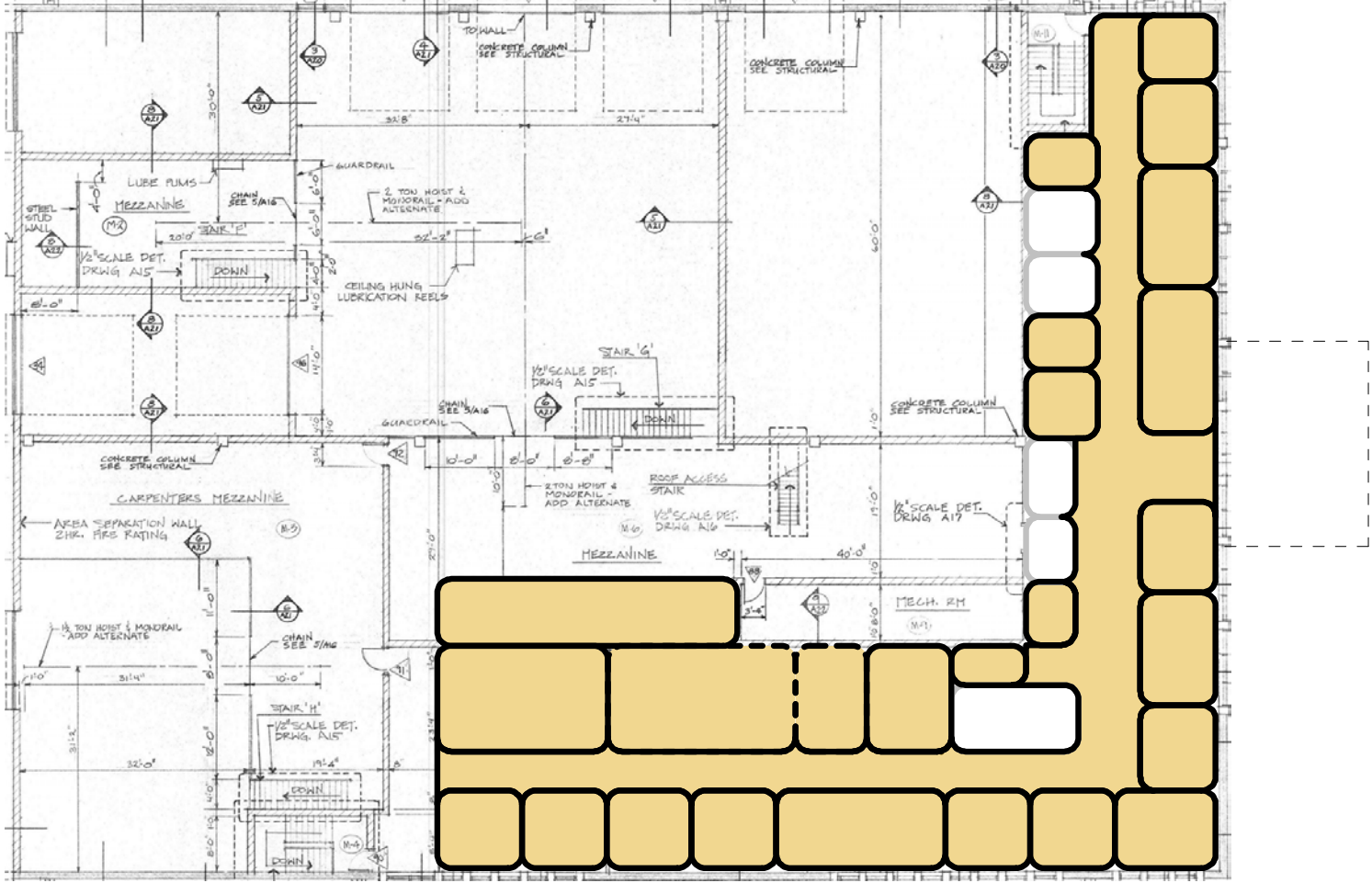
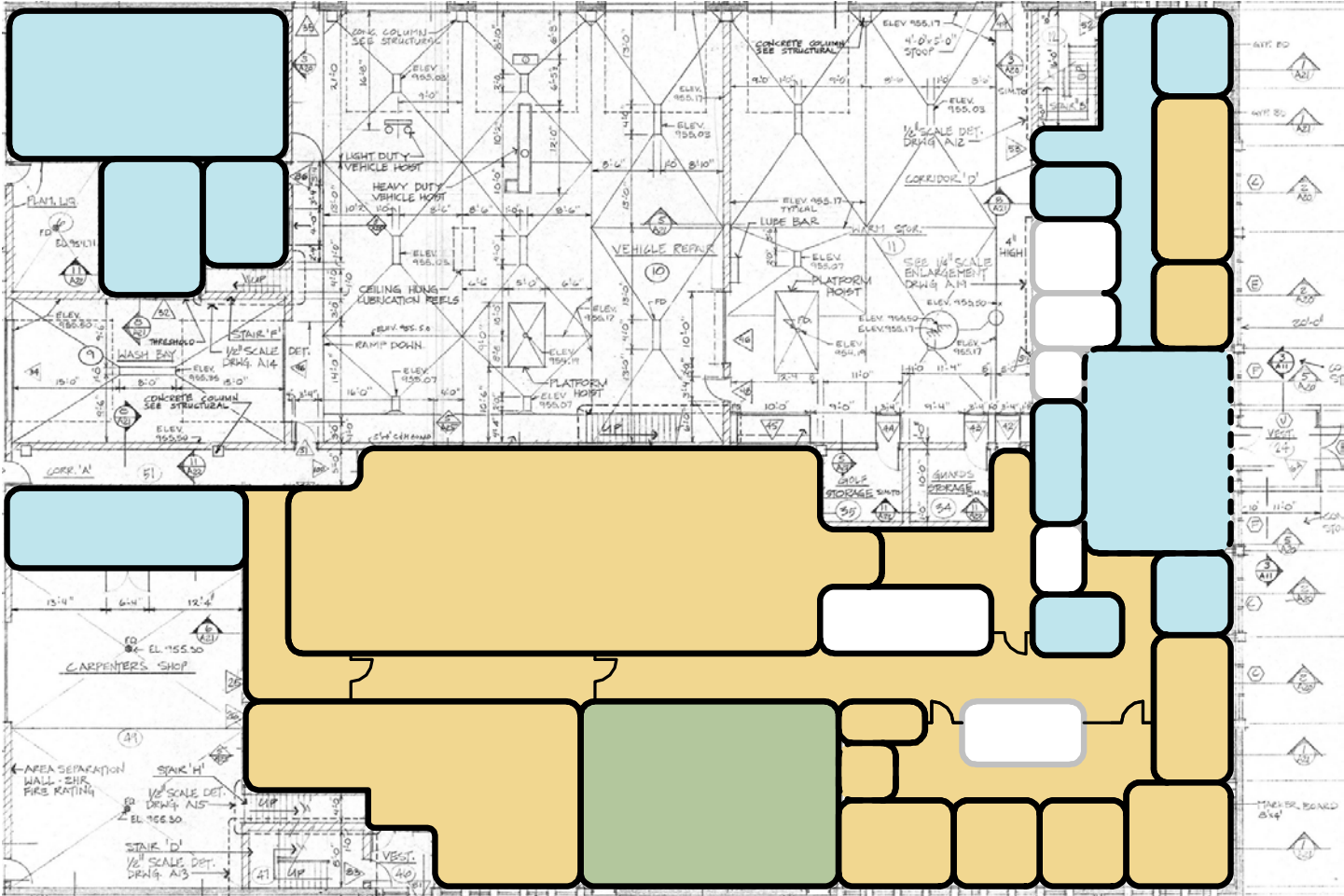
PHASE 6

- Move Operations, Finance, and Golf departments into permanent constructed offices
- Renovation work on existing Administration Offices and Reception area
- Construction work on remaining Golf Offices, Intern workstations, other shared spaces (displace existing offices in new Training Room)



1 MAIN AND UPPER LEVEL - CONSTRUCTION COMPLETED
NOT TO SCALE

- Light renovation of finishes and carpet (no impact on plumbing, electrical, or mechanical)
- Renovation of rooms; addition of new walls/ move existing walls (some impact on plumbing, electrical, or mechanical)
- Remodel of entire space (requires new plumbing, electrical, and mechanical)



1 MAIN AND UPPER LEVEL - SCOPE OF WORK
NOT TO SCALE



Proposed Project Budget

Probable Cost of Construction	
• 15,300sf remodeled	\$1,200,000 - 1,320,000
• Canopy Upgrade to Plaza	\$ 150,000
Fees, Printing, Testing, Misc. other Costs	\$ 140,000
Furniture, Fixtures and Equipment (assumes new furniture)	\$ 200,000
Project Contingency (10%)	\$ 160,000
Estimated Total Project Cost	\$1,850,000 - 1,970,000



Remodeling Intensity



Appendix A: Meeting Minutes- Core Group and Division Interviews



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332 Minnesota Street
Suite W Two Thousand
Saint Paul, MN 55101

tel 651 227 7773
fax 651 223 5646
mail@woldae.com

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To: Jon Oyanagi

From: Joel Dunning **JD**

Date: December 2, 2015

Comm. No: 152273

Subject: Ramsey County
Ramsey County Parks Headquarter Space Study
October 1, 2015 Kick-Off Meeting Minutes

Attendees:

Jon Oyanagi, Ramsey County Parks and Recreation
Sarah Ackman, Ramsey County Parks and Recreation
Trudy Winek, Ramsey County Parks and Recreation
Scott Yonke, Ramsey County Parks and Recreation
Mark McCabe, Ramsey County Parks and Recreation
Joel Dunning, Wold Architects and Engineers

jon.oyanagi@co.ramsey.mn.us
sarah.ackman@co.ramsey.mn.us
trudy.winek@co.ramsey.mn.us
scott.yonke@co.ramsey.mn.us
mark.mccabe@co.ramsey.mn.us
jdunning@woldae.com

Discussion Topics:

- A. A meeting was held to review Wold's process.
- B. Use County Mission Statement.
- C. Guiding Principles:
 1. Sustainability (B3) is important.
 2. Function and accommodating growth.
 3. Work flow is important.
 4. Want to develop collaboration spaces (more functional than the big one).
 - a. Once per week, an outside group uses the large conference room.
 5. Idea of zoning is based on work flow, not security.
 6. Usability of large conference room is a pretty high priority.
 7. Unifying the break room is not a priority, but is a secondary strategy that might support other moves.
 8. Creating a common work area/break area would help unify the department.
 9. Coffee and popcorn club in one break room, vending in another.
 10. An outdoor space would be nice.

cc: Attendees
Derek Kieckhoffer, Wold
Andy Dahlquist, Wold

MH/COU_Ramsey/152273/mins/10.1.15



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Suite W Two Thousand
Saint Paul, MN 55101

tel 651 227 7773
fax 651 223 5646
mail@woldae.com

To: Attendees

From: Derek Kieckhafer *DK*

Date: December 2, 2015

Comm. No: 152273

Subject: Ramsey County Parks and Recreation
Office Space Analysis - Administration
October 29, 2015 Meeting Minutes

Attendees:

Jon Oyanagi, Director of Parks and Recreation
Shar Whebbe, Personnel Transactions Assistant/HR
Sharon Chute, Parks and Arena Reservations
Sandy Labore, Arena Reservations
Joel Dunning, Wold Architects and Engineers
Derek Kieckhafer, Wold Architects and Engineers

jon.oyanagi@co.ramsey.mn.us
shar.whebbe@co.ramsey.mn.us
sharon.chute@co.ramsey.mn.us
sandy.labore@co.ramsey.mn.us
jdunning@woldae.com
dkieckhafer@woldae.com

The group met to discuss program needs for the remodel of the Ramsey County Parks and Recreation office.

Discussion Topics:

- A. Wold introduced the programming meeting process.
 1. The intent of the first meeting was to obtain a general understanding of spatial needs for all groups to function more efficiently.
- B. The group discussed programming needs with the Administration department.
 1. Directors need to be located near their work group, not in a collocated cabinet.
 2. The group meets with the public in scheduled meetings, no in-person drop-ins.
 3. Payroll and HR requires private office space.
 4. Reservations interact with the public both on the phone and in-person meetings (no reservations made online).
 5. The front desk has two receptionists during summer months; one receptionist the other half of the year when parks are closed.
 6. Visitors coming to the office for meetings frequently get lost trying to locate meeting rooms.
- C. The group discussed payroll.
 1. Current office has a sliding window.
 - a. Would like to incorporate sliding window in new office.
 - b. Payroll office would like to be near HR.
- D. The group discussed work space for future interns.
 1. Would like a flexible workstation near administration (no individual office).
 2. Flex workspace could also be used for visiting workers.
 3. Intern will be at office for approximately two years.
- E. The group discussed overall office desires.
 1. The fitness room could be reduced in size; currently it is underutilized.
 - a. Nicer amenities might attract more usage, but not a high priority.
 2. Would like to separate the lunch room from the visitor kiosk.
 3. More general conference space would be beneficial for in-person meetings with the public.
- F. Next Meetings:
 1. There will be multiple meetings, time and dates to be determined. Wold will develop programming options and review again with all departments.



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Suite W Two Thousand
Saint Paul, MN 55101

tel 651 227 7773
fax 651 223 5646
mail@woldae.com

To: Attendees

From: Derek Kieckhafer DK

Date: December 2, 2015

Comm. No: 152273

Subject: Ramsey County Parks & Recreation
Office Space Analysis – Operations
October 29, 2015 Meeting Minutes

Attendees:

Mark McCabe, Director of Park Services and Operations	mark.mccabe@co.ramsey.mn.us
Rob Adams, Maintenance and Operations Supervisor	rob.adams@co.ramsey.mn.us
Jennifer Fink, Recreation Services Supervisor	jennifer.fink@co.ramsey.mn.us
Joel Dunning, Wold Architects and Engineers	jdunning@woldae.com
Derek Kieckhafer, Wold Architects and Engineers	dkieckhafer@woldae.com

The group met to discuss program needs for the remodel of the Ramsey County Parks & Recreation office.

Discussion Topics:

- A. Wold introduced the programming meeting process.
 1. The intent of the first meeting was to obtain a general understanding of spatial needs for all groups to function more efficiently.
- B. The group discussed the Operations department.
 1. Involved with the Parks division.
 - a. Oversees maintenance of parks.
 - b. Program active living; set up programs for biking, hiking, etc.
 - c. Aquatics.
- C. The group discussed the programming needs with the Operations department.
 1. The group would like to be located near each other to easily communicate.
 2. Coordination of special use permits (Jennifer Fink) meets with payroll (Sandy Labore) and HR (Shar Whebebe) frequently.
 3. The group will be adding a new employee. Will need more office space for both a new hire and intern.
 4. The group is lacking conference rooms for private in-person meetings.
 - a. Would be beneficial to have another conference space.
 - b. Need conference rooms that are separated acoustically from other work spaces for privacy.
 5. The group expressed that another conference space is needed, but can be shared with other departments within the office.
 6. The Operations department should not be scattered.
 - a. Would like to be clustered toward the front of the building to monitor public entering and exiting.
 7. Maintenance supervisor (Rob Adams) requested being located on the first floor so trucks can be easily monitored.
 8. There is no need to be separated from other departments by a wall partition; like the idea of an open working environment.
 9. The group suggested being close to a printer/scanner.
 - D. Next Meetings.
 1. There will be multiple meetings, time and dates to be determined. Wold will develop programming options and review again with all departments.

cc: Andy Dahlquist, Wold

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MF/Cou_Ramsey/152273/mms/10.29.15operations



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Suite W Two Thousand
Saint Paul, MN 55101

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fax 651 223 5646
mail@woldae.com

To: Attendees

From: Derek Kieckhafer DK

Date: December 2, 2015

Comm. No: 152273

Subject: Ramsey County Parks & Recreation
Office Space Analysis – Planning & Development
October 29, 2015 Meeting Minutes

Attendees:

Mike Goodnature, Natural Resources Manager	mike.goodnature@co.ramsey.mn.us
Scott Yonke, Director of Planning and Development	scott.yonke@co.ramsey.mn.us
Ryan Ries, Project Manager	ryan.ries@co.ramsey.mn.us
Brett Blumer, Landscape Architect	brett.blumer@co.ramsey.mn.us
Joel Dunning, Wold Architects and Engineers	jdunning@woldae.com
Derek Kieckhafer, Wold Architects and Engineers	dkieckhafer@woldae.com

The group met to discuss program needs for the remodel of the Ramsey County Parks & Recreation office.

Discussion Topics:

- A. Wold introduced the programming meeting process.
 1. The intent of the first meeting was to obtain a general understanding of spatial needs for all groups to function more efficiently.
- B. The group discussed the Planning & Development department.
 1. Director (Scott Yonke) coordinates planning, maintenance, and other front office duties.
 2. Interacts with the public both in and out of the office.
 2. Project manager (Ryan Ries) coordinates maintenance and service requests.
 - a. Interacts with golf/arenas and maintenance.
- C. The group discussed programming needs with the Planning & Development department.
 1. Office is not set up well for public meetings.
 2. The group would like a space for a "design studio".
 - a. Discuss concept drawings, pin-ups, etc.
 - b. Lay down plan sets to discuss.
 - c. Would prefer to have a plotter in the space for easy printing.
 3. The group would like a more welcoming front reception area.
 - a. No space for visitors to wait.
 4. One unified break room. Can allocate the space of the second break room for additional office or conference space.
 5. Conference space is lacking.
 - a. The group sometimes uses the break room to hold meetings.
 - b. Would like improved technology and equipment.
 6. The group is open to the idea of an open office work environment.
- D. Next Meetings:
 1. There will be multiple meetings, time and dates to be determined. Wold will develop programming options and review again with all departments.

cc: Andy Dahquist, Wold

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Suite W Two Thousand
Saint Paul, MN 55101

tel 651 227 7773
fax 651 223 5646
mail@woldae.com

To: Attendees

From: Derek Kieckhafer ~~DK~~

Date: December 2, 2015

Comm. No: 152273

Subject: Ramsey County Parks & Recreation
Office Space Analysis – Golf/Arenas and Accounting
October 29, 2015 Meeting Minutes

Attendees:

Sara Ackmann, Director of Arena and Golf Operations	sara.ackmann@co.ramsey.mn.us
Barb Breyer, Accounting	barb.breyer@co.ramsey.mn.us
Trudi Winek, Accounting	trudi.winek@co.ramsey.mn.us
Matt Just, Recreation Services Supervisor	matthew.just@co.ramsey.mn.us
Joel Dunning, Wold Architects and Engineers	jdunning@woldae.com
Derek Kieckhafer, Wold Architects and Engineers	dkieckhafer@woldae.com

The group met to discuss program needs for the remodel of the Ramsey County Parks & Recreation office.

Discussion Topics:

- A. Wold introduced the programming meeting process.
 1. The intent of the first meeting was to obtain a general understanding of spatial needs for all groups to function more efficiently.
- B. The group discussed the Golf/Arenas and Accounting departments.
 1. Most staff is out working in the field.
 2. Field staff includes two golf and two arenas superintendents that report back to the director (Sara Ackmann).
 3. Customer interaction is mainly by phone.
 4. Service Supervisors.
 - a. Personnel and scheduling (Jim Weiter).
 - b. Customer services (Matt Just).
 5. Supervisors will be in office for paperwork in the morning and will be out in the field the remaining part of the day.
 - a. Need a confidential office for private conversations with public customers.
- C. The group discussed overall office desires.
 1. Priority is additional conference space for meetings, both internally and with the public.
 2. Privacy between work environment and the public.
 3. Workspace for a future intern.
 4. Mobile workstations with access to laptop plug-in.
- D. Next Meetings:
 1. There will be multiple meetings, time and dates to be determined. Wold will develop programming options and review again with all departments.

cc: Andy Dahlquist, Wold

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332 Minnesota Street
Suite W Two Thousand
Saint Paul, MN 55101

tel 651 227 7773
fax 651 223 5646
mail@woldae.com

To: Attendees

From: Derek Kieckhafer 

Date: December 2, 2015

Comm. No: 152273

Subject: Ramsey County Parks & Recreation
Office Space Analysis -- Maintenance
October 29, 2015 Meeting Minutes

Attendees:

Scott Weik, Golf Course Maintenance	scott.weik@co.ramsey.mn.us
Charlie Miller, Golf Course Superintendent	charlie.miller@co.ramsey.mn.us
Bill Ross, Maintenance & Service	william.ross@co.ramsey.mn.us
Richard Haus, Maintenance & Service	richard.haus@co.ramsey.mn.us
Nick Finberg, Maintenance & Service	nicholas.finberg@co.ramsey.mn.us
Brie Quanrud, Maintenance & Service	brie.quanrud@co.ramsey.mn.us
Dave Kavaloski, Maintenance & Service	david.kavaloski@co.ramsey.mn.us
Joel Dunning, Wold Architects and Engineers	jdunning@woldae.com
Derek Kieckhafer, Wold Architects and Engineers	dkieckhafer@woldae.com

The group met to discuss program needs for the remodel of the Ramsey County Parks & Recreation office.

Discussion Topics:

- A. Wold introduced the programming meeting process.
 1. The intent of the first meeting was to obtain a general understanding of spatial needs for all groups to function more efficiently.
- B. The group discussed the maintenance department.
 1. General repairs on equipment.
 2. Build and create various items in the shops.
 3. Wash vehicles and other equipment.
- C. The group discussed programming needs with the maintenance department.
 1. The group expressed the need for more space to hang general equipment (lawn mower reels, hoses, etc).
 2. The mezzanine is used as storage for golf carts (21) in the winter.
 3. The fertilizer room needs to be updated with ventilation.
 4. City vehicles are parked in the golf workshop (warm storage) during the winter.
 - a. Warm storage would be better utilized if vehicles could be parked elsewhere.
 5. The parts storage mezzanine is currently underutilized.
 6. The group currently uses off-site barn for extra storage. They are granted permission by the county fairgrounds to use.
 7. The group stores equipment up high rather than scattered on the floor.
 8. Unloading of deliveries go through the garage door in between the golf shop and parts storage.
 - a. Trucks unloading into parts storage are problematic. Need to carry the deliveries rather than have the truck back into space.
- D. The group discussed overall desires.
 1. Would be beneficial for racking to be reconfigured.
 2. The office for picking up deliveries (Brie Quanrud) should be closer to the exterior garage doors (currently in parts storage).
 - a. Possibility of relocating office into the existing parts room.



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Ramsey County Parks & Recreation
Office Space Analysis – Maintenance
October 29, 2015 Meeting Minutes
Page Two

E. Next Meetings:

1. There will be multiple meetings, time and dates to be determined. Wold will develop programming options and review again with all departments.

cc: Andy Dahlquist, Wold

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Administration Building Renovation

Project Estimate



<u>Description</u>	<u>Unit</u>	<u>Unit Cost</u>	<u>Subtotal</u>
Design	percentage	10% \$	277,314
Construction	15,300 \$	181.25 \$	2,773,140
Owner Items	15,300 \$	13.15 \$	201,134
Fixtures Furniture & Equipment (FFE)			
Low voltage & security			
Internal design fees			
Contingency	percentage	10% \$	325,159
TOTAL \$			3,576,747

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Parks & Recreation

PROJECT TITLE: Administration Building Renovation

COMMENTS:

“Renovation needed.”

“This building is in need of a major renovation. However, for \$4 million, Parks & Recreation should first do a review to confirm use, location, etc. to make sure there is not a better location or the building should be comprised of different functions.”

“15,300 sq. ft. renovation after 32 years, time for improvements. Mechanical 5 yrs.”

“Needed”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation Department \660000

Project Title or

Item: Golf Study Projects

PROJECT DESCRIPTION: (Attach supporting documents.)

This request outlines a capital plan for the golf operations that follow the recommendations of a golf study commissioned by the Ramsey County Board. The study was completed in the fall of 2018, and subsequently presented to the County Board. Recommendations made by the Consultant that align with the Board's Philosophical Statement for Golf are outlined in this request for Manitou, Goodrich, The Ponds at Battle Creek, Keller and Island Lake Golf Courses. While the total request for all years in this cycle is for \$10 million, the current requests for 2020 and 2021 represent funding for Manitou Ridge and Goodrich Golf Courses only. It is important for the department to lay out future requests as recommended by the study to keep the County on track in maintaining its profitability within the golf operations.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING						
		2020	2021	2022	2023	2024	2025	
County Funds	\$ 11,562,246	\$ 3,677,311	\$ 2,432,935	\$ 2,500,000	\$ -	\$ 2,952,000	\$ -	
Federal Funds	\$ -	-	-	-	-	-	-	
State Funds	\$ -	-	-	-	-	-	-	
Other (Specify):	\$ -	-	-	-	-	-	-	
Total Project Funding	\$ 11,562,246	\$ 3,677,311	\$ 2,432,935	\$ 2,500,000	\$ -	\$ 2,952,000	\$ -	

PREVIOUS PROJECT FUNDING:

	<u>No</u>	<u>Yes</u>	<u>IF YES:</u>	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:	<input checked="" type="checkbox"/>	<input type="checkbox"/>			\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$3,677,311 in 2020 and \$2,432,935 in 2021 for the Manitou Ridge and Goodrich golf course improvement projects.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

A study was completed in the fall of 2018 of the golf operation and presented the County Board. Recommendations made by the Consultant that align with the Board's Philosophical Statement for Golf are outlined in this request for Manitou, Goodrich, The Ponds at Battle Creek, Keller and Island Lake.

Priority #1 - Manitou Ridge: Water resource responsibility is a vital issue facing the golf industry. Golf courses have a responsibility as protected green spaces in watershed districts to integrate highly efficient irrigation technology and practices, and to reinvest in infrastructure that reuses and recycles low quality water. More precise watering techniques will reduce the need for chemical fertilizers and pesticides on the course. Bunker playability is a frequent golfer complaint. Poor bunker conditions drive regular golfers to other courses. Customer surveys from 2014-2016 indicate a loss in potential revenue of up to \$25,000 from golfers not returning to play due to bunker conditions. As with the irrigation system, our ability to be good stewards of the land by properly draining and reusing the water collected in bunkers is essential. Labor can then be allocated to other more pressing projects that improve the quality of play. The addition of forward tee boxes will immediately improve playing yardage for seniors and women. The current yardage for a typical woman golfer is extremely long and thus deters women from choosing Manitou as a welcoming place to play. This project aligns with the Consultant's scenario #1 for Manitou.

Priority #2 - Goodrich: Replacement of irrigation systems and reconstruction of bunkers throughout Goodrich Golf Course. Goodrich irrigation components were last updated in 1995. The life span of irrigation systems ranges from 15-25 years, depending on the quality of the equipment installed. Goodrich's irrigation system is now 22 years old. The life span of a typical golf course bunker is based on two components - drainage and sand. Sand should be replaced on a 5-7 year cycle, while drainage components should last between 5-10 years. Both components of Goodrich's 33 bunkers were replaced in 1990. This aligns with the Consultant's Scenario #1 for Goodrich keeping it as a value course for golfers and not investing in major route changes but maintain capital lifecycles. The ability to address/improve irrigation will also help the Department in its efforts to make the course more accessible to non-golfers. When we are ready from an operational stand point, having capital in place to support repair and growth of turf will allow us to move into providing winter activities on the course with a reduced impact on the turf at the start of the golf season.

Priority #3 - Keller: Recommendations from the consultants are to correct issues related to 2012 construction cutbacks that are currently hampering play and are increasing cost in maintenance. These include fairway drainage issues, bunker liners, cart path extensions and new forward tees at a few key holes to accommodate the women golfers in particular.

Priority #4 - Battle Creek: Three compelling Scenarios were presented by the consultant for Battle Creek (all of which include a name change from The Ponds at Battle Creek to Battle Creek) Staff would like to pursue Scenario #1 making the course an "Elite 9" through marking efforts and invest in infrastructure needs beginning in 2024.

Priority #5 - Island Lake: When the current lease agreement expires at the end of 2023, we anticipate continuing to operate the space as a golf course and as such will need a capital investment to continue its success as the entry level/teaching course of the golf operations.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Both sites proposed for 2020 and 2021 are owned by Ramsey County. Manitou Ridge Golf Course (2020) - 3200 McKnight Road, White Bear Lake; Goodrich Golf Course (2021) - 1815 Van Dyke Street, Maplewood

3. Are there alternative sites?

NA

4. What is the estimated size?

a. Building square footage

NA

b. Acres of land needed

NA

c. Is parking space required? How much?

NA

5. How is the space to be utilized?

NA

a. Office space square footage

NA

b. Program space square footage

NA

6. How many employees will occupy the space?

a. Current Staff

NA

b. New positions/staff needed

NA

7. Who provided the cost estimate? When?

Sirius Golf Advisors, November 2018. John Wait, Jeff Brauer, ASGCA Golf Course Architect, Davide Downing II, CGCS Agronomist, Erick Christensen, TCEQ, ASIC, Certified Irrigation Designer.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Sirius Golf Advisors, LLC is a golf course consulting firm, head quartered in Columbus Georgia. It specializes in working with municipal facilities and over the last 22 years has worked with 54 different municipal entities ranging in size from communities with a few thousand people to entire states and the US Air Force. Many of their studies have been as a subcontractor to the National Golf Foundation.

8. For how long is the cost estimate valid?

6 months

9. When does the project need to begin?

Fall 2020

10. Who will oversee the project?

a. County staff - Describe experience

Project Manager, Director of Operations, Golf Course Superintendents

b. Outside consultant - Describe experience

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ 11,562,246	3,677,311	2,432,935	2,500,000	-	2,952,000	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 11,562,246	\$ 3,677,311	\$ 2,432,935	\$ 2,500,000	\$ -	\$ 2,952,000	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The County recently invested in a study of the golf operations. The report from Sirius Golf Advisors lays out steps for the County to take to continue to run its golf courses in the manner that provides for meeting of the County's vision mission and goals. This project will keep the storied tradition of excellent service moving forward and allow the County to continue to retain a positive cash flow for the purposes of funding other needed programs and services throughout the County. The project also provides much needed infrastructure improvements to a highly regarded valuable resource to the citizens.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

While golf courses seem "natural" they are as constructed, structures and require capital expenditure to maintain functionality and appearance, while combatting slow deterioration. Conditions of courses are a direct reflection of playability and customer satisfaction. When the course is properly maintained daily as well as from a capital cycle the customers will pay.

3. What are the positive aspects of the current building and/or site?

The golf courses manage to meet all operating expenses and provide a positive cash flow for the Parks and Recreation Department lowering the parks levy request and meeting the Board's philosophical direction for their operation. In addition to improving the players satisfaction these improvements are necessary to stay up on current technology which will help the

4. Who performed the functional analysis? Qualifications?

Sirius Golf Advisors. They have been analyzing municipal golf operations across the county for over 20 years and have a proven track record of success when recommendations are implemented.

5. What other alternatives have been explored? Describe

Each golf course was given 1-3 scenarios for improvements by the Consultant. After review by the Golf Division the options presented here in this request represent the most practical for Ramsey County to meet the direction given from the Board. The infrastructure needs at both Goodrich and Manitou were identified as top priorities from the consultant. For player

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

As it pertains to customer satisfaction It will last only as long as golfers will tolerate the playing conditions. From a maintenance standpoint the parts needed for repair are increasingly difficult to find and eventually band aids won't prevent the system from a major malfunction and flooding of the course. Labor costs continue to rise as more and more time is spent on fixing rather than enhancing the turf.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

NA

3. How are current operating costs being affected?

The existing conditions of the infrastructure increase costs for our golf vendor in addition to contributing to poor playing conditions which has a direct impact to the amount of revenue the department receives from the vendor.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

The golf operation will continue to decline which will result in increasing expenses to maintaining failing systems and a loss in revenue due to customer dissatisfaction.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

NA

2. Are there any future cost savings?

It is important to note that there is a direct relation to revenue increases with these capital requests. Cash flow for Manitou is predicted by the Consultant to increase under scenario #1 in 2019 green fee revenue is projected to be \$572,000. With the capital improvements revenue for 2022 (after construction) to be \$690,000. The ten year forecast is a \$26.9%

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

New functional parts to the golf course maintenance operation require less time and attention of staff and that time can be utilized on higher priorities Reduction in water use by 25%

b. Heating/Cooling/Lighting or other Energy-related costs

NA

4. Are there any federal/state laws mandating increased operating costs?

NA

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

Manitou Project estimate
Goodrich Project estimate
Golf Study Executive Report

Manitou Ridge Golf Course

Manitou Construction Estimates				Notes
Mobilization (5%)				\$ 152,566.00 Const Costs before Mobilization 3051313
Base Irrigation Components				
Modified double row fairways utilizing HDPE products	LF			\$ -
New greens and tee irrigation	EA			\$ -
Upgraded central E.T driven control package				\$ -
Weather station	EA			\$ -
Two way pump control package				\$ -
HDPE pipe infrastructure with 25 yr warranty				\$ -
Installation				\$ -
Sub Total	EA	18	\$ 108,390.00	\$ 1,951,020

Sand Bunker		Unit	Total Quantity	Unit Price	Total Cost	
Sub Total		EA	28	\$ 9,500.00	\$ 266,000	

Tee Box Installation		Unit	Total Quantity	Unit Price	Total Cost	unit = 6,500 sq ft tee complex
Site prep and clearing						
Tree clearing/stump removal	AC	0.2	\$ 5,000.00	\$ 900		
Strip and bury sod	SF	0.54	\$ 15,000.00	\$ 8,100		
Remove existing irrigation pipe	LF	6,300.0	\$ 1.00	\$ 6,300		
demo cart path	SF	2,700.0	\$ 8.00	\$ 21,600		
Mass Grading						
Top soil strip and replace	CF	4,950.0	\$ 3.00	\$ 14,850		
Haul Fill	CY	1,800.0	\$ 3.25	\$ 5,850		
On site cut and fill balance	CY	10,800.0	\$ 1.75	\$ 18,900		
Protection of existing turf and paths	LS	18.0	\$ 300.00	\$ 5,400		
Shaping	EA	18.0	\$ 2,500.00	\$ 45,000		
Drainage						
Misc drainage as needed	EA	18.0	\$ 500.00	\$ 9,000		
Environmental protection/erosion control						
Protection of existing turf and paths	LS	18.0	\$ 550.00	\$ 9,900		
Silt fence	LF	2,700.0	\$ 3.00	\$ 8,100		
Feature Construction						
Tee mix	TON	1,800.0	\$ 47.00	\$ 84,600		
Installation	SF	11,700.0	\$ 0.25	\$ 2,925		
Clean up	EA	18.0	\$ 250.00	\$ 4,500		
Grassing						
Fine grading and fertilization	AC	7.2	\$ 5,000.00	\$ 36,000		
Tees (Bent Grass)	SF	117,000.0	\$ 0.16	\$ 18,720		
Sod allowance	SF	153,000.0	\$ 0.36	\$ 55,080		
Hardscape and Landscape						
8 ft wide asphalt extension to new tee	LF	3,600.0	\$ 28.00	\$ 100,800		
10 ft wide	LF	4,500.0	\$ 33.00	\$ 148,500		
4" concrete roll curb	LF	3,600.0	\$ 7.50	\$ 27,000		
Irrigation						
2.5" PVC	LF	10,800.0	\$ 6.00	\$ 64,800		
3" PVC	LF	720.0	\$ 10.00	\$ 7,200		
10 irrigation heads	EA	180.0	\$ 300.00	\$ 54,000		
Irrigation gate valves	EA	18.0	\$ 800.00	\$ 14,400		
Wiring - 12/14 gauge	LF	10,800.0	\$ 0.25	\$ 2,700		
Controller and wiring	EA	7.2	\$ 4,500.00	\$ 32,400		
Maturation	EA	18.0	\$ 1,434.00	\$ 25,812		
Bonds permits, tests	EA	1.0	\$ 956.00	\$ 956		
Contingency	EA	0.0	\$ -	\$ -		
Sub Total				\$ 834,293		
Construction Activities Total				\$ 3,203,879		

Construction Contingency		Unit	Total Quantity	Unit Price	Total Cost	
Construction Contingency (10%)		LS	1	\$ 320,387.90	\$ 320,388	
Construction Fees & Permits						
	Unit	Total Quantity	Unit Price	Total Cost		
Construction Testing	LS	1	\$ -	\$ -		
Construction Permits	LS	1	\$ -	\$ -		
Site Storm Water Control	LS	1	\$ -	\$ -		
Design & Engineering (5%)	LS	1	\$ 153,044.00	\$ 153,044		
Subtotal				\$ 153,044		

Grand total				\$ 3,677,311		
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Goodrich Golf Course

Goodrich					Notes
Mobilization (5%)				\$ 99,100.00	
Construction					
Base Irrigation Components					
Modified double row fairways utilizing HDPE products	Unit	Total Quantity	Unit Price	Total Cost	
New greens and tee irrigation	LF			\$ -	
Upgraded central E.T driven control package	EA			\$ -	
Weather station	EA			\$ -	
Two way pump control package				\$ -	
HDPE pipe infrastructure with 25 yr warranty				\$ -	
Installation				\$ -	
Sub Total	EA			\$ 1,725,500	
Sand Bunker					
	Unit	Total Quantity	Unit Price	Total Cost	
Sub Total	EA	27	\$ 9,500.00	\$ 256,500	
Construction Total				\$ 2,081,100	
Construction Contingency					
	Unit	Total Quantity	Unit Price	Total Cost	
Construction Contingency (10%)	LS	1	\$ 143,850.00	\$ 208,110	
Construction Fees & Permits					
	Unit	Total Quantity	Unit Price	Total Cost	
Construction Testing	LS	1	\$ -	\$ 13,000	
Construction Permits	LS	1	\$ -	\$ 55,204	
Site Storm Water Control	LS	1	\$ -	\$ -	
Design & Engineering (5%)	LS	1	\$ 75,521.00	\$ 75,521	
Subtotal				\$ 143,725	
Grand Total				\$ 2,432,935	

Keller Golf Course
The Ponds at Battle
Creek
Manitou Ridge
Island Lake Golf
Course
Goodrich Golf Course
Goodrich Golf Dome

Golf Study Executive Report

For



Presented to:

Sara Ackmann

Director of Operations – Arenas and Golf Courses
Parks and Recreation Department
Ramsey County

Presented by



Columbus, Georgia * Dallas, Texas * Detroit, Michigan

October 8, 2018

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EXECUTIVE SUMMARY

Ramsey County hired Sirius Golf Advisors, LLC (Sirius) to provide a thorough analysis of its golf operations, with recommendations regarding improvements and long-term planning. The team included John Wait, President of Sirius, who specializes in municipal golf consulting; Jeffrey D. Brauer, noted golf course architect; Erik Christensen, certified irrigation designer; and David S. Downing, agronomist. Also assisting was the National Golf Foundation.

The evaluation process included numerous site visits and facility inspections, interviews with County and golf staff, an extensive survey of area competition, a thorough review of performance data, a detailed customer survey, and an area golf demand analysis.

This "Executive Report" is a high-level summary of the major findings of the study, with an emphasis on those issues most likely to require attention of the County Commissioners. A much more detailed analysis and report will be provided later in the fall. Emphasis on this executive report is on the four properties that are not under a capital lease.

Overview

The County has six golf facilities: Keller Golf Course (Keller), Goodrich Golf Course (Goodrich), Manitou Ridge Golf Course (Manitou), Ponds at Battle Creek (Battle Creek), Island Lake Golf Facility (Island Lake) and the Goodrich Golf Dome (Golf Dome). Keller, Goodrich and Manitou are 18-hole regulation golf courses. Battle Creek is a nine-hole regulation course and Island Lake is an executive, 9-hole Par 28 golf course and practice facility.

Two of the facilities, Island Lake and Golf Dome, are operated on long-term capital leases. Manitou has an operating lease, where the operator pays for all operating expenses, including maintenance, but the County remains responsible for the improvements. Keller, Goodrich and Battle Creek have management contracts, but the County still maintains the courses.

Overall, the golf division (we refer to as "RC Golf") shows an operating profit. Only one of the facilities, Battle Creek, is losing money, and it only marginally. However, the cash flow is not enough to cover the costs of capital improvements, nor has any money been set-aside for this purpose.

Keller and Battle Creek's performance have been mostly stable over the past three years. In contrast, Goodrich has shown strong improvement over the past four years, while Manitou has seen a sharp decline.

All the operators are dedicated, passionate about their courses, and provide outstanding customer service.

Major Issues

We found several significant areas of concern. These include:

- Lack of a **Mission Statement**
- **Deteriorating Infrastructure**, especially at Goodrich and Manitou
- **Market Overlap**

Sirius Golf Advisors, LLC

- Operator Contracts
- Marketing
- Pricing Policy
- Keller's Food and Beverage Operation
- Manitou's Decline
- Battle Creek
- Neglected Markets

Mission Statement

There is currently no clearly defined mission statement for RC Golf. Yet this is very important as it provides guidance as to what is important and how the facilities should be operated.

The most important question is "what is more important: Being an amenity to the citizens of the County or being a profit center, supporting other valuable programs?" With municipal golf course, amenity-oriented facilities are typically operated like other recreation assets, such as parks and swimming pools. There is no expectation for profit, indeed, it is normal for them to be heavily subsidized.

On the other hand, to the degree that profitability is desired (even just breaking-even), then the operation must operate more like a *business*. Moreover, it is a business that is operating in a highly-competitive environment.

Some of the facilities are fully privatized, indicating a profit-center approach. Yet others are not. And the county's pricing policy is definitely amenity-based. The conflicting approaches mean that neither potential goal is being fully realized.

Deteriorating Infrastructure

Most of the infrastructure, such as irrigation system, greens, tees, fairways, etc., at Goodrich and Manitou have greatly exceeded their expected life expectancies. Consequently, maintenance costs will continue to rise more than normal. Further, course conditions will deteriorate. This will lead directly to poorer performance. Thus, profitability is adversely affected by both rising costs and lower revenue.

We also found lesser, but still significant, issues at both Keller and Battle Creek.

Market Overlap

All four of the main courses (Keller, Goodrich, Manitou and Battle Creek) are priced within a relatively narrow price range (\$13 spread). All four are considered "Standard" or "Mid-Fee" facilities. Yet, within the market, we see over a \$70 spread in peak fees (cart and green fees). The narrow spread for RC Golf has two consequences:

1. Each course's primary competition are the other three County courses.
2. RC Golf is not serving either the lower- or higher- ends of the marketplace. This has negative consequences both for an amenity-based or a profit-center approach.

Operator Contracts

There are six golf facilities within RC Golf. These six facilities have six different operators and seven different contracts (there are two operators at Keller, and one operator operates both Goodrich and Battle Creek). Issues include:

- **Administrative:** Obviously, with multiple contracts and multiple vendors, it is more difficult (and more expensive) to administer.
- **Potential Conflicts of Interest:** With the management contracts at Keller, Goodrich and Battle Creek, operator compensation varies depending on the revenue stream. The County gets the biggest share of green and cart fees. But the operator gets most (or all) of the range, food & beverage and merchandise sales. This can lead to the operators wanting to discount green and cart fees to increase volume, thus increasing *their* revenue at the possible cost to the County. It also makes it very difficult (its not being done) to do promotions involving multiple revenue streams, such as including a free lunch with green fees, or negotiating tournaments and outings that utilize most or all the above services.
- **Not Enforced:** Some important parts of the current contracts are not being enforced, such as the requirement to provide an annual marketing plan or provide rangers.

Marketing

Simply put, there is almost no proactive marketing being done. Yet marketing is the lifeblood for most businesses, especially those in highly competitive industries, such as golf. And what little marketing that is being done (such as the websites) are sub-standard and ineffective.

Not only is this a budget issue, but there is confusion as to who is responsible – the County or the operators.

Pricing Policy

The current pricing policy is strongly amenity-based, which means that it is hampering the facilities' ability to make a profit.

The fact that the County sets the prices for all cart and green fees, makes them much more vulnerable to political pressures from special interest groups. Which helps explain why senior rates are discounted much more heavily with RC golf than other area golf facilities. Overall, it helps suppress prices, which can adversely affect profitability.

Even worse is the fact that the County only adjusts the rates every two years. Golf is a highly competitive industry, where prices fluctuate continuously. Having your prices fixed puts the RC Golf facilities *at a major competitive disadvantage*.

Keller's Food and Beverage Operation

This is a big issue, whether you are amenity oriented or profit oriented. Lancer, Keller's food and beverage operator, does a great job with banquets. But they show a disdain for servicing golfers.

Ramsey County Golf Study

Executive Summary

In our customer survey, Keller's customers rated the food and beverage service *in the bottom 0.5% of all golf courses in its price range*. We can personally corroborate some of the feedback with our own observations.

The beverage cart service is inconsistent and not even present much of the time. (Facilities in this price range typically offer beverage cart service all day, every day). Further, customer service in the restaurant can be lacking and does not seem oriented to the needs of the golfer.

Manitou's Decline

Manitou's performance has declined sharply since 2014. Further, customer survey results rated the course well below average (the other three main courses received mostly positive results). The poor survey results covered most aspects of the operation.

As noted before, Manitou's infrastructure is in decline, which may be affecting performance. But there are clearly other issues as well.

From a current financial standpoint, the County is not being heavily impacted by this decline as the operator pays for all operating expenses. But it raises concerns as to what state the facility will be in when the current operating lease expires.

Battle Creek

Battle Creek is the only facility currently losing money within RC Golf. This loss is due mostly to the golf course, as the range operation at Battle Creek is highly popular and profitable.

The problem stems from the nature of the golf course. Battle Creek is a very challenging, nine-hole golf course. From a quality standpoint, it rivals Keller. The problem is that golfers *expect* nine-hole courses to be low-end, very playable and very affordable courses – and Battle Creek is not.

Thus, golfers who might be attracted to Battle Creek because of its quality, never try it because they expect it to be low-end. Meanwhile, those who come to Battle Creek, because it's a nine-hole course come away dissatisfied because they were wanting a low-end, very playable course.

Neglected Markets

Neglected markets are potential customers that are not currently being targeted by the RC Golf facilities, or for whom the facilities are currently not well-suited. This is an issue that straddles both ends of the amenity/profit center continuum as more customers means potentially more profits, but they also represent citizens whose needs are currently not being met by the County's facilities.

Chief among these neglected markets are women and latent golfers. It should be noted that RC Golf is not alone in neglecting these markets. They are often ignored within the industry.

Women

With women, it's the facilities that are inhospitable. All the courses play much longer for women than for men. This is particularly true at Manitou, where it is the equivalent of a nearly 8,000 yard course for women. This not only makes it very difficult (which can make it much less popular), but it also has a significant impact on the pace of play as it naturally takes much longer to play from 8,000 yards than 6,000.

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In addition, outside of Keller, none of the facilities offer healthy choices on their menus, which make them much less attractive to most women. Further, the facilities lack on-course restrooms. Women typically hate using porta-pottys, which are what is provided.

Latent Golfers

Latent golfers are defined as people who would like to play golf, but who currently do not. According to the National Golf Foundation (NGF), there are *more latent golfers than actual golfers* in this area.

Aside from Island Lakes, which does a respectable job, RC Golf does a relatively poor job in going after the wanna-be golfer. This is a fault of both marketing and programming.

Major Recommendations

This section will cover the non-capital recommendations. Capital improvements will be addressed in the following section.

Mission Statement

Where RC Golf ends up on the Amenity/Profit Center continuum is a value decision by the County. There is no “right” or “wrong” placement. Our recommendation is simply to try and decide where it wants RC Golf to be, and then implement strategies that are consistent with that statement.

Diversify Market Placement

We recommend that RC Golf cover a wider spectrum of the market. This can most easily be done by making Keller a “Premium” facility (it is now considered “mid-fee”), and Goodrich a “Value” facility. NGF’s market demand analysis shows that there is a strong need in the Ramsey County marketplace for facilities at both ends of the spectrum – Premium and Value.

There is no doubt that Keller’s golf course and clubhouse fit the profile of a “premium” facility and are market competitive with are premium courses. Indeed, their history of hosting two PGA Championship gives them a significant market advantage. However, their current food and beverage operation, as it relates to golf, would need to be fixed before this move is made as it is not consistent with a “premium experience.”

Goodrich, on the other hand, strongly fits the profile of a “Value” facility, of which there is a strong need in the area marketplace. Indeed, the operator is currently effectively discounting the fees to the point where it is consistent with value courses. But the marketed fee structure is still mid-fee.

Operator Contracts

We recommend that the contracts be restructured so that all revenue streams are treated equally (after accounting for inventory costs). This will eliminate any potential conflict of interest. By so doing, it allows the County to place more faith in the operator having much greater control over fees, as what is good for them, will be good for the County and vice-versa.

We also recommend having the contracts expire at the same time. This will allow the County to then put out an RFP whereby companies can bid on one, two or all the facilities. At that time, based on the proposals, the County can make the decision whether a single operator would be best.

Marketing

Effective marketing can overcome a lot of weaknesses. It is critical, if the County wants the facilities to be break-even or better.

Our recommendations include:

1. **Budget:** The county would put 2.5% of its revenue from the golf courses toward marketing. This would have generated around \$66,000 last year. In addition, the operators at each facility (two at Keller) would contribute \$3,000 each. Combined, this provides a budget of over \$80,000, which can have a significant impact.
2. **Management:** We recommend the County hire a marketing firm, preferably one with golf course experience, to handle the marketing needs.
3. **Marketing:** The marketing effort should include:
 - a. **Planning:** A detailed marketing plan should be prepared annually
 - b. **Web:** New websites should be created for each facility.
 - c. **Social Media:** The courses need to be proactive in major social media. This will require someone (likely from the marketing company) to do regular postings – preferably daily.
 - d. **Email:** The email database should be mailed to at least on a weekly basis.
 - e. **Public Relations:** A PR effort should be implemented, especially when it comes to new programming and major capital improvements.
 - f. **Media Advertising:** A comprehensive media campaign should be implemented. This will include advertising on social media platforms, golf publications, etc. It may include spot TV ads, redemption advertising and billboards.
4. **Branding:** As RC Golf begins implementing the proposed improvements to operations and facilities, the County should strongly consider a branding campaign, bringing all the facilities under a common brand identification (such as “RC Golf”). This would include a logo that hopefully would have merchandising value as well.

Pricing Policy

At the very minimum, the County needs to revise prices on an annual basis. If a profit is a concern, then it also needs to reduce political influence and make the decisions based on *business* principles. The best way to do this would be to allow the operators to set the pricing (as is currently the case with the capital leases). However, to do so with confidence, will require modifying the contracts as noted above.

Our full report will contain recommended fees for all four courses, as well as recommended modifications, including a revised Patron program and facility-specific annual passes.

Keller

The main issue at Keller is the food and beverage operation as it relates to golf. The county has already made a step towards correcting this issue, as a new General Manager was hired by Lancer for Keller in early August. However, it remains to be seen if this resolves all the problems.

Manitou

The operator has expressed concern over the survey findings and does appear motivated to address the issues. But progress needs to be closely monitored. Based on feedback, Manitou is at risk of losing several of its leagues, which would have devastating impact to its performance.

Spreading the market out by elevating Keller to be a Premium facility, and Goodrich a Value facility, will greatly benefit Manitou.

Manitou is also in critical needs of capital improvements, which we will discuss in the next section.

Battle Creek

We examined three different possible strategies on how to make Battle Creek successful. All of them require capital investment to varying degrees, and strong marketing. The scenarios are:

- **“Elite” Nine:** This is a marketing-heavy solution. The idea is to try and create an awareness of the facility with those golfers who would most appreciate it. The pitch would basically be: “Do you desire the golf experience of a Keller or Prestwick, but don’t have the time? Then try Battle Creek – the ‘best nine-hole golf course’ in Minnesota!” The fee structure would also have to be adjusted as golfers, like most consumers, strongly associate price with quality. You want your pricing to reflect the desired perception of quality.
- **Maximize Range:** The range at Battle Creek is arguably the best in the County. It is extremely popular, with frequent waiting lines. This scenario takes advantage of its popularity by prioritizing the range. The range tee is doubled in size, doubling the range’s capacity. Target greens are added to increase its appeal. However, expanding the range comes at a cost to the golf course. It will require the course being reduced from a Par 35 (considered standard), to a Par 34 (considered sub-standard by most golfers). The hope is that the range’s increased performance would compensate for the course decrease in desirability.
- **18-holes:** One way of eliminating problems associated with being a nine-hole course is to make it an 18-hole course. In the case of Battle Creek, that is possible as there is land available across the street at the correctional facility.

Capital Improvements

With golf courses, there are two basic types of capital improvements:

- Those that are designed to *maintain* performance, and
- Those that are designed to *improve* performance.

Improvements of the first type normally refer to deferred maintenance items. In other words, repairing or replacing infrastructure items such as irrigation, greens, tees, etc. But the improvements do not alter the course's routing or basic characteristics

Those of the second type may also be improving the infrastructure, but they are also designed to significantly improve a course's performance. This can be done by either lower maintenance costs or improving a course's appeal.

All the courses have capital improvement needs. To make it easier to evaluate, we combined various improvement choices into "scenarios" for each course. For each course, Scenario 0 is "Status Quo," meaning no changes to the operation nor are any capital improvements made.

Keller

Keller's primary needs are to correct issues relating to cost-cutting measures during construction of the recent renovation. The major issue being lining the bunkers.

Manitou

We developed two improvement scenarios for Manitou:

- **Scenario 1: Priority Fixes Only** – this focuses only on those issues already identified by the County, such as irrigation and bunkers, plus a few other priority items that we identified, including new forward tees, adding an on-course restroom, and some renovation of the driving range.
- **Scenario 2: Major Renovation** – There is a need to rebuild all the infrastructure at Manitou. Such major work provides the opportunity to make significant improvements in the design. This renovation would provide a significant upgrade to the course's quality. It also includes an expansion of the clubhouse to provide for a full grill operation. The range would be relocated and expanded.

Scenario 1's renovations would start in 2020 with the building of a temporary hole and be completed in 2021. Excepted cost should be between \$2.5 million and \$3.1 million, adjusted for inflation. We use \$2.8 million in our projections.

Scenario 2 will require the course be reduced to 9 holes during the renovation, which would likely last two to two and a half years, starting in 2021. The anticipated cost should be between \$6.7 million and \$9.1 million. We use \$7.9 million in our projections.

Goodrich

Like Manitou, we developed two scenarios. As we are positioning Goodrich as a value facility, it lessens the urgency of the repairs.

- **Scenario 1: Priority Only** – only the most pressing items would be addressed but would include new forward tees.
- **Scenario 2: Modest Renovation** – this will be the rebuilding or renovation of all major course components, including irrigation, greens, tees and fairways. It does not include significant rerouting or expansion of the clubhouse as we anticipate the facility remaining a value course.

Scenario One can be done in a year and would cost between \$2.2 and \$2.7 million, assuming a 2023 construction date. We use \$2.4 million.

Scenario Two, like Scenario Two for Manitou, would require reducing the course to nine holes during construction. We anticipate a 2024 start date, with completion in 2026. Total Cost should be between \$3.9 and \$5.1 million. We use \$4.5 million in our projections.

Battle Creek

We developed three scenarios for Battle Creek, each taking the facility in an entirely different direction.

- **Scenario One: “Elite 9”** – the course remains a challenging nine-hole course, but improvements are made to enhance performance and repair infrastructure. Enhanced performance will be realized with new tees on a couple of holes and adding target greens to the range.
- **Scenario Two: Par 34** – We reduce the Par from 35 to 34. This will enable us to expand the range, essentially doubling the size of the tee, thus maximizing its potential. Parking would also be expanded. Will require some rerouting of the course.
- **Scenario Three: 18 -holes** – we were made aware that there was potentially land available across the street at the Corrections facility that would allow a second nine to be built, allowing Battle Creek to become a mid-fee 18-hole course. The new nine would also include a new clubhouse and range. This allows the existing range to become a stand-alone facility, thereby increasing its potential. It also allows for new revenue streams from a restaurant and banquets. A tunnel would be needed to go under Lower Afton Road.

Scenario One construction would occur in 2021. It should cost between \$1,575,000 and \$1,850,000. We use \$1.7 million in our estimates.

Scenario Two, unlike One and Three, will require closing the facility for a year. In our model, that year would be 2022, but it may need to be moved, if Manitou or Goodrich is being reduced to nine holes at that time. The estimated cost is between \$2.7 million and \$3.15 million. Our estimates assume \$2,900,000.

One nice advantage of Scenario Three is that the existing facility would remain open while the new nine, clubhouse and range are built. When they are completed, the existing course can be closed for renovation. Thus, performance should not be adversely impacted during construction.

Scenario Three not only adds nine holes, it also adds a 6,000 sf clubhouse with restaurant and banquet seating for at least 150 guests. A second range is also added to service the golf course, allowing the existing facility to become a stand-alone range.

We have construction starting in 2021. The new nine would open in 2022, at which time the existing facility would be renovated. The completed facility would open in 2024. The expected cost is between \$9,000,000 and \$10,650,000. \$9,830,000 is used in our projections.

Projections

We have tried to be conservative in our projections, keeping rounds projections well below course performance levels seen just five to ten years ago. The Status Quo scenarios all assume there are no major changes to operations, contracts, pricing philosophy or facilities. With the improvement scenarios, we assume that marketing, contract and operational changes begin in 2019. Our projections cover 2019-2028.

Keller

Even with Status Quo, Keller will continue to be operationally profitable, although not enough that it covers the \$800,000 debt payment from the 2014 construction.

Under the improvement scenario, we are projecting an increase of \$2,600,000 in revenue to the County over the 10-year period. Post-renovation cash flow to the County should improve an average of \$307,000/year, providing a 39.7% annualized return on investment (ROI).

Manitou

Under Status Quo, performance will continue to decline, at an accelerating rate. If Manitou remains under a lease, though, the County would only lose revenue and not have to put money in. However, it is unlikely that a new operator would assume operation under the same lease terms, without major renovations taking place.

Under Scenario One, course revenue improves by \$3.5 million and revenue to the County improves by \$2 million (141%) over the status quo. The only increase in expenses for the county is marketing, so the County's cash flow improves by just under \$2 million, with an average improvement post-renovation of \$275,000/year. This represents an ROI of 10.3%.

Scenario Two dramatically impacts revenue, as the course's revenue is expected to be over \$3 million (over 4.4 times) the Status Quo over the last five years (2024-28). The County's cash flow, post renovation, averages \$750,000/year, over \$600,000 more than the Status Quo. This represents an ROI of 9.5%.

While the ROI for Scenario Two is lower than Scenario One, it is important to remember that Scenario One did not address most of the infrastructure needs. This means that they will still need to be fixed, at a greater cost, soon – likely in the five years following (2029-2033). So, long-term, Scenario Two appears to be the better solution.

Goodrich

The Goodrich model closely follows Manitou. Like Manitou, we utilize two scenarios – Scenario One assumes only partial renovation, addressing only the most urgent needs (irrigation, bunkers, etc.), while Scenario Two is a complete renovation. Only with Goodrich, we are keeping the market position the same, so the renovations would not be as extensive as those foreseen at Manitou.

Under Status Quo, performance quickly peaks and plateaus, then starts to decline as course conditions deteriorate due to infrastructure. Course maintenance costs soar for the same reason. A bad weather year will cause the County to lose money. Eventually (2023 in our projections) Goodrich turns into a money-loser for the County.

Scenario One represents a “quick-fix.” Performance is stabilized, and cash flow remains positive. Post renovation cash-flow averages \$328,000/year more than the Status-Quo. This represents an ROI of 13.5%.

Cash flow is even stronger under Scenario Two, even making up for the year it was reduced for construction. The average post-renovation cash flow averages just under \$600,000/year, enough to generate a strong 13.2% ROI.

Like Manitou, Scenario Two has the advantage as it represents a long-term solution to the infrastructure needs, while Scenario One only delays expensive renovations by several years.

Battle Creek

Under the Status Quo, Battle Creek is expected to continue to lose money. The amount of loss will increase as infrastructure needs start to impact performance. Over the next ten-years, we are projecting a loss of \$1,612,000.

The “Elite Nine” (Scenario One) option puts immediate breaks on the slide and turns the facility into a profitable one, although just barely. (If fleet services are added, it would be at break-even or worse). We project a ten-year cash flow of \$987,000, which is \$2.6 million better than the Status Quo.

The big issue with Scenario Two is that, while it will maximize range performance, the course is expected to do worse than under Scenario One because a Par 34 is a lot less popular than a Par 35, especially among more affluent or lower-handicap golfers. Overall, though, we expect better performance, with a post-renovation cash flow averaging about \$30,000 more per year than Scenario One. But the ROI is less, at 11.9%.

Naturally, Scenario Three generates a lot more revenue post renovation than any of the other three scenarios. In the five years post renovation, the facility will likely generate \$9 million more in revenue than the Status Quo and \$7.8 million more than Scenarios 1 and 2.

County Cash Flow is also dramatically improved. Post-renovation cash flow is projected to average \$1.2 million more per year than the Status Quo. This is more than enough to support debt financing the construction costs and represents an ROI of 12.5%.

Discussion

In a lot of ways, the County faces a “Pay now, or Pay a Lot More Later” situation with its golf facilities, especially Manitou, Goodrich and Battle Creek.

But it also faces a need for clear direction. Currently, RC Golf straddles the amenity/profit center continuum, operating much like a profit center in some ways, and much like an amenity in others. As a result, the facilities are doing neither as well as it could.

Regardless of the direction the County chooses, or even if it wants to stay close to the center (an amenity that is self-supporting), there is a lot of room for improvement. But this improvement will not be realized without significant changes in how the facilities are operated within the County.

INTRODUCTION

Sirius Golf Advisors, LLC was hired by the Parks Department of Ramsey County to do a thorough review of its golf operation. This review was to cover the following:

- Financial Review
- Facility Review
- Capital Improvements Assessment
- Operations
- Competition
- Market Analysis
- Agronomy
- National Trends
- Contracts
- Fees
- Marketing

In short, it was to cover virtually every aspect of the golf operations and the related facilities with to goal to provide an objective assessment of its current situation, with regards to the physical amenities, performance, operations, operators, and their current relative position in the marketplace. And then to use this information to make recommendations as to how to improve performance and to lay out a plan for success over the next decade.

Sirius Golf Advisors, LLC is a golf course consulting firm, head-quartered in Columbus, Georgia. It specializes in working with municipal facilities, and over the last 22 years, has worked with 54 different municipal entities, ranging in size from communities of a few thousand people, to entire states and the US Air Force. Many of these studies have been as a subcontractor to the National Golf Foundation.

This study was led by the President of Sirius Golf, John S. Wait, who served as both principal investigator and primary author. Assisting him were:

- **Jeffrey D Brauer**, ASGCA – Golf Course Architect
 - Jeff is one of the leading golf course architects in the country. He is a past president of the American Golf Course Superintendent's Association and has several courses listed among the top 100 public courses in the country. Notably, he designed three of the top four in Minnesota – The Quarry, The Legend and The Wilderness at Fortune's Bay
- **David S. Downing II**, CGCS – Agronomist
 - David is a past president of the Golf Course Superintendent's Association. In addition to his experience as a course superintendent, he has built golf courses from the ground up, and has operating experience.
- **Erik Christensen**, TCEQ, ASIC – Certified Irrigation Designer
 - **The National Golf Foundation**, Jupiter, Florida
- The National Golf Foundation (NGF), a non-profit organization funded by the golf industry, is known as the leading disseminator of statistics in the golf industry. Their annual survey of golfers provides a rich field of information.

Procedure

Over the summer, our team conducted six site visits. During these visits we:

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- **Examined the Facilities:** Did a thorough examination of the physical facilities, concentrating mostly on issues relating to the golf courses.
- **Interviewed**
 - Operators, superintendents, and key personnel at each facility
 - Parks Staff
 - County Commissioners
 - Members of the Parks and Recreation Commission
- **Took Soil Samples**
- **Surveyed Competition**
 - Personally visited all public courses within 20 miles of a RGC facility

In addition, we:

- **Conducted Detailed Customer Survey**
 - We utilized NGF's golf course survey, which allowed us to compare our results to the national database
 - Collected key demographic information
 - Discovered primary competitors for each facility
 - Added custom questions
- **Analyzed Financial Records**
 - Did thorough review of records from the past three years
- **Gathered Market Data**
 - Did demographic analysis for state, metro area and 5, 10, and 20 mile radii from each facility
 - Used NGF to:
 - Assess Golf Demand in each of the above areas
 - Predict number of golfers in each area
 - Predict number of rounds produced in each area
 - Collected information on *all* golf facilities in the metropolitan area
 - Reviewed information on golf facilities that have closed in last 10 years in the metro area.
 - Examined national trends
- **Reviewed Operator Contracts** with the County

Executive Report

This report is not meant to be all-inclusive, but rather a stripped-down version of the full report, which will be presented later in the fall. As an executive report, we focus only on the most *significant* findings that require attention, and our most salient recommendations. By this, we mean those findings and recommendations that are most likely to require action at the highest levels within the County.

As a result, we will not be spending much time discussing a lot of background information, presenting endless details and hundreds of tables and pictures, or issues that are mostly relevant at the operator level. All this information will be present in the final report. Our desire, then, is to present the reader of this Executive Report with a concise guide as to the major issues facing Ramsey County Golf ("RC Golf" throughout the report), and our solutions to them.

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We want to thank the County, the Parks Department and all the RC Golf operators for their cooperation during this study. It is important to point out that, in general, the facilities are well-run. And the system does have a positive cash flow.

Because this report focuses on issues and their solutions, it can be mistaken as being highly critical of the current operation and the operators. Nothing, though, is further from the truth. We were very impressed by both the facilities and the operators. And if we were to spend as much time going over the positives, instead of concentrating on those things needing improvement, this report would be many times its current length!

Overview

The county has six golf facilities – five golf courses and one golf dome. The facilities are spread across the County, although none of them are in the County's largest city, St. Paul, which has its own municipal golf system.

The five golf courses include three regulation 18-hole courses – Keller Golf Course ("Keller"), Manitou Ridge Golf Course ("Manitou") and Goodrich Golf Course ("Goodrich"). Keller and Goodrich have management contracts where the operator is responsible for golf operations and related expenses, while the county maintains the course and is responsible for capital improvements. Manitou is under a short-term lease, that was recently renewed, whereby the operator is responsible for all operating expenses, including course maintenance, and the County is responsible for all capital improvements.

Keller has a rich history that includes hosting two PGA championships golf tournaments. It was recently completely renovated in 2014 at a cost of \$12 million. The renovation included a new clubhouse and banquet center. The clubhouse, along with the food and beverage operation, is operated under a separate management contract and a different vendor than the golf operation. Keller is the most expensive of the RC Golf facilities to play, followed by Manitou than Goodrich (of the 18-hole courses). Goodrich and Keller are both in Maplewood, while Manitou is in White Bear Lake.

Ponds at Battle Creek ("Battle Creek") is a nine-hole regulation golf located across from the County's detention center in Maplewood. It is the newest of the courses, having opened in 2004. It features a practice facility that is arguably the best in the county. It is managed by the same operator as Goodrich under a similar, but not the same, contract.

The fifth golf course is Island Lake Golf Course located in Shoreview ("Island"). It is a Par 28 executive course with a large driving range. It also has a dormant miniature golf course that has been closed for several years. Island Lake is operated under a full lease, with the operator responsible for all expenses, including capital improvements. The operator built the facility on County land.

Midwest Golf Dome ("MGD") is located across the street from Goodrich and shares the parking lot with Aldrich Arena. It is also operated under a long-term lease where the operator is responsible for all operating and capital improvement expenses. The operator built the structure.

Target Facilities

While Sirius examined the facilities and operations at all six RC Golf facilities, this report be focusing on just the four "big" courses. The reason for this is simple, both Island Lakes and the Golf Dome are operated on full leases, meaning the county gets a fixed revenue, with no expenses – including capital improvements – at both facilities. And both leases are long-term, with the earliest not expiring until 2023. We will be discussing these two facilities in our full report.

Importance of Golf

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In our interviews with County Commissioners, the question was raised about the importance of golf to the community. While this discussion is beyond the scope of the study, we would like to point out some of the more salient benefits of golf as a recreational activity.

- **Popular:** According to NGF, more than one in five households in Ramsey County have at least one golfer.
- **Generational:** Golf is one of the few sports that spans all age groups, from near cradle to grave. More impressive, perhaps, is that it allows for competitive balance across age, gender and virtually all demographics. It is one of the few sports where a grandfather (or grandmother) can play with, and compete fairly, with their son (or daughter) and their grandchildren.
- **Accessible:** While golf is a physical activity, it allows for participation from people across the spectrum of physical ability, including the handicapped. (Island has a wonderful program for the handicapped in cooperation with Sister Kenny Institute.)
- **Builds Character:** Golf is one of the few major sports that is self-refereed, even in major competitions. Honor is one of the fundamental principles in golf.
- **Exercises Mind and Body:** Golf is more than physical ability. It also requires strategy and risk/reward calculations. And even if you take a golf cart, you are still likely to do a lot of walking (often over 10,000 steps), in addition to the swinging of a club. (If you're like me, you do a lot more walking and swinging).
- **Preserves Valuable Green Space:** Not only does golf conserve green space, but it often utilizes land that has little commercial or residential value, such as flood plains or even landfills.
- **Aesthetics:** Golf courses are mostly aesthetically pleasing. That is why they are so popular in residential neighborhoods where less than a third of the home owners will play golf.
- **Economic Benefit:** There are a lot of economic benefits to the County from golf. They include:
 - RCG's four main courses generated:
 - Over \$5.5 million in revenue last year
 - Over \$430,000 in sales tax
 - Employment for over 227 people
 - **Property Values:** Property values around a golf course tend to be higher than comparable neighborhoods. The increase can be 20% or more.
 - Help attract residents and businesses. Information about local golf courses is one of the four top requested items from businesses wanting to relocate.

Role of Municipal Golf

Another controversial topic is whether municipalities should even be in the golf business. After all, they are competing directly with privately-owned businesses. Again, this is beyond the scope of our study, but we would like to point out a little history.

Municipal golf across the country, including Ramsey County, has its origins back when the only golf courses available were private country clubs. In those days, golf truly was an exclusive sport, reserved for the wealthy. Municipalities built golf courses to bring the sport to general population. In those days, golf was treated by municipalities strictly as an amenity, as they did tennis, swimming, hockey and other sport activities. Many of today's golfers owe their start in golf to municipal facilities. (Still, today, municipal facilities are the leader in bringing in new players to the sport.)

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This began to change in the 1980's and especially the 1990s. Fueled by real estate developers who realized golf was an attractive amenity for residential developments, privately owned public-accessible golf courses ("Daily Fee" and "semi-private" courses) began to flourish.

At the same time, municipalities started realizing that golf could be a "cash cow," generating enough revenue to not only be self-supporting, but also help support other community programs. The also discovered that golf courses could have "iconic" value and be used to attract new businesses and residents to the community. At this point, municipalities started treating golf as less an amenity and more as a profit center.

In the decade from 1995-2005, we saw nearly 5,000 new golf courses being built, representing a third of the total number of golf courses. This led to an over-supply of golf courses across the country, which, coupled with the recession, created a situation where golf courses struggled to survive.

Adding to the problem is the fact that as golf's popularity started to wane, construction and maintenance costs soared at a rate many times that of inflation. Meanwhile, competitive pressures have caused fees to not keep up with costs. This shrinking margin has caused a lot of private operators, especially those operating lower-end facilities where the margin is very low, out of business.

In short, the cycle is returning to the point where municipalities are the only entities that can *afford* to support golf, especially for lower-priced facilities that are more accessible to the masses. Without municipally-owned facilities, golf is likely to return to the period where only the rich can afford to play.

MARKET CONDITIONS

National Trends

While socio-demographic, financial and cultural headwinds certainly persist for golf, the industry continued its macro trend toward stabilization in 2015-2017. The game remains popular and is fortunate to have a deep well of interested prospects. While golf's pay-for-play green fee revenues and other spending will always be vulnerable to outside forces such as weather and the economy, its chief challenge remains *getting more of those non-golfers who express interest in playing ('latent demand') to give golf a try and converting more beginners into committed participants.*

Still, some socioeconomic and demographic trends continue to present challenges for golf operators. For instance, golf is having trouble attracting and retaining young adults (i.e., Millennials); though this segment continues to account for a large percentage of annual play and spending, factors such as debt and competing recreational activities have suppressed golf demand from this segment. The smartest, best-managed and most innovative golf facilities will win market share and have the best opportunity for growth.

Key Trends in Demand

- **Participation** – The national golfer number (participation) continues to show some net attrition, primarily among occasional/less committed golfers. Overall, NGF survey research indicates that in 2017 there were 23.8 million people in the U.S. that played at least one round of golf in the prior year, about ± 1.2 million fewer than in 2012. However, most "core" golfers remain in the game.
- **Course Correction** – While rounds have decreased significantly since peaking in 2001, they are still ahead of where they were in the mid-1990s. For example, there were an estimated 447 million rounds of golf played last year, compared to 441 million in 1995.
- **Rounds Played 2017-18 / Looking Ahead** – Nationally, year-to-date rounds played are down 2.9% through July 2018, with a 1.6% loss for the month of July alone (source Golf DataTech – see [Appendix A](#)). In Minnesota, 2018 has been a difficult year for golf courses, with rounds down 6.3% year-to-date in the State, and down 9.8% in Metro Minneapolis/St. Paul. These results are generally worse than other Midwest metro areas, including Detroit (down 0.2% YTD), Cleveland (down 5.2% YTD), and Chicago (Down 7.6% YTD). However, for the month of July, rounds in the twin cities were up 0.2% and for the state, 0.4%. Weather is a major factor in rounds played, and the weather patterns in the last couple of years has been particularly brutal. When weather conditions are good, rounds performance tends to be about the same or better than the previous year.
- **Baby Boomer Effect** – As Baby Boomers age and retire over the next 15 years, we expect to see a measurable increase in total rounds played in the U.S. Boomers – born between 1946 and 1964 – are currently 53 to 72 years old. About 6 million of them are golfers; that's about 1/4 of all golfers, and they currently play about 1/3 of all rounds. Boomers started turning 65 in 2011, and already about 1 million golfing Boomers have reached retirement age. The Social Security Administration reports that 10,000 or more Boomers retire every day. And 300,000 Boomer golfers will turn 65 each year for the next 15 years. Retired Boomers (age 65+) play about twice as much as younger, non-retired Boomers (40 rounds vs 21 rounds).

Golf Course Supply

The correction in golf course supply continues in 2017 at a level comparable with the previous several years. According to NCGF data, since the market correction in golf course supply began in 2006, there has been a cumulative net reduction of golf courses equivalent to 5.9%. For perspective, *golf supply grew by 44% in the previous 20 years (1986-2005). Closures continue to be disproportionately high among value priced (peak green + cart fee below \$40) facilities; in 2016, nearly 70% of closures fell in this category.*

Many golf courses shutter due to competitive dynamics; increasingly, however, golf courses are closing because residential or commercial is a much "higher and better use". Whatever the reasons, this much-needed move toward supply/demand equilibrium is expected to continue for several years and could positively impact the Ramsey County golf courses. This phenomenon has been a part of Ramsey County golf, as three golf facilities (2.5 18-hole equivalents) have closed in the County since 2004, the most significant of which is the 18-hole Hillcrest Golf Club of St Paul (closed in November 2017).

It's also notable that real estate was the primary factor in golf course's explosion in 90's and early 2000's. It's also a major factor in the decrease in numbers of courses, as many operators are cashing in on the land value of their property. This is particularly true in urban and high-growth suburban areas where development land is at a premium.

Value Courses

As noted above, by far, the courses most likely to face closure are the low-end facilities. Indeed, many of the higher-end courses that have closed have done so more for land-value than financial duress.

One wonders why value courses are more adversely affected. There are likely several reasons.

- **Course Conditions:** Playing conditions is often cited as one of the top two or three reasons why golfers play where they play. Because of their price-point, value courses typically operate on a lot lower margin than higher-priced facilities. However, the price of course maintenance and especially infrastructure repair and replacement, has skyrocketed over the past several years, at several times the rate of inflation. This makes it extremely difficult for value facilities to keep up. This is especially true with older facilities in need of extensive deferred maintenance. And as their course conditions deteriorate, so does their performance, which makes it even harder for them to reinvest and the death cycle begins.

- **Economy:** The economy over the past 10 years has been particularly tough on the middle- and lower-income households. These are the households most likely to produce golfers who favor value facilities. As disposable income decreases, so does play.

Reported Course Openings and Closures 2001-2017			
Year	Opened	Closed	Net Change
2001	284	32	252
2002	220	38	182
2003	171	68	103
2004	151	63	88
2005	125	98	27
2006	120	146	-26
2007	113	122	-9
2008	72	106	-34
2009	50	140	-90
2010	46	107	-61
2011	19	158	-139
2012	14	155	-141
2013	14	158	-144
2014	11	174	-163
2015	17	177	-160
2016	15.5	211.5	-196
2017	15.5	205.5	-190
Source: National Golf Foundation			

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- **Land Value:** Because value courses generate less revenue, as the land value increases, the decision to sell to developers becomes a lot easier a price much higher than the price that can be realized by selling it as a golf course, which is largely based on income. (Golf courses are generally valued at about .9 to 1.5x gross revenue or 10- to 12x Net Income, whichever is higher).

Impact on Rounds

As noted above, the supply of golf courses has shrunk by nearly 6% over the last 12 years. This, no doubt, has an adverse impact on play. While many of these rounds transfer to other courses, a large percentage are just lost for good.

Location (convenience) is a key driver to where and how many rounds a golfer plays. If the course that is most convenient closes, and especially if another course in that same price range is not convenient, then the number of rounds played by that golfer is going to decrease, if not stop altogether.

And the fact that a disproportionate percentage of course closings are value facilities is important for another reason. It is decreasing the number of affordable places to play. Naturally, if you have \$500 of disposable income to dedicate to golf, that equates to 20 rounds at a \$25 course or 10 rounds at a \$50 course. Take out the lower priced facilities and golfers with limited disposable income are simply going to play fewer rounds.

But perhaps most dangerous of all is the fact that it can impact the number of people who *take up golf*. Golf is not a cheap hobby. That is why most golfers tend to learn on lower-priced facilities. Take these away, and fewer are likely to want to invest the money needed to even start playing.

Other Measures of Health

Other perhaps equally important metrics to consider when measuring the health of golf include:

- **Golf Participation:** While rounds have decreased, the number of golfers in the US has remained steady over the past few years, at 23.8 million. Approximately 1 in 4 are women.
- **Investment in Facilities:** Investment in major renovation projects has replaced new construction as the largest source of U.S. golf course development activity. NGF tracked just under 1,000 major renovations completed since 2006, representing at least \$3 billion. New development activity also remains in the pipeline, with NGF tracking 37 facilities currently under construction and another 55 in planning stages.
- **Engagement:** Several years ago, NGF developed a scale to gauge engagement / passion for golf. NGF annual golfer survey research indicates that the *number of engaged golfers has remained steady at 20 to 21 million for the past four years*. But the proportion of engaged golfers has increased from 78% to 85% over this period. These engaged golfers are responsible for ±95% of rounds played, and equipment spend. Those more engaged are significantly more likely to continue playing.
- **Increasing Diversity:** The junior golf population remains relatively stable at 2.9 million and continues to show a transformation in diversity. One-third of golfers age 6-17 are females, up from 17% in 1995 (in sum, 24% of all golfers are women). Also, 27% of junior golfers are non-Caucasian, up from only 6% in 1995. A similar trend is observed among young adult (18-34) or Millennial golfers, of which 29% are female and 24% non-Caucasian. The highest diversity is among beginning golfers, at 34% female and 32% non-Caucasian.
- **Beginners:** The number of beginners rose to a record 2.5 million in 2016, surpassing the record set in 2000 when Tiger Woods was in his prime and drawing newcomers to

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- the game in unprecedented numbers. Since 2011, the compound annual growth rate (CAGR) in beginners is an impressive 10.8%.
- **Off-Course Participation:** Driven primarily by the popularity and growth of *Topgolf*, a non-traditional form of golf entertainment, there were an estimated 20 million off-course (involves only those activities that involve hitting a ball with a golf club) participants in 2017, about 40% of whom did not play on a golf course.
 - **Latent Demand:** Overall interest in playing golf remains very high. NGF survey research indicates that *the number of non-golfers who say they are “very interested” in taking up golf has doubled over the last five years*, growing at a CAGR of nearly 15% and now totaling 12.8 million people. There are an additional 40 +/- million non-golfers who say they’re “somewhat interested” in taking up the game. Together, these two cohorts represent about 1.7 prospects for every existing golfer.

Golf Demand

Using its survey and extrapolating its results, NGF can make estimates of local golf demand and participation. We have broken this down to the primary market areas for each RGC facility, which are 5- and 10- mile radii from the course. We have also provided data on Ramsey County as a whole, Minnesota and the Country. A summary of the key statistics can be found in Appendix B. A more complete and detailed analysis will be in our final report.

Below is a summary of the most salient findings.

Demographics

Population

Manitou has the fewest people living within 5 miles of the course (160,159), followed by Islands (177,791) and Battle Creek (209,407). Keller, by far, has the most with 293,760.

All five courses have more than 600,000 people living within a 10-mile radius, which is more than the population of Ramsey County. Manitou, again, has the smallest with 602,634; but Battle Creek has the second fewest at 652,779. And Islands has the most, with over a million people (1,037,642), followed by Keller (853,318).

All ten areas are growing, with an estimated annual growth rate over the next five years ranging from .76% (Manitou – 5 mile) to 1.03% (Keller – 5 mile). Keller and Goodrich have the best overall growth, and Manitou the least, although still growing.

Household Income

As income is highly correlated to golf participation, we examined area incomes. As can be seen at the table to the right, both Goodrich and Keller have substantially lower incomes in their immediate area, although these incomes increase significantly going from 5 to 10 miles out.

However, as Keller is a higher-end facility, its neighborhood is not likely to be supplying many of its rounds, meaning it must do a better job of marketing to a wider area. Fortunately, as quality and price level go up, the wider the market the golf course will draw from.

Interestingly, Islands has the highest immediate area HH Income (\$73,476) by far, but it has the lowest local area (10-mile) HH Income (\$59,641), again by comfortable margin. This strongly suggests that Islands will

Median Household Income		
	5 MI	10 MI
Battle Creek	\$66,908	\$67,496
Goodrich	\$55,204	\$67,010
Islands	\$73,476	\$59,641
Keller	\$55,243	\$64,166
Manitou	\$68,815	\$66,880
County	\$62,019	
State	\$67,629	

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need to primarily draw from the immediate area around the course. However, this is also consistent with the type of facility it is (9-hole Par 3), which notably have very small active market areas.

Golf Demand

Using its survey data, NGF has estimated the golf participation and rounds production at the local level. The table to the right summarizes the findings.

While the ten-mile participation rates mostly resemble the state-wide average (which is substantially higher than the national average, and is the highest in the country), the local rates are much more variable.

Keller has the lowest immediate area participation rate, and second lowest local (10-mile). Islands has the highest immediate area participation rate, but 2nd lowest local. Manitou has the best combination, with a high 24.3% immediate area and still higher than the state average, local participation rate (22.2%).

When we take the participation rate, which is largely a function of income, and combine it with the population totals, we can get an estimate of the actual number of golfers. All five facilities have at least 18,300 golfers living within 5 miles of the facility. Keller, despite having the lowest participation rates, has the highest number of immediate area golfers (25,029), followed by Goodrich (23,078). Manitou, which had the best participation rate, has the fewest golfers (18,353).

When we go out to 10 miles (local area), again we have some surprising results. Islands, which had the lowest participation rate, has the most golfers (97,602), which is 11,000 more than Keller. Battle Creek and Manitou have the fewest, around 65,000 each. All five, though, have significantly more golfers within 10-miles than the County has.

Latent Demand

In their survey, NGF identifies people who do not currently play golf, but who have a strong desire to do so. These are called “Latent Golfers,” and they represent a key to golf’s future success.

What is very important is that there are more Latent Golfers in each of these market areas, than actual golfers. (For Ramsey County, the number of latent golfers is 88,238, compared to 52,035 actual golfers – or 70% more latent golfers than actual golfers! Obviously, a lot of issues can be solved if we can simply do a better job of converting the latent golfer into an actual one. We will discuss this more later.

Rounds

Next, we use NGF data to estimate the number of rounds these golfers generate. We further break this down to how many rounds they generate *within their market area*. That is, if a golfer lives within a 5-mile radius of a given course, how many of his rounds are being played in that same area.

Golf Demand				
	HH Participation Rate		Estimated # Golfers	
	5 Mi	10 Mi	5 Mi	10 Mi
Battle Creek	20.7%	21.1%	19,972	66,526
Goodrich	19.2%	21.7%	23,078	75,728
Islands	24.7%	19.3%	21,730	97,602
Keller	18.9%	20.9%	25,029	86,163
Manitou	24.3%	22.2%	18,353	63,932
County	20.4%		52,036	
State	21.1%		585,580	
US	13.8%		23,832,510	

In-Market Rounds		
	5 Mi	10 Mi
Battle Creek	172,902	749,226
Goodrich	220,474	845,883
Islands	178,991	688,548
Keller	250,987	872,787
Manitou	244,371	693,136
County	481,909	12,511,170
State		12,511,170
US		455,965,000

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As can be seen, Keller is expected to have the most rounds generated by immediate area golfers (250,987), followed closely by Manitou (244,371). Battle Creek (172,902) and Islands (178,991) have the fewest. This can be problematic as both types of facilities (9-hole Par 3 and 9-hole regulation) have limited market reach.

Extending out to 10-miles, we see that each facility has a lot of rounds being generated within their local area, ranging from 688,548 at Islands to Keller's 872,787.

Supply vs. Demand

Taking the number of golf courses in each area, we can calculate the number of golfers and the number of anticipated rounds per golf course. We can then compare these to national averages. NGF has created an index for the ratio of golfing households per 18 holes of golf. The ratio measures the local market versus the national market and is based on percent value. An index value of 110 means 110% of the national average, while an index value of 80 represents 80% of the national average.

NGF further divides public golf courses into three categories based on their peak rate for green fees and cart combined. Facilities that charge \$70 or more are considered "Premium," those charging less than \$40 are called "Value," and the rest are "Standard." *All the Ramsey Golf Facilities (except Islands) are considered "Standard" by this definition.*

The table below show these index values by facility type for the local market areas.

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Market Conditions

Golfing Household Indices												
	Battlecreek		Goodrich		Islands		Keller		Manitou		Ramsey County	Minnesota
	5 Mi	10 Mi	5 Mi	10 Mi	5 Mi	10 Mi	5 Mi	10 Mi	5 Mi	10 Mi		
Total	280	199	251	187	267	304	258	211	154	185	258	98
Public	203	178	182	195	305	308	187	218	178	183	241	80
Premium	76	174	183	302	xx	775	xx	694	xx	505	xx	136
Standard	394	141	118	141	230	182	105	149	96	113	156	64
Value	244	249	438	262	285	618	325	277	357	302	289	90
Private	xx	294	xx	170	202	292	xx	196	112	190	319	231
Estimated Rounds*	38,423	34,848	68,480	53,099	32,544	32,788	38,613	32,325	30,546	30,806	35,697	32,666
* In market Courses												

There are several salient results to be noted:

- There are no Premium golf facilities within 5 miles of Islands, Keller or Manitou
- Except for Premium facilities in Battle Creek's immediate area, and Standard facilities within Manitou's local area, *all other index values are over 100 – indicating strong demand.*
- **Value Facilities:** There is a notable lack of value facilities across the Board. Of interest is there is four times the national demand in Goodrich's immediate area, and nearly three times for the County as a whole.
- **Premium Facilities:** The index values are non-existent for several immediate areas because there simply are no Premium facilities in the area. But it is especially noteworthy that the index value for the Local (10-mile) radius around Keller is nearly 7 times the *national average*. When taking the quality of the golf course and clubhouse, as well as Keller's rich history, making it a Premium facility would seem to fit market demand.
- **Rounds:** The average number of estimated rounds is over 30,000 in all local markets. However, it is especially strong at Goodrich, where the estimated total is 68,480 for the 5-mile and 53,099 for the 10-mile radius. Since the local courses are not seeing this kind of volume, golfers living in this area are playing outside the area. Combined with the high index value for value facilities in the Goodrich market, makes a strong argument that Goodrich should be repositioned as a value facility.

COMPETITION

Our focus on this study were public golf courses, with most of our attention going to those clubs that are within 20 miles of any of the RC Golf facilities, as these are the ones most likely to be competitive with the RC courses. We then studied more closely those courses that were deemed, through location, feedback or nature of the facility, to be most comparable to each of the RC Golf facilities.

For expediency, we are streamlining our discussion in this Executive Report to only those facts that are most relevant to RC Golf.

Overall Market

There are 168 public golf courses in the metropolitan area. Two-thirds of these are 18-hole regulation, the most popular type of golf course. Another 9% are nine-hole regulation courses. Executive courses make up another 26%, with most of these being 9-hole, and Par 3 courses total 8%. Notably, there are no 18-hole Par 3 courses in the entire market area.

Of these 168 courses, 92 (55%) are located within 20 miles of an RGC facility. What is notable, though, is that 13 of the 14 Par 3 courses are in the Local area (93%).

Islands, it should be noted, is listed as an “Executive” course because it has one Par 4 hole. However, it has a lot more in common with the Par 3 courses than the executive courses.

Course Closings

Course Closings by Type				
Type	# Closed	% of Clsd	Existing	% Existing
18 Hole Reg	9	32%	112	8.0%
9 hole Reg	4	14%	15	26.7%
18 Exec	2	7%	3	66.7%
9 Hole exec	8	29%	24	33.3%
9 Par 3	5	18%	14	35.7%

Since course closings grab headlines, we decided to take a closer look at the courses that have closed recently in the metro area. We were able to find 28 that have closed in the last 10 years.

When we break these courses down by type, we note that while 18-hole regulation courses make up 67% of public

golf course market in the metro area, they account for only a third of the closings. (The percentage is lower if you included private courses). Further, they represent only 8% of the number of existing 18-hole public courses.

In contrast, executive and Par 3 courses take account for a disproportionate share of the closings. Par 3 courses are only 8% of the current market, but account for over a third of the closings. Executive courses account for 16% of the public market, but account for 36% of the closings.

And, a cursory review of the 18-hole regulation courses that closed, the clear majority of these were low-end value courses. (We do note that one of them was an 18-hole private course in Ramsey County).

Local Market

The following analyses include only those courses that are within 20-miles of an RCG facility or are otherwise known to be a significant competitor of an RC Course.

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Competition

In general, the RC Golf courses were found to be market competitive, although there are some notable exceptions, which will be detailed in the full report.

We do note the following:

- Most courses do still charge a higher fee on weekends. While RC Courses are about the same on weekday rates, their weekend rates are lower than the competition as a result.
- **Patron:** The average rate for a patron card or similar program, is \$94.51. At \$25, RC Courses are \$13 less than then next lowest competitor.

Performance

The average number of rounds for 18-hole regulation courses was 31,275 (2017). The RC Courses averaged 28,039.

- Rounds performance was roughly correlated with price, with the higher-priced facilities out-performing the lower-priced.
- Similarly, courses that were more difficult (up to a point) tended to have more rounds. Although this is highly correlated with price.

Rounds by Course Characteristics						
# Rounds	# Courses	Peak Fee	Back Yard	Slope	# Bunker	
Over 40k	4	\$61.50	6,620	135.8	50.0	
34-39k	5	\$56.10	6,585	129.4	36.0	
30-34k	8	\$55.55	6,545	128.6	37.1	
25-29k	7	\$52.14	6,294	130.3	30.9	
< 25	8	\$54.63	6,431	126.6	40.6	
<25*	7	\$47.00	6,353	124.4	27.5	
* Excludes Troy Burn						

Impact of Renovations

Our research has shown that municipal golf courses that undergo major renovations see a significant improvement in both rounds and revenue. And if that renovation includes a rebranding of the facility, the results are significantly better.

We conducted a study of municipal courses in the Dallas-Ft. Worth ("DFW") market in conjunction with the NGF. The DFW area is an appropriate choice for such a study, given the considerable number of municipal courses in the area, and the number that have undergone major renovations in the past 10 years. The study will be reviewed in greater detail in our full report.

PERFORMANCE

Cash Flow

RC Golf has been generating a positive cash flow for the County. Below shows performance history over the past six years.

Ramsey County Golf Performance							
	2012	2013	2014	2015	2016	2017	TOTALS
Rounds	95,920	60,224	86,294	108,952	108,078	107,009	566,477
Revenue							
Green Fees	\$1,562,540	\$843,866	\$1,342,094	\$1,764,704	\$1,765,106	\$1,735,961	\$9,014,271
Cart Fees	\$396,737	\$233,752	\$359,232	\$451,857	\$468,929	\$465,626	\$2,376,133
Driving Range	\$13,625	\$130,534	\$128,906	\$148,210	\$147,144	\$156,325	\$724,744
Food & Beverage	\$68,269	\$40,751	\$90,799	\$167,382	\$187,204	\$203,255	\$757,660
Merchandise	\$7,659	\$7,358	\$6,047	\$6,145	\$5,937	\$12,184	\$45,330
Island Lake Lease	\$60,000	\$60,000	\$75,000	\$75,000	\$75,000	\$75,000	\$420,000
Golf Dome Lease	\$27,840	\$45,196	\$37,088	\$31,501	\$30,879	\$6,755	\$179,259
Total Revenue	\$2,136,670	\$1,361,457	\$2,039,166	\$2,644,799	\$2,680,199	\$2,655,106	\$13,517,397
Rev/Round	\$22.28	\$22.61	\$23.63	\$24.27	\$24.80	\$24.81	\$23.86
Expenses							
Personnel Services	\$936,680	\$540,778	\$912,809	\$792,418	\$1,044,662	\$1,126,649	\$5,353,996
Other Services & Charges	\$450,613	\$313,157	\$509,876	\$602,587	\$570,928	\$504,514	\$2,951,675
Supplies	\$270,498	\$136,293	\$271,707	\$286,529	\$201,740	\$171,739	\$1,338,506
Capital Outlay	\$536	\$0	\$0	\$0	\$5,632	\$0	\$6,168
Total Expenses	\$1,658,327	\$990,228	\$1,694,392	\$1,681,534	\$1,822,962	\$1,802,902	\$9,650,345
Cash Flow	\$478,343	\$371,229	\$344,774	\$963,265	\$857,237	\$852,204	\$3,867,052

Important findings include:

- The big improvement from 2014 to 2015 is due to the reopening of Keller.
- Cash flow held steady the last two years, after falling from 2014.
- Revenue decreased 0.9% last year, but this was offset by a 1.1% decrease in expenses.
- The decline in expenses is due to a 11.6% decrease in "other services and charges" and a 14.9% decrease in supplies.
- Personnel services increased 7.8% last year and has increased by 42.2% since 2015.
- Meanwhile, supplies, which includes much needed fertilizer and chemicals, has decreased 40.1% over the same period.
- Revenue per round goes in two-year cycles, due to the County's policy of fixing rates for a two-year period. There was little change from 2017 to 2018 as a result.

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Parks administrative salaries tied to golf operations. Although, even if these are considered, it is likely that the department is much closer to break-even.

While the operation is generating a positive cash flow, this does *not* take into consideration capital improvements. Nor is any money being set aside for future capital improvements.

Cash Flow by Facility				
	2014	2015	2016	2017
Keller	(\$140,171)	\$513,030	\$376,684	\$507,871
Goodrich	\$101,046	\$23,709	\$109,576	\$131,701
Battle Creek	\$4,843	\$42,955	(\$11,571)	(\$8,789)

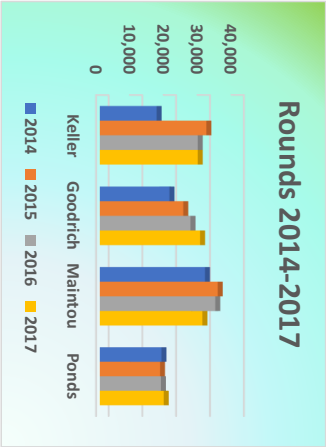
flow by the golf system. On the other hand, Battle Creek has had a negative cash flow the past two years. And while Keller has been up and down the past three years, Goodrich has steadily improved. Its cash flow improved 455% from 2015 to 2017.

It also needs to be pointed out that while Keller’s \$500,000+ cash flow is strong operationally, it does not cover the approximate \$800,000 annual debt service from the \$12million 2014 renovation.

Rounds

System-wide, the number of rounds has been basically stable over the past three years. However, the distribution of those rounds has changed dramatically.

Rounds at Goodrich have steadily increased since 2014, improving 44% over this time. Meanwhile, rounds at Manitou have declined 13% since 2015. Rounds at Keller have been basically the same the last two years, after falling 8% in 2016 after 2015’s big year following its reopening.



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Performance

Through August of this year, rounds are down about 5.3% over 2017. However, this is misleading due to the extreme weather conditions early this year. In 2017, there was play in March and the system produced 11,250 rounds through April. This year, the courses did not open until late April and had only 2,861 rounds through the end of that month.

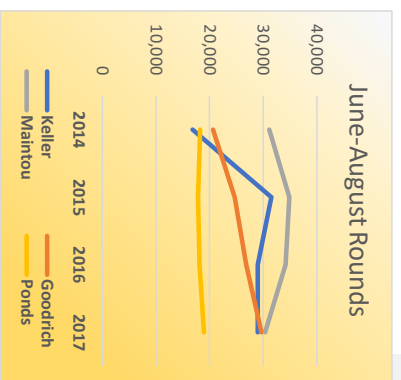
When we compare performance over the peak play months, June-August, we find that rounds have improved 7.5% (4,347 rounds) over the same period in 2017. Again, though, there are significant differences between facilities.

Rounds at Goodrich are up dramatically (22.5%), while rounds at Manitou are down significantly (16.3%). Battle Creek is down slightly (-1.2%), while Keller is up slightly (3.6%).

The concern over the decline in rounds is magnified by the fact the facility received very poor ratings, as we will discuss in the next section. More disturbing is the fact that the County recently renewed the lease under significantly more favorable terms to the operator, which we will also be discussing later.

Revenue

Like rounds, revenue has been stable over the past three years, system wide. But the performance has varied significantly by facility. Most significantly, Goodrich's revenue has increased 17% since 2015 and 29% since 2014. Manitou, however, has gone down 5.7% since 2015, although it has a net increase since 2014. Keller's has decreased 3.4% since 2015 but increased 4.5% last year.



Golf Revenue* Performance				
	2014	2015	2016	2017
Keller	\$617,449	\$1,129,390	\$1,043,673	\$1,090,443
Goodrich	\$514,230	\$567,233	\$597,308	\$663,406
Manitou	\$796,075	\$914,184	\$925,897	\$862,071
Battle Creek	\$444,273	\$438,138	\$427,149	\$444,282
Total	\$2,374,040	\$3,050,960	\$2,996,042	\$3,062,219

* Green Fees, Passes, Cart and Driving Range

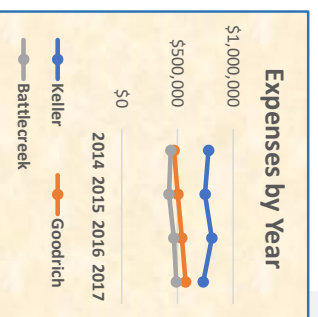
Expenses

Overall, expenses have increased 6.5% (\$108,942) since 2014, although down slightly last year. Expenses are almost all from the three courses under management contracts as opposed to leases, as the County is responsible for their maintenance.

Over the past four years, Keller's expenses have trended downwards, going down 9.5% since 2014 and 5.9% since 2015. Goodrich, on the other hand, has seen a 22.5% increase over the same period, and 6.4% last year. It should be noted, however, that the increase in expenses at Goodrich are highly correlated with the dramatic increase in revenues and positive increase in cash flow. It is highly likely that the improved course conditions that are usually associated with increased spending, has had a notable positive impact on performance.

Unfortunately, the increase in expenses seen at Battle Creek have not resulted in a similar bump in performance. Battle Creek has seen an 11.4% increase since 2014 and a 4.7% increase last year in County expenses. These increases are more in line with a rise in costs due to inflation rather than a change in practices.

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It is important to note that the expenses described above are those provided to us by Parks and Recreation. As noted previously, these do *not* include fleet expenses, which includes course maintenance equipment, nor administrative overhead – primarily salaries. We requested this information but did not receive it.

We would anticipate fleet expenses would total around \$600,000 to \$700,000 overall, when equipment replacement is also included. Administrative overhead is likely around \$100,000 overall. When these two items are considered, the operations are much closer to break-even. But this still is very good, compared to most municipal operations in the state.

SURVEY RESULTS

With help from the County, we administered NGF's Goller Satisfaction Survey to customers of RC Golf's five golf courses. This is a web-based survey that features both standardized and custom questions. The survey gets feedback on several key areas including:

- **Demographics:** Player's gender and age, home zip code, average golf score, type of customer (e.g. league, card holder, pass holder, resident, non-resident)
- **Waiver Share:** How many rounds of golf the player plays at both the target facility and other area facilities – by name.
- **Customer Satisfaction:** Ratings on a 10-point scale on overall satisfaction with the target facility, and satisfaction on 23 factors such as course condition, food and beverage, etc.
- **Open-Ended Questions:** What the customer likes most about the facility and what they would like to see improved.

NGF can take the answers to these questions and others and generate both a loyalty index and a loyalty driver for the target facility. The loyalty index reveals how vulnerable a facility is for customer flight, while the loyalty driver shows what factors are most important to both keeping customers and are major concerns for them leaving.

Because the questionnaire is standardized, it allows for comparisons with survey results from all the courses that have administered the questionnaire. The comparison is made both to all courses in the database and to courses in their price band (Premium, Standard and Value). This comparison is very valuable for two main reasons. First, it tells you how your course stands in relation to other facilities. And second, it eliminates a natural bias in rating scales. For example, on a scale from 1 to 10, where one is poor and 10 in excellent, you would tend to think that an average score of 7.5 would be much better than average. But in fact, it may put you in the lower 10%, or worse, of all courses surveyed.

The survey was emailed to customers in the County's database of RC Golf clients. We received a total of 458 responses.

In addition, we designed a survey utilizing survey monkey, to resemble the NGF survey, using many of the same questions.

The survey results will be discussed in much greater detail in the full report.

Overall Satisfaction

The results on overall satisfaction, the most important measure, were mixed. Two of the facilities, Goodrich and Battle Creek, received outstanding scores. Both placed in the top 3% of courses in their price band and top 10% of all courses. It is important to note that both courses are managed by the same operator, Brad Behnke.

Overall Satisfaction Ratings				
	# Resp	Average Score	Price Pt %	National %
Keller	97	8.4	82	74
Goodrich	107	8.7	97	90
Manitou	145	7.5	28	12
Battle Creek	94	8.8	98	94
Island	15	7.8	46	28

Keller's ratings were also very good. Rating in the top 20% in their class and top 26% overall. As we will discuss, their ratings would have been much higher if not for one factor, food and beverage.

On the other end of the spectrum were Island Lake and Manitou. Island Lake's class score was very close to the middle. However, with only 15 responses, we cannot assign any real significance to the ratings.

Manitou, though, had both the highest number of responses, 145, and by far the lowest ratings. They placed in the both 28% of courses in their class, and both 12% overall.

Loyalty Index

NGF has created a loyalty index based on the overall satisfaction scores. People giving an overall satisfaction score of 9 or 10 are called "Promoters." Those giving ratings of 7 or 8 are labeled "Passive," while those who gave ratings less than 7 and referred to as "Detractors." The Loyalty Index score is derived by subtracting the percentage of Detractors from the percentage of Promoters.

Loyalty Index Ratings					Loyalty Index
	Promoters 9 & 10	Passive 7 & 8	Detractors <7		
National	44.00%	24.10%	36.00%	19.90%	
Standard Benchmark	43.70%	25.50%	38.10%	18.20%	
Value Benchmark	41.10%	35.90%	23.00%	18.10%	
Goodrich Golf Course	56.10%	32.70%	11.20%	44.90%	
Keller Golf Course	52.10%	31.30%	16.70%	35.40%	
Manitou Ridge	35.20%	33.80%	31.00%	4.20%	
Battlecreek	68.80%	21.50%	9.70%	59.10%	
Island Lake	40.00%	33.30%	26.70%	13.30%	
Golf Dome	32.29%	32.29%	35.42%	-3.13%	

On this measure, Battle Creek, with an index of 59.1, was, by far, the highest with a score a full 40 points better than the national average. Goodrich was next at 44.9, 25 points higher than the national average. Keller also scored very well at 35.4.

Scoring well below average were the other three facilities. Island

Lake was at 13.3, six points below the national average and 5 below the rate class average. Manitou was even lower at just 4.2, a full 15 points below the national average and 14 below the rate band. However, as Island Lake had only 15 responses and Golf Dome just 17, neither of their findings can be viewed as necessarily valid. Manitou's, though, is significant.

Individual Factors

The table below shows the percentile ratings for each facility's rate class for the 23 different satisfaction factors. Percentile ratings in the top 20th percentile are printed in red, while those in the bottom 20 are in blue.

Battle Creek had the highest average rating – 81.9. Goodrich (69), Island Lake (64), and Keller (60.6) all averaged in between the 60th and 70th percentiles. Manitou *averaged* in the 25th percentile, and the Golf Dome, with limited factors and a small response, averaged in just the 6th percentile.

Satisfaction Factor Percentile Ratings						
# Responses	GR	K	MR	BC	IL	GD
Overall Value	85	48	5	53	88	8
Overall Course Conditions	94	79	44	96	89	
Pace of Play	64	26	13	80	77	
Friendliness/Helpfulness of Staff	90	80	25	85	93	5

Satisfaction Factor Percentile Ratings

	GR	K	MR	BC	IL	GD
Golf Course Design/Layout	30	49	9	86	5	
Convenience of Course Location	65	87	40	86	99	
Tee Time Availability	71	37	29	81	97	
Condition of Greens	95	72	49	95	79	
Scenery and Aesthetics of Course	57	80	13	92	56	
Condition of Golf Cars	96	73	33	50	56	
Amenities (clubhouse, pro shop, locker room)	76	54	22	74	34	5
Food and Beverage Service	76	0	14	88	39	
On-course Services (restrooms, drinking water)	20	1	4	60	14	
Overall Experience						
Affordability	87	64	20	91	78	
Condition of Tees	58	34	2	30	77	
Condition of Bunkers	66	58	36	98	21	
Condition of Fairways	31	82	21	97	97	
Overall Quality of Practice Facility	95	70	42	93	85	
Overall Quality of Golf Shop	71	57	18	100	97	
Overall Quality of Golf Shop Apparel	54	91	34	89	51	
Overall Quality of Golf Shop Merchandise	67	98	29	87	29	
Average Percentile	69.0	60.6	25.2	81.9	64.3	6.0

Keller

Strengths (top 20 percentile placements) include:

- Friendliness/helpfulness of staff
- Course Location
- Scenery and Aesthetics of course
- Condition of Bunkers
- Overall Quality of Golf Shop
- Quality of Shop Apparel
- Quality of Shop Merchandise

Weaknesses (bottom 20 percent) were:

- On course services (restrooms, drinking water)
- Food and Beverage Service

Both weaknesses were rated in the *bottom 5% of courses in its class*. Food and Beverage service was rated below the bottom first percentile. Meaning it was among the very worst courses in the entire database.

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Goodrich

Strengths include:

- Overall value
- Friendliness/helpfulness of staff
- Condition of Greens
- Condition of Golf Carts
- Overall Experience
- Condition of Fairways

Weaknesses include:

- On course services (restrooms, drinking water)

Battle Creek

Strengths include:

- Overall Course Conditions
- Pace of Play
- Friendliness/helpfulness of staff
- Golf Course Design/Layout
- Course Location
- Tee Time Availability
- Condition of Greens
- Scenery and Aesthetics
- Overall Experience
- Condition of Fairways
- Condition of Tees
- Condition of Bunkers
- Overall Quality of Practice Facility
- Overall Quality of Golf Shop
- Quality of Shop Apparel
- Quality of Shop Merchandise

Three things stand out. The Practice facility was given a rating of “100”, meaning it was above the 99.5th percentile of all facilities. Second, all factors relating to golf course conditions were rated in the top 20 percent. Finally, *none of the factors rated in the bottom 20%*. The lowest rating was for affordability at 30.

Manitou

There were no factors rated in the top 20th percentile. The top-rated factor was Overall Quality of Shop Merchandise, at 53rd percentile. No other factors were above 50.

Those factors rating in the bottom 20% were:

- Pace of Play
- Scenery and Aesthetics
- Food and Beverage Service
- Quality of Practice Facility

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Survey Results

Those factors rated in the bottom **10%** were:

- Golf Course Design

Factors rated in the bottom **5%** were:

- Overall Value
- On-Course Services
- Affordability

MAJOR ISSUES

This section will discuss the major issues, other than capital improvement needs, that we found during our examination of the RC Golf facilities, their performance and administration. Needed capital improvements will be addressed in the next section.

In this executive report, we are focusing on those major issues that we found that most affect the County. We also found significant deficiencies in other areas, such as food and beverage and merchandise sales. But as these affect the operators much more than the County, we will reserve our discussion of them for the full report.

Mission Statement

A Mission Statement provides guidance as to what is most important for the County with regards to the golf operation. There are many potential objectives. These include:

- **Amenity:** Serving the needs of the citizens of the County
- **Profit Center:** Providing cash flow, not only for its own operation, but to help support other programs.
- **Icon:** Provide an icon for the community to promote community pride, and to focus outside attention on the asset.
- **Economic Benefit:** Golf can help attract new businesses and residents to the area and stimulate development, among other benefits.

The first two are two ends of a continuum, as emphasis on one end often comes at the cost of the other.

There is no clearly defined mission statement for the Golf Division. Why is this important? Because it can have profound implications as to how the golf facilities are operated.

For example, if the primary mission of the golf facilities is to serve as an amenity to the citizens of Ramsey County, then, logically, they would be operated in much the same way as other park amenities. The emphasis would be on service, affordability and programming. There would be *no* expectation for profit. Indeed, the expectation would be that the facilities would be subsidized in the same manner as other park amenities such as parks, tennis courts and swimming pools.

But to the degree that profitability is a concern, then the operation must be operated more like a *business* than a park. And not only as a business, but as a business that is operating in a highly competitive environment.

In looking at the current operation, we see a lot of mixed messages. Amenity-weighted actions include the pricing policy, and the fact that the County maintains three of the courses. Yet, the facilities lack the programming normally associated with amenity-oriented facilities.

On the other hand, the fact that the facilities are privatized to varying degrees, show a more business-like (profit) approach. The fact that some facilities are fully privatized, and others are not, shows confusion in the amenity/profit center continuum.

Market Overlap

All four of the "big" golf courses are in the same "Standard" rate band, as defined by NGF. In a market where peak fees (cart and green) vary from \$32 to \$108, a spread of \$76; the four RC Golf facilities range only from \$46 (Battle Creek and Goodrich) to \$61 (Keller), a difference of just \$15.

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Moreover, we found from surveys, that the usually the top two and three of the top five, main competitors as defined as the courses getting the most rounds from the target facilities customers (highest wallet share), were the other RC Golf facilities.

This has two consequences. First, it means that the facilities are competing more with each other than they are with other courses, and two, the facilities are likely not addressing market needs in the community as they are all going after the same golfers.

In the case of RC Golf, there are no facilities at the higher end (although Keller certainly has the facility to attract those golfers), and none at the lower end of the price scale.

Operator Contracts

There are four main issues with the operator contracts as we see it.

1. **Different contracts:** There are six golf facilities within the RC Golf system. There are six different outside operators and seven different contracts. (Keller has two – one for the golf operation and one for the food and beverage). Not only does this create an administrative nightmare, it can create inequities within the system. Three of the contracts are leases, two of which are “outright” leases that include capital improvements.
2. **Different termination dates:** The contracts expire at different times. Why this is an issue is that it makes it difficult to get a single vendor, should the County choose to have one, to operate all the facilities. And there are many advantages to having a single vendor, including lower operating costs, more consistency in service, and more cost-effective marketing. It also would dramatically reduce the administrative burden on the County.
3. **Misaligned interests:** This, perhaps, is the most troubling. For the three golf operations management contracts, the County uses an older model whereby various revenue streams are treated differently. Basically, the County gets its primary revenue from the green fees, while the operator captures most of the food and beverage, merchandise and driving range revenue.

The problem with this model is that it creates an environment whereby what's best for the operator may not be best for the County (bad optics, if nothing worse). For example, the operator's main revenue drivers, merchandise, food & beverage and even the range, are primarily a function of *volume*. Thus, it is in their best interest to have low green fees (and discount them further) in hopes of creating greater volume. Yet the county gets its revenue from the green fees. And a lower rate may not be in their best interests. (It should be pointed out, it's not just the discounting, but the operators are relied for their recommendations on the regular green fees as well).

Further, it drastically reduces, if not eliminates, promotions involving multiple revenue streams. For example, a popular promotion in the marketplace is to offer a free meal with a round of golf. But the operators are not going to be willing to sacrifice their revenue for the County's. It also creates conflicts of interest in tournament pricing, which often are bundled green fees, cart fees, food & beverage and merchandise packages.
4. **Enforcement:** The contracts are not even being enforced as written. Two notable areas are marketing and rangers. The operators, under the management contracts, are supposed to submit an annual marketing plan. This has not been done at least since 2014 or earlier. The operators are also to provide rangers who monitor the pace of play. Only Keller does so.

The contracts and their status:

- **Battle Creek:** Management Contract. Brad Behnke Golf Management. Extended on January 1, 2018. Terminates December 31, 2022. Renewable for an additional five years.

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- **Goodrich:** Management Contract. Brad Behnke, operator. Commenced in February 2015. Ends February 2019 but can be renewed for an additional year.
- **Goodrich Golf Dome (aka Midwest Golf Dome):** Full Lease. Midwest Golf Domes, contractor. Effective June 2016 (original contract 1996) and goes through the end of 2036.
- **Island Lake Golf Course:** Full Lease. FORE, Inc. (original developer). Started February 1992, ends December 31, 2023.
- **Keller:** Management Contract for golf operations. Foley Professional Golf Services, LLC. Started 2014, extended in 2018 to December 31, 2022. Renewable for an additional five years.
- **Keller (clubhouse):** Modified Lease. Lancer Catering. Started 2013. Terminates December 31, 2023. Not renewable.
- **Manitou:** Modified Lease. Golf Services Corporation. Started January 1, 2017. Ends December 31, 2021.

Marketing

Marketing is essential for virtually any business. It is especially vital in very competitive markets, which describes the local golf market. Further, our experience suggests strongly that *no other expense item is more highly correlated to revenue than marketing*. Thus, if you spend more, you make more. And the revenue should greatly exceed the marketing expense, or the marketing was not very good.

But in the case of RC Golf, marketing is a neglected, if not entirely forgotten entity. The problems are many, but here are the three most important.

- **Who's responsible?** The operators will argue that marketing is the County's responsibility – especially since they get most of the revenue (except with the leases). Yet the management contracts specify the operators are supposed to submit an annual marketing plan (they don't).
- **Budget:** The operators spend a negligible amount on marketing. The County budgeted about \$9,000 last year – and did not come close to spending it! In the golf industry, the recommended marketing budgets usually range from 2-3% gross revenue. That would put the recommended budget for RC Golf in the \$100,000 to \$170,000 range.
- **Expertise:** Even if the County had the budget, they do not have anyone currently on staff with any expertise in golf course marketing. The marketing that has been done has been exceptionally weak. This includes the websites for the golf courses, which are below average in quality. Further, none of the operators have shown any marketing wherewithal, either. As an example, one of the best practices in today's golf course environment is to do regular emails to our customers. *This can be done for no cost*. All the operators have access to an extensive database through their POS systems. Yet none of them do regular emailings. Further, the social media presence (e.g. Facebook, Twitter, Instagram, etc.) is either non-existent or very weak.

Pricing Policy

In this executive report, we are not going to review the fees for the various services at the golf courses. We will be reviewing them in the full report, along with our recommendations for changes.

In this report, we will discuss two significant issues with regards to how the fees are set. They are:

- Politics
- The fact they are fixed for two years.

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Process

It is our understanding as to the process whereby the rates are set is that they are set by Parks staff after conferring with the operators and reviewing competitive price information. The prices are then reviewed by the Parks Board and finally approved by the County Commission.

Throughout this process, there are plenty of times where special interest groups, such as members of the courses' men's and ladies' clubs and leagues, seniors, etc., can voice their opinion and can often apply significant political pressure to artificially keep rates down.

The issue here goes back to our first point about the amenity/profit center continuum. Keeping prices low for special interests may be politically expedient, but it is often not good business.

Further, while operators may be consulted in the process, it is not clear to what degree they really influence the rates. This is both good and bad. As noted above, the operators' interest and the county's are not necessarily aligned. It may be better for them, given how they are compensated, to keep the green fees low to increase the volume. So, there is an inherent conflict of interest. On the other hand, the operators are the ones best positioned to know the market, and thus the best pricing.

Fixed Fees

As noted several times in this report, golf is a *business* and is in a highly competitive environment. Yet it is unthinkable in most every business to have your prices fixed *for two years*. Yet that is exactly what the county is doing with RC Golf.

Not only is golf a highly competitive marketplace, but the prices fluctuate frequently. Having a two-year fixed price puts the golf course at a major competitive disadvantage. Their pricing, especially in the second year, is likely to be either too high or too low, neither of which is good. Nor do they have the ability to adjust pricing during the season as the market frequently calls for. And the operators have very little flexibility when it comes to negotiating a fee with large groups such as leagues or outings. Again, this puts the facilities at a significant competitive disadvantage.

Put together, these prevent the County from optimizing the profitability of the golf operations.

Keller Food & Beverage

It is rare where you see such a disparity in operations from one aspect of a golf facility to another. But such is the case at Keller.

Keller's golf course is competitive *with the best public courses in the area*. Customer service, from golf operations, is outstanding – based on our interviews and survey results. And the clubhouse is fabulous.

But the food and beverage operation as it relates to golf is nothing short of terrible. While Lance appears to do a very good job with banquets, it is clear that it has been their *only* priority.

This became apparent, not only from interviews with customers and golf operations staff, and through the customer survey (whose ratings placed the food and beverage service at Keller in the *bottom 1/3% of all golf facilities surveyed by NGF*) but was our own personal experience as well.

Food quality is not the problem, although we did hear a few complaints. But service and attitude are.

The beverage cart service at Keller has been sporadic, at best. And the cart attendants clearly poorly trained in working in a golf course environment. But in a higher-end facility, which Keller otherwise is, beverage cart service is a *basic* service. It is expected. Not just some of the time, but ALL the time. It is part of the golf experience. And it is especially important at all the RC Golf facilities as there is no drinking water on the courses. In these situations, the lack of service is not only a revenue opportunity lost but can create a health risk.

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Major Issues

The other issue has been service to golfers in the restaurant in the clubhouse. We heard and read a lot of complaints about how golfers are treated there. We even observed this ourselves on our visits.

In one case, there was a large tournament at the golf course. Lancer did a nice job (apparently) with the box lunches. The problem was, they did not staff the restaurant/bar. So, when 100+ people showed up before the tournament, many of whom wanted drinks at the bar, there was only one person there to service them, plus the customers dining in the restaurant.

On another occasion, we saw two grill staff taking a break on the patio, smoking and chatting. The issue being that this patio faces the golf course and all the golfers must pass by it to get to the 11th hole. It looked very unprofessional.

We note that the situation has changed since the beginning of the summer. The general manager assigned by Lancer to Keller and that we interviewed, is no longer there and a new GM was in place, starting in August. It remains to be seen how much a difference this makes.

Manitou Performance

While the other RC Golf facilities' performance has held steady or improved over the past few years, one has declining – and at a precipitous rate. And that facility is Manitou.

Not coincidentally, Manitou also had, by far, the lowest customer ratings on our survey of the four main RC courses, and placing in the bottom 12 percent nationally.

The poor ratings were across the board, including course maintenance, golf operations, customer service, and food & beverage. And the timing is bad, as the operator just recently signed a new contract whereby the county's percentage of the revenue was about halved. (The operator needed the extra revenue to purchase new golf carts and make other small improvements).

In our interviews with the operator, he was shocked at the survey results and has expressed genuine concern. He has been at the facility for over 40 years, in one capacity or another.

It needs to be pointed out that the decline in performance affects the operator much more seriously than it does the County, as Manitou is operated on a modified lease. In this arrangement, the operator is responsible for all operating expenses, including maintenance. So, the county's exposure is minimal.

Target Markets

The last major concern impacts the program significantly, regardless of which side of Amenity / Profit Center continuum you're on. And that is the system's weakness with regards to women, as well as to those wanting to take up the sport, especially if they come from more modest income households.

Of course, given the lack of marketing, in general, it probably is not surprising that certain demographics and target markets are being ignored. But it goes beyond marketing and points to 1) physical issues at the facilities; 2) lack of programming; and 3) lack of awareness or effort.

Women

Nationally, women make up about 20% of the golfing population, according to the NGF. That percentage is likely higher in Minnesota. Yet, based on observation, testimony from staff, and survey results, women make up about 10% of the play ... or less... at most of the County's golf facilities.

With women, there are several reasons for the poor performance. These include:

- **Facility:** There are physical constraints at the facilities that make them less hospitable to women.

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Major Issues

- **Services:** Services at the courses do not cater to needs of women in general.
- **Attitude:** Staff treating women differentially from men.
- **Programming:** There is a lack of programming at several of the facilities aimed at women.

Facility

There are two major issues at the RC Golf courses that have a negative impact on play from women. They are:

- **Forward Tees:** The primary problem is the length from the forward tees. But there are other issues as well.
- **On Course Services:** The lack of restrooms on the courses is a deal-killer for a lot of women, who refuse to use porta-potties. (This also tends to have a negative impact on senior men as well).

Forward Tees

Women hit the ball on average about 70% as far as men. The most preferred yardage for men is between 6,000 and 6,500 yards. If we take 70% of this, that would mean the equivalent yardage for women would be between 4,200 and 4,550 yards. Yet the Ramsey County courses are much longer than this from the forward tee. For example, Manitou Ridge measures 5,491 yards from the forward tee. This, for women, is the *equivalent of a 7,844-yard course!* Not even the PGA tour professionals play from this distance! Making women play from such a long distance has several negative consequences. First, by making the course overly difficult for women, you are going to get less female participation, costing you revenue. Second, the women that *do* play are naturally going to be playing much slower than the men. Because they are playing from 7,840 yards, while the men are playing from 6,083! Thus, the *pace of play* will be slower, not just for the women, but for everyone playing behind them as well! Third, male seniors prefer playing from around 5,500 yards. Yet many will not play from the forward tees as they still consider them “ladies’ tees.” Thus, at Manitou, the seniors are also playing from too far back with the same negative consequences as for women. Another issue with the forward tees is that they are often built substandard to those mostly used by men, and without the amenities (such as drinking water, ball washer, trash cans, etc.)

Restrooms

Women tend to be much more resistant to using porta-potty’s than men. Yet, the RC Golf Courses lack on-course restrooms. This puts them at a *significant disadvantage* when it comes to attracting play from this large potential market.

Services

There are also more subtle ways in which the operations discriminate against women. Most notable of these is with food and beverage. Women are much more likely to want healthy food choices than are men. Yet only Keller offers any. (This does impact play of all types, but especially from women).

Merchandise sales is another area where the operators discriminate, no doubt unintentionally, against women. One stereotype about women that few tend to argue, is that women, in general, love to shop – much more so than men. That is why, when you go to a department store, there may be a full floor dedicated to women’s clothes, but only a corner of a floor for men’s clothes. Yet when you walk into the golf shop, the reverse is true – only more so. Given that this is something that tends to be more important to women, the lack of merchandise comes across as a snub.

Attitude

With many golf operations, we find that staff will treat women differentially from men – and usually to the detriment of women. This is most common where the staff are senior men, and often stems from parochial

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attitudes. The stereotype that women play slower than men may be a contributing factor. (But as pointed out above, they don't play *slower*, they play longer because they're playing from 7,000 yards while the men are playing from 6,000).

With RC Golf, we did not observe this behavior, although survey results from Manitou suggest that it may be present there – to an extent (perhaps confined to a single staff member).

Programming

Programming, in general, is an issue *at all RC Golf Facilities*, except for Island Lakes. Island Lakes appears to do a great job, especially in programming for juniors and the physically disabled. Of course, the lack of programming, in some cases, can also be tied to the lack of marketing. This is especially true at Battlecreek, where various types of programs to reach out to women, beginners, etc., were tried but failed to attract a lot of participation.

We do note, however, that neither Goodrich, nor Battlecreek, have a women's club (Manitou and Keller do). It should be noted that RC Golf is hardly the only golf operation to minimize the female market. It is an industry-wide problem. Yet, given the general population has slightly more women than men, it certainly makes sense to pay more attention to a demographic that could instantly provide a major boost to performance.

New Golfers

While Battle Creek has made an effort by offering some programming, there is still a considerable lack of programming or accommodation to *potential* or wannabe golfers. And by programming, we mean more than just providing group clinics. It includes *outreach* programs designed to attract these golfers, and programs designed to make the sport more *affordable*, especially to those wanting to take up the sport.

As discussed previously, there are, by a considerable margin, more latent golfers (people who do not play golf, but express a desire to do so), *than actual golfers* in the MSP market. Thus, we are basically ignoring a market that has potentially more potential than our current customer base.

Top Golf, which is opening a facility in the MSP area soon, is a great example of a golf facility that reaches beyond the typical golfer. In fact, *over 90% of their customers do not play golf* (other than at Top Golf). And since these facilities average over \$20m annually *each* (or roughly four times the four main RC golf courses make, combined!), there are some important lessons to be learned.

CAPITAL IMPROVEMENTS

All four members of Sirius' team examined the facilities to look at capital needs.

Capital improvements can be divided into two main categories:

1. Those needed to **maintain** performance. These are infrastructure repairs or deferred maintenance items. We will refer to these as "*Infrastructure*" improvements.
2. Those designed to **improve** performance. These are improvements whose primary purpose is to either reduce maintenance costs or enhance revenue. We will call these "*Performance Enhancer*" improvements.

While the infrastructure repairs may boost performance by lowering costs or improving course conditions, it is clear if they are not done, performance will deteriorate if they are not performed. Items in the second category, on the other hand, may also improve infrastructure, but their main goal is to improve performance.

A clear example of capital improvement of the first type is replacing the irrigation. Irrigation is the lifeblood of a golf courses. Without it, course conditions would be greatly diminished; it would be very difficult to maintain good, puttable grass on the greens; and performance would be dramatically impaired.

Infrastructure Needs

In Appendix C, we list the life expectancies for various components of the golf course for this area of the country. Along with this, for both Goodrich and Manitou, we list the current age. As will be discussed, most of these components at both courses have greatly exceeded their life expectancy.

When components go beyond their useful life, two things usually occur.

- **Maintenance Costs Escalate:** This is due to –
 - **Repair Costs** to fix the equipment.
 - **Additional Labor** costs, not just to fix the equipment, but also to repair damage, etc.
 - **Inefficiency:** Older systems are not nearly as efficient as modern systems. And with rising utility and labor costs, this can be a significant cost burden (especially with irrigation systems)
- **Course Conditions Deteriorate:**
 - During the period between when a component breaks and when it is fixed, there will be a ground-under-repair area that the golfers will need to avoid. The size of this area will depend on the nature of the problem. It could impact an entire green.
 - Large components, such as turf, greens, tees, irrigation, etc. will slowly degrade the quality of the playing conditions as they age. This, in turn, will usually have a dramatic impact on play as course conditions is one of the most important considerations when choosing where to play.

Thus, profitability is adversely affected by both increasing costs and lower revenue.

In addition to performance and age issues, there can also be safety concerns, such as an increased probability of a golfer or non-player being struck by an errant shot, or a higher risk of property damage, especially to vehicles or neighboring property.

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Capital Improvement Needs

In some cases, we also found where a needed component either was not properly installed or was not a good choice for the course at the time of construction.

Below is a discussion of the priority capital improvement needs for each course based on poor infrastructure.

Keller

Five-year-old construction and great design puts Keller in the “Initial Years Renovation” mode, meaning to continue to finish items that may have been left out or underbuilt due to budget reasons in 2013. It is and will remain your flagship course.

Priority Items

1. Irrigation –
 - a. As per EC recommendations of pump station controls and repeaters for radio control
 - b. Implement Reduced Turf Area Plans at Tees to reduce future irrigation
2. Sand Bunkers – Need to improve play characteristics
 - a. More tile drainage
 - b. Bunker liners (Better Billy Bunker or similar preferred)
3. Undersized Catch Basins – We recommend larger catch basins in valley fairways to increase capacity.

Manitou

Manitou Ridge has a new state-of-the-art maintenance facility, but little in the way of golf course renovations since 2000. An older, somewhat pedestrian design, with gradual green upgrades, sits on great land, suggesting higher potential.

Priority Items

1. Irrigation – Completely new system needed.
2. Sand Bunkers – Need to improve play characteristics
 - a. More tile drainage
 - b. Bunker liners (Better Billy Bunker or similar preferred)
3. All infrastructure is aging, meaning a total rebuild will be required, with the question not being “if”, but when and how.

Other Issues

Rerouting

Manitou Ridge has some safety and circulation problems that can only be addressed by **re-routing**, including:

- 11 Green in dogleg of hole no. 1
- 3, 6 12 Tees Unsafe due to proximity to other holes.
- 18” hole plays into setting sun.
- Walk backs from green to next tee on holes 2-3, 5-6, 11-12 and 12-13, with safety and slow play problems.
- Long walk from holes 13 to 14, and from 7 to 8.
- Elevated Tee, short driving Range brings highway and parking lot into play (safety)
- Eliminates/reduces safety issues at 11 green, 12 tees,

Features

- **Driving Range:** Add nets for safety

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Capital Improvement Needs

Infrastructure

- **Drainage** – Is good, with a few wet spots in valleys that should be corrected on holes like 2, 3, 5, 9, 18, etc. All could be addressed with pipe, even with no re-routing for under \$100,000.

Goodrich

Ramsey County had begun the funding process for irrigation and sand bunkers at Goodrich Golf Course, prior to this study. New irrigation systems are often a major priority. Pursuing just those two options would constitute the minimum needs plan going forward.

However, we have identified other course needs, which were more extensive than originally envisioned, and many of these, including drainage, should be constructed before irrigation is installed.

Priority Items

1. **Irrigation** – Completely new system needed within a few years.
2. **Drainage** on fairways 1, 9, 15, 18

Other Issues

Infrastructure: Complete renovation of all major components, including rebuilding greens and tees and regressing fairways. This will also dramatically enhance performance.

Greens: The greens at Goodrich are not only past their useful life and are of a substandard nature, they also lack variety (they are all circular in shape) and too small, especially given the nature of the target market at the facility.

Routing – Very similar to Manitou Ridge in several ways, with some awkward routing changes over the years, and a few new greens. There are solid holes like 2, 3, 6, 11, 13, 15, 16, 17 (except those are back to back par 3) and some unsafe areas like 13 tees, the 10th hole, etc.

Goodrich has some safety and circulation problems that can only be addressed by re-routing, including:

- 2 Green too close to 1 Tee
- 13 Green too close to 14 Tee
- 10th hole too close to road on slice side (not moveable)
- Walk backs from green to next tee on holes 8-9 and 11-12. Long walk around from 17 to 18, long walk to first tee.
- Back to back par 3 holes on 16 and 17 (a result of previous partial re-routings)

Bunkers – The bunkers are well past their useful life. Many do not drain well. They are also very inconsistent as there appear to be bunkers composed of seven different types of sand.

Drainage – There are some drainage issues, including fairways on 1, 9, 15 and 18.

Trees – there are a lot of dead and diseased trees that need to be removed.

Battle Creek

With relatively new construction and a design well-liked by many (but scorned by some as too difficult) this course is a lower priority for any reconstruction. It still fits between the work scopes of “Initial Years Renovation,” and “Ongoing Renovations” phases. However, at age 15, it has middle age and you should start long term planning for its upgrades.

As noted elsewhere, there is also the issue that its design-type, a challenging 9-hole course, has limited market appeal. Generally, 9-hole courses are easier courses targeted to beginners, seniors and higher-

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handicap players, but this course is quite difficult, and difficult in the ways average to poor golfers struggle the most with – forced carries.

Priority Items

1. **Bridges** – The bridges were not properly engineered and, we understand, built by inmates of the county correctional facility across the street. *We recommend that they be evaluated by an engineering firm to assess their safety and structural integrity.* It is likely many will need to be repaired or replaced.
2. **Irrigation Lake** – leaks badly
3. **Irrigation** – The irrigation heads were not placed in optimal locations, creating both inefficiency and poor coverage.

Other Issues

Routing Analysis

Decent routing, but it has a few problems, including:

- Too many forced carries for the average golfer it is meant to serve.
- A few circulation problems:
 - Relationship between 5 and 9 greens is probably unsafe
 - Green No. 7 is tight to road and takes golf balls.
 - Walking golfers use the bridge on 5 as a short cut to 4 green, which provides safety problems.
 - No place for carts to go when they cross that same bridge to 5 fairway.

Infrastructure Analysis

It does have some needs, some previously identified, and including:

- **Irrigation System** – Add controls, optimize sprinkler spacing
- **Cart Paths** – Extend further to enhance wear resistance, but do not convert to full loop paths.
- **Sand Bunkers** –
 - Edges are rough
 - Improve drainage
- **Drainage** – Fairways 1 and 7

Because its needs are not substantial, we deem this to be third priority, perhaps started as late as 2023 or 2024. Without re-routing, changes could be accomplished in one autumn project.

Performance Enhancers

The following capital improvements are those that should significantly improve performance, by reducing costs, increasing revenue, or both.

Keller

Priority Items

Most of these items are needed to enhance the golfer's experience, which, in turn, will make the course more attractive and increase revenue. Some will also reduce maintenance costs.

1. **Sand Bunkers** – Need to improve play characteristics
 - a. White sand to enhance play and as upscale course.
 - b. Bunkers need more defined edges.

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2. **Forward Tees:** Need 6 new forward tees for Tee Equity, to add tee space. This should allow for increased play from females, more advanced juniors, and super seniors.
3. **Extend cart path system to a full loop system.** Partial paths cause turf wear and is not consistent with competition at desired market position.
4. **14th fairway is too sloped;** many balls collect in one spot.

Other Improvements

- **Feature Design Changes** –There are few complaints after this renovation. However, persistent problems include:
 - Level 14 fairway in landing zone
 - Remove Tree on 17
- **Greens** – Holes 11 and 17 have areas with too much slope for easy putting, but they are not impossible (based on my trial putts) so no changes should be made until other construction takes place.
- **Fairway** – Improve drainage on valley fairways, like 3, 7, 16
- **Drainage** – Continue to add small drains in house, as needed.

Manitou

Priority Items

1. **Forward Tee Program** – As seen by the scorecard, the forward tees are way too long for recreational female players.
2. **Extend cart path system to new forward tees to spread wear.**

Other Improvements

Rerouting

There are some performance enhancement gains from rerouting, including:

- **Market Position:** The ability to up-scale the course, if desired
- **Enhanced Golf Experience:** Would make the course more attractive and challenging
- **Improve Pace of Play**

Issues addressed include

- **18th hole** plays into the sun. Not desirable on last hole
- **Length** – course is too short from back tees for better players
- Proposed fairway cuts on holes (new numbers, see routing) 1, 3, 6, 10, 13-16 to eliminate blind shots (for safety, speed of play)
- **Driving Range**
 - Some golfers complain about elevated practice tee
 - Lowered tee reduces required net height.
 - Range is not long enough, requiring netting on the end
 - Limited capacity
 - Lower tee might reduce sun orientation problems.

Features

Manitou Ridge has some wants, if not needs, some previously identified, and including:

- **Implement Reduced Turf Area Plans** at Tees to reduce future irrigation
- **Landscaping:** Golfers complain about the landscaping as too little and not well maintained.

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Goodrich

Priority Items

1. **Sand Bunkers** – The number of bunkers can be reduced to improve playability and reduce maintenance costs.
2. **Forward Tee Program** – Even as a short course, for recreational female players, it is too long. New forward tees are needed, which will make the course more attractive to women and to higher-handicap players.

Other Improvements

1. **Cart Path:** Extend cart path system to new forward tees to spread wear.
2. **Routing:** issues include:
 - o Need to shorten Hole 1 green, for safety of 2 tee
 - o Need to move 13 green forward for safety of 14 tee.
 - o While holes 10, and the walk backs at holes 8-9 to and 11-12 are problems, they are difficult to solve without major re-routing.

Battle Creek

The main issue is that the course does not fit into a good market niche as a challenging regulation nine-hole course. To fix this, though, will require substantial investment. We will discuss options in our Capital Improvement Recommendations section.

As the driving range is the primary profit center, consideration should be given as to how its usage can be optimized.

Priority Items

1. **Design Improvements** to make course more playable:
 - Widen Fairway on hole 5
 - Elevate and move no. 9 Tee
2. **Driving Range:** The driving range is the primary profit center at Battle Creek. There are several improvements that can be made to further enhance its appeal and its potential. They include:
 - **Improve targets** with real greens, etc.
 - **Increase size of tee area:** This would enable more golfers to use the range at one time. The problem with this is that it would require changes to the golf course. Further, the limited parking becomes even more problematic.
 - **Improve ambiance**
 - **Replace AstroTurf** at back of tee
 - **Extend turf tee forward** for more space
 - **Improve sand bunker** at west end of tee.
2. **Ninth hole tee** – provides poor view of the hole

Other Improvements

1. **Parking:** The parking lot is undersized for the volume seen at the facility, especially with the popularity of the driving range.
2. **Features:** There are a few features that could be improved:
 - Forced carry on second shot of hole 3
 - Narrow landing zone on 5

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Capital Improvement Needs

- Blind fairway from many tees on 9
- Cross slope on hole 7 kicks many shots into pond

3. Sand Bunkers

- Reduce 10% to reduce maintenance costs (but only if no other changes are being made – see discussion of options under “Major Recommendations.”)
- Upgrade with Better Billy Bunker, drainage, buff sand.
- Enlarge Practice Tee –
 - Rebuild Tee
 - Improve Targets
 - Rebuild Chipping Area

MAJOR RECOMMENDATIONS

The recommendations in this section address the major issues brought up in the previous sections. Capital improvement recommendations, however, are addressed in the following section.

Mission Statement

It is not our place to recommend what the Mission Statement should be for the County with regards to its golf program. However, we *do* recommend that a serious discussion take place and a consensus be reached as it will have significant impact on the operations going forward.

In this report, we do provide recommendations that help with both being a better amenity as well as being a more profitable operation. However, our focus, with regards to the financial projections, are more focused on profitability as our interviews with the Commissioners strongly suggested that they wanted the operation to be at least self-supporting.

It should also be noted that capital improvements to the facilities both enhance their usefulness as an amenity as well as their profit potential.

Market Overlap

We do feel that the market overlap between the facilities is a significant issue as it means that not only are the County's facilities mostly competing against each other, but also that they are not reaching important market segments within the County and beyond.

Keller, with its design, newly renovated course, and great clubhouse, certainly more resembles a Premium facility than a "Standard" one (by NGE definitions). If the food and beverage operation is fixed (with regards to their approach to golf), then Keller should be "pushed up" and become a Premium facility – likely with a peak fee (cart and green fees) in the \$75 range. (We are recommending a restructuring of the Patron program that will minimize the impact of these increases on the current customer base).

At the same time, Goodrich more closely resembles, physically, a "value" facility than a "Standard" or mid-free facility. And the current operator is already effectively significantly discounting the green fees. We are recommending that the advertised rates be dropped significantly, to where the peak fee is around \$40 (instead of \$46).

Not only will this widen the market for Goodrich, it will make golf more affordable to a large portion of the market and fills a definite need in the marketplace. Further, as both Goodrich and Manitou are both in need of extensive renovations, but it would be unwise to have them both undergo renovations at the same time, it will allow Goodrich's renovations to be pushed back until Manitou's and Battle Creek's are completed. That way, these facilities will be better positioned to accommodate Goodrich's customers while it is being renovated.

The repositioning of the facilities will allow RC Golf to appeal to the higher-end golfers (Keller), the value golfers (Goodrich and Island Lake), and golfers in-between (Manitou and Battle Creek).

Operator Contracts

There are both short-term and long-term considerations.

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Long Term

First, we would like for the County to position itself for the *possibility* of having a single operator oversee their entire golf operation. Having a single operator theoretically possesses several advantages, including:

- Easier to administer – only dealing with one contract and one operator
- Consistency in service
- Potential savings in maintenance costs
- Marketing
- Cross-promotions
- Programming
- Expertise (assuming a larger company, with more resources, than single-operation operators)

However, a single operator may not necessarily be the best option for the County, especially given the quality of the current operators. But we do feel it is an important enough consideration that the County should at least *allow for the possibility*. This means:

1. Have existing contracts modified so that they all terminate at the same time, and
2. At that time, put out an RFP that allows the responder to bid on operating, one, two or *all* the facilities.

Then the County at that time, can evaluate all the options and make the best decision based on circumstances and the bids presented.

It is likely that the single operator contract would still not include the Golf Dome, which is under a long-term lease. It is possible that it includes Island Lake, if RFP is for the 2024 season.

We will talk about different types of contracts more fully in the discussion section.

Short-Term

We feel it is very important that the operators and the County have aligned interests. That is why we would like to see the *current* contracts modified so that they treat *all* revenue streams equally, including green fees, cart fees, range, food & beverage and merchandise. With food and beverage, as well as merchandise, the revenue counted should be the net revenue after cost-of-sales (inventory cost) is taken out.

The percentage split can be determined by examining how much the operator is currently due under the present contract and adjusting the percentage on the revised contract so that the net income to the operator is the same.

We have talked to operators and they have expressed a willingness to consider this modification.

Once it's done, it will allow the operators to have the ability to use both food and beverage and merchandise as incentives to attract more golfers... such as by offering a free lunch or drinks with a paid green fee, or in negotiating with large groups or outings.

It should also allow for the County to give the operators much more flexibility in setting green fees, as now they would be making the judgement based on the overall impact it will have on performance. Any reduction in green fee revenue would affect the operator as much as the County, and the County would gain as much as the operator on increased volume leading to more food and beverage, range and merchandise sales.

Marketing

While some recommendations in this study may take time for the County to implement, this should be one that can be implemented for the 2019 season. Further, no other change *will have as much impact as a significant improvement in marketing.*

As noted previously, we perceive two main issues with the current marketing: 1) not enough money is being spent (virtually none), and 2) what is spent is not being done so in an effective manner (expertise). Related to this issue is the fact that it is not clear as to who is responsible for marketing – the County or the Operator.

Here is our solution:

1. **Budget:** We feel that both the County and the operators should participate, with the County taking the lead.
 1. We propose that the County set aside 2.5% of *its* share of the revenue stream for marketing. Last year, the County's share of the golf course's revenue was \$2,655,106. At 2.5%, this would generate \$66,377 for marketing.
 2. Each of the main operators would contribute \$3,000 per facility. This should equal \$15,000 (\$3,000 each from Goodrich, Manitou and Battle Creek and \$6,000 from Keller).
 3. In addition, the operators will have the *option* to contribute more, with the knowledge that any additional funds they contribute will be spent *directly on advertising for their facility*. This allows them to take advantage of increased buying power and expertise.
2. **Management:** We recommend the County hire a marketing firm, *with expertise in golf course marketing*, to manage the marketing for the County and the four main facilities.
3. **Marketing:** The marketing effort should include:
 1. **Planning:** A detailed marketing plan should be prepared annually
 2. **Web:** New websites should be created for each facility.
 3. **Social Media:** The courses need to be proactive in major social media. This will require someone (likely from the marketing company) to do regular postings – preferably daily.
 4. **Email:** The email database should be mailed to at least on a weekly basis.
 5. **Public Relations:** A PR effort should be implemented, especially when it comes to new programming and major capital improvements.

6. **Media Advertising:** A comprehensive media campaign should be implemented. This will include advertising on social media platforms, golf publications, etc. It may include spot TV ads, redemption advertising and billboards.
4. **Branding:** As RC Golf begins implementing the proposed improvements to operations and facilities, the County should strongly consider a branding campaign, bringing all the facilities under a common brand identification (such as “RC Golf”). This would include a logo that hopefully would have merchandising value as well.

Pricing Policy

At the very least, the County should be reviewing the pricing schedule on an annual basis, not every two years. If the contracts with the operators are reworked so there is a stronger alignment of interests and potential conflicts of interest are eliminated, than the operators should be given greater control over the golf fees. After all, they are the ones that are in the business and are dealing directly with the customers and competition. In this case, the County could provide a fee range and structure (annual passes, patron program, etc.), but allow the individual operators to set the exact rates, which they could modify as market conditions change.

Our full report will contain recommended fees for all four courses, as well as recommended modifications, including a revised Patron program and facility-specific annual passes.

Keller

The food and beverage operation, as it relates to golf, needs to be fixed! It is having a significant adverse effect on the golf operation and puts the facility at a significant competitive disadvantage.

The beverage cart should be running from no later than two hours after the first time, until one hour before sunrise, on every day that more than 20 rounds of golf are expected. (In other words, most every day where weather conditions allow for golf.) The beverage cart should not be looked at as just a profit center for the vendor, but as a necessary customer service for the facility. The beverage cart staff should also be properly trained on how to operate a beverage cart on a golf course.

The vendor also needs to pay more attention to the grill and bar operation, especially with regards to customer service.

Manitou

Historically, Manitou has been the best-performing facility within the RC Golf system. However, its performance has been declining significantly over the past several years. Like Goodrich, Manitou is dealing with a rapidly deteriorating infrastructure that has long outlasted its anticipated and recommended life-cycle. Unlike Goodrich, Manitou received very poor ratings from its customers in the administered NGF survey. If trends continue, Manitou is at serious risk of a further deterioration of its customer base. Manitou is largely dependent on its league income, having more league participation than the other courses in the system, combined. In this case, losing just one league can mean a significant drop in play. In our opinion, especially after review survey responses, Manitou appears to be at risk of losing several leagues.

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On the other hand, because Goodrich is managed under an operating lease, whereby the operator is responsible for all operating expenses, including maintenance, the County has little exposure. But it does remain responsible for capital improvements.

This operating agreement expires at the end of 2021, with no option for renewal. If current trends continue, the County will be taking over a facility in crisis, with major capital needs and a significantly reduced customer base. At that time, it would be difficult to imagine being able to attract an operator under a similar lease agreement, without major improvements having been made. Without major changes, but in operation and with regards to capital improvements, the County is at risk of turning what has historically been its most profitable golf operation into its biggest cash loser.

To address this situation, we have developed a couple of scenarios for capital improvements. One addresses just the most pressing infrastructure repairs needs, while the other is a complete renovation.

- **Scenario One: Priority Repairs** – This address just the most urgent infrastructure repairs, this will include replacing irrigation, rebuilding the oldest greens, and rebuilding the bunkers. We would also recommend putting in new forward tees and adding an on-course restroom.
- **Scenario Two: Major Renovation** – under this scenario, not only are all infrastructure repairs made, but significant improvements are made, including expanding the clubhouse and relocating the range to make it larger and more appealing.

These scenarios will be discussed in greater detail under the capital improvement recommendations.

In addition, based on the survey results, it appears that improvements need to be made with regards to customer service and the food and beverage operation. Closer attention also needs to be paid to the maintenance issues raised by the survey and addressed in our main report.

Battlecreek

Battle Creek is the only RC Golf operation that currently has a negative cash flow. As noted previously, this is largely because it has a narrow market niche being a challenging nine-hole golf course.

We looked at three possible options:

- **Scenario One: “Elite Nine”** – in this option, we keep the facility mostly as-is, but market the heck out of it as “the best nine-hole golf course in the state” (which is likely true).
- **Scenario Two: Par 34** – This scenario maximizes the range but doubling the size of the teeing area at the cost of reducing the golf course from a Par 35 to a Par 34.
- **Scenario Three: 18 holes** – This scenario takes advantage of the fact that there is land available across the street to build a 2nd nine and make Battle Creek a challenging 18-hole regulation facility, which is the most popular type of golf course.

We will be talking about each of these scenarios in greater detail in both the Capital Improvement and the Projections sections. Below are some of the pros and cons, before costs and projections are taken into consideration.

Scenario One: "Elite Nine"

In this scenario, we simply try to take what is currently a weakness – the fact the course is a *challenging* nine-hole course – and turn it into a strength. The main aspect of this scenario is how the facility is *marketed*. The goal is to attract golfers, such as those that appreciate higher quality courses, that are currently avoiding the course because they believe, as a nine-hole course, it is certainly either an executive course, or very low-end.

The marketing approach would be something like "do you like the quality of Keller, or Prestwick, but don't have five hours to play? Then come and experience Battle Creek... The Best Championship Nine-hole Course in the State!"

Pros

- Requires significantly less capital investment than the other improvement scenarios.
- Does not require major changes to how the facility is operated.
- Improves the golf experience on both the range and golf course
- Increases capacity by adding more parking

Cons

- To our knowledge, this has not been done before, so there is no way of knowing how successful the strategy is.
- Requires both marketing expertise and a significant marketing budget.

Scenario Two: "Par 34"

This scenario emphasizes the range, which has been highly successful, over the golf course. The range is effectively doubled in size, but at the cost of reducing the Par on the golf course from 35 to 34.

The latter is a "big deal" to golfers, who tend to be extremely traditional. Traditional golf courses have a par ranging from 70 to 72 (35 or 36 for nine-holes). Going higher or lower, even by one stroke, will greatly impact performance.

This is further amplified by the fact that courses with a lower par (such as Par 34) are highly associated with lower-end facilities. Thus, by being both a nine-hole course *and* being a Par 34, will make it even more difficult for Battle Creek to avoid being mischaracterized. This means that golfers who would otherwise enjoy it, will never think to play it, while golfers who are play it because they *expect* it to be a very playable low-end course, are going to be very disappointed.

Pros

- Doubles the size of the range, which is the most profitable aspect of the facility and appears to have the demand to support such an expansion.
- Less expensive than a complete renovation

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Cons

- As noted above, this combination further amplifies the weaknesses of the existing golf course
- Non-regulation courses (such as Par 34) make up a disproportionate amount of the course closings (2/3rds) in the area.
- Does not appear to have a strong demand in market place for such a facility.
- It would be very difficult, and expensive, to try and “dumb-down” the course to make it consistent with expectation.

Scenario Three: “18-hole”

The 18-hole scenario utilizes the property across the street from Battle Creek, surrounding the Correction facility, to build a second nine-holes that would allow Battle Creek to become a full 18-hole championship course.

To avoid a non-returning nine course, which would not perform nearly as well, a 2nd clubhouse complex would be built across the street with the new nine holes. In our proposal, the new clubhouse would be at least 6,000 sf in size, which would accommodate both a full restaurant and a banquet room capable of hosting at least 125 people. This will allow the new facility to host tournaments and banquets.

In addition, a new range would be built adjoining the new clubhouse. This will allow the current range and clubhouse to become a practice-only facility.

Pros

- Eliminates the issue with parking at the current clubhouse as the facility as golfers wanting to play the course would park at the new clubhouse.
- Maximizes range income as there would now be two ranges available, one for range-only use, and one that would be shared with golfers warming-up.
- Creates new revenue streams with banquet and grill sales.
- Makes Battle Creek a high-quality 18-hole championship course, consistent with the most popular facilities in the area.
- Allows for more league play – especially important given its proximity to 3M.
- Could be good target for tourist play, given its proximity to downtown and 3M, and the anticipated quality of the course.
- Potentially takes the one facility in the system currently experiencing a negative cash flow and turn it into a positive cash flow.

Cons

- Cost. While this would not cost as much as building a new 18-hole course, it still would approach the cost of the recent renovation of Keller.

Expanding Market

In this Executive Report, we will only touch on three significant markets where RC Golf's market share could be dramatically increased. These are:

- Women
- Latent Golfers
- Traveling Golfers

Women

Women make up slightly over 50% of the general population, and, according to NGF, about 20% of golfers. Yet, by operator estimates, none of the RC Golf facilities are getting over 15% female participation, most estimate 10% or less.

Clearly, this is an area where significant improvement could be realized.

Our recommendations to attract more play from women include:

- **New Forward Tees:** At *all* four of the big courses, with Manitou being the most urgent. The goal is to have the course yardage from the forward tee in the 4,200 to 4,500-yard range.
- **Menu:** Healthy choices needed to be added at Manitou, Goodrich and Battlecreek, including salads, wraps and fruit.
- **Merchandise:** Dedicate more space and carry more inventory devoted to women.
- **Attitude:** The only facility where a negative attitude towards women was reported, was at Manitou (which may be attributable to just a single staff person). But all should be aware of the potential danger.
- **Marketing:** Women should be included in any customer photos displayed in ads, on the web, etc.
- **Programming:**
 - Add women's clubs to Battle Creek and Goodrich
 - Develop free or low-cost group clinics aimed at women

Latent Golfers

Latent golfers are defined as non-golfers who are interested in taking up the game. As noted previously, there are actually a lot of more latent golfers than actual golfers in the MSP area. Not only does this represent a significant market for the present, but studies have shown that golfers tend to be loyal to the facility where they learn the game, so it not only can help with *current* performance, but have a sustainable impact on future performance as well.

In wanting to reach out to *potential* new golfers, one must first appreciate the barriers they face in taking up the game. The most obvious of which is cost. Golf is not a cheap sport in general. But the initial investment is especially daunting if you're not sure you're even going to like it. First, there is the cost of the equipment – golf bag, clubs, balls, shoes (although you can play in sneakers) and tacky pants. This alone can cost several hundred to over \$1,000.

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Major Recommendations

Then, assuming you want to do well, is the cost of lessons. Golf is not an easy sport to master. So, it is likely going to require several lessons before you're even comfortable going out on the course. Challenging.

Then there is the actual cost to play. And the cost for more balls to replace the ones you will no doubt lose to the woods, lakes and elves.

There is also a hidden cost – time. The general population is under the impression that it takes four to five hours or more to play a round of golf. Most are not aware of alternatives that are of much shorter duration.

To be successful in penetrating this potentially very lucrative market, we must first develop strategies to reduce these costs, real or perceived.

Our recommendations include:

- **Clinics:** Conduct more free or low-cost clinics for beginners. Ideally, these clinics should be aimed at various target markets such as juniors, women, seniors, adult males, couples, families, etc.
- **Trial Packages:** Develop a golf "trial" program that would include group clinics, range balls, real balls, free rental clubs, and three or more rounds of golf.
- **System Integration:** There needs to be more cooperation within the RC Golf system. In particular, Island Lake is ideally suited to train beginners. We would like more cross-facility programming that utilizes all the resources within the RC Golf system.
- **Beginners Leagues:** Leagues are huge business in the metro area and especially with the RC Golf facilities. Consider setting up leagues aimed strictly for those learning the game. These leagues should be operated under relaxed rules – such as using a "scramble" format. The emphasis needs to be "fun" not on the competition.

Visitors

The MSP area sees over 30 million visitors a year. This is an often-overlooked market by all but a few golf operators, yet it represents a significant potential market.

Using information from the NGF, we can estimate that at least 12% of these visitors are golfers. The actual percentage may be much higher, as business travelers, which make up a substantial percentage of these visitors, tend to be from higher income households, and thus more likely to be golfers.

Visitor Golf Market	
No Visitors	30,000,000
x Participation rate	12%
Est. No. of Golfers	3,600,000
% who play when travel	46%
Est. No. playing golfers	1,656,000
Avg rnds played per trip	0.245
Estimated Rounds	405,720

NGF estimates that about 46% of golfers will play golf at least occasionally when they travel. They further estimate that they produce about .245 rounds per trip. Taken together, we can conservatively estimate that these visitors account for at least 400,000 rounds of golf.

Further, when golfers play golf when traveling, they tend to want to experience something different than what they see at home. Because it is considered a "treat", price is less of a consideration than when at home.

Keller, both because of its amenities and especially because of its history, as well as its proximity to the state capital, greatly fits the profile of a course these visitors would be expected to play. It would make great sense, then, for Keller to target visitors in its marketing efforts.

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CAPITAL IMPROVEMENT RECOMMENDATIONS

In general, we recommend implementing fixes to all the priority items listed in Capital Improvement Needs section, as well as for most of the other issues discussed.

However, not all improvements are equally important. And many depend on the desired market position for the facility. Further, we wanted to be able to look at the impact of these improvements on performance.

To make the comparisons easier to examine, we developed multiple scenarios for each facility. With all facilities, status quo was considered as one possibility. The impact of these renovation scenarios will be discussed in the Projections section of this report.

The timetable for the improvements is important as we do not recommend having more than 9 holes out of play at any one time, due to heavy demand from leagues. As we are recommending repositioning Goodrich as a Value facility, its improvements become the lowest priority.

Below are the scenarios, along with the improvements associated with each. We also discuss timing.

Keller

With Keller, we only developed one improvement scenario, since the amount of improvements are far less than with the other courses. Most of these improvements are to fix issues resulting from cost-cutting measures during the renovation.

Improvements

- **Drainage:** Improve fairway drainage
- **Bunkers:**
 - Add lining
 - Add more drainage
 - Use White Sand to maximize appeal
- **New Forward Tees:** Add 6 new forward tees for Tee Equity, to add tee space. This should allow for increased play from females, more advanced juniors, and super seniors.
- **Cart Paths:** Full extension
- **Fairways:** Level hole 14
- **Irrigation** – As per EC recommendations of pump station controls and repeaters for radio control
- Implement Reduced Turf Area Plans at Tees to reduce future irrigation

Proposed Timing

The improvements can be done at any time. In our projections, we assumed starting in August of 2021. The improvements should be completed by the end of the season, with the facility able to open on time the following year.

Construction Impact

There should be minimal impact to play, except for leveling 14 fairway. This will likely require either or both temporary tees or a temporary green. During this time, expect play to be reduced and a lower fee charged.

Cost

Cost adjusted for inflation should range from \$700,000 to \$860,000. We use \$775,000 in our projections.

Manitou

We looked at two improvement scenarios for Manitou:

1. **Scenario 1: Priority Fixes Only** – this focuses only on those issues already identified by the County, such as irrigation and bunkers, plus a few other priority items that we identified.
2. **Scenario 2: Major Renovation** – There is a need to rebuild all the infrastructure at Manitou. Such major work provides the opportunity to make significant improvements in the design. This renovation would provide a significant upgrade to the course's quality. It also includes an expansion of the clubhouse to provide for a full grill operation.

Scenario One: Priority Fixes Only

This scenario focuses only on fixing the highest priority items. It does include rebuilding the oldest greens, but not the newer ones. It *delays* addressing other major infrastructure needs, such as the rest of the greens, tees and fairways. It is highly likely that these would need to be addressed, most certainly within the next twenty years. However, we have delayed them past the next ten years.

Improvements

- **Irrigation:** Complete replacement
- **Greens:** Rebuilding the push-up greens only
- **Tees:** New forward tees
- **On course restroom added** – This can either be a fully plumbed system, costing about \$200,000, or a composting system for around \$60,000.
- **Fairways:** Combine seven and eight
- **Bunkers:** Rebuilding all bunkers and adding liners.
- **Driving Range:** Renovate in place.

Proposed Timing

Because of the decline in Manitou's performance, we view it as a priority. Recognizing that the County moves slowly on major renovations, we have the project starting in 2020 with the building of a temporary hole. This is needed as the renovations will be proceeding a hole at a time. The main construction would take place during the 2021 season. The finished product should be ready for opening of the 2022 season.

Construction Impact

Because at least eight of the greens are being completely rebuilt, the course will be operating as an awkwardly routed nine-hole course during the construction. Further, as these holes will also be subject to construction, a temporary hole will be needed so that work can be done one hole at-a-time.

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Cost

Construction costs, adjusted for inflation, are expected to run between \$2,500,000 and \$3,100,000. We use \$2,800,000 in our estimates.

Scenario Two: Major Renovation

Scenario Two recognizes the “pay me now then pay me again later” nature of Scenario One and does *all* the infrastructure repair at one time. This should delay the need for any other significant infrastructure improvements for twenty- to twenty-five years or more. It also maximizes the opportunity presented by Manitou’s favorable location.

At the same time, we are proposing making improvements to the layout and range that will allow the facility to be repositioned, should that be desired at that time. It certainly will make the course more appealing and improve its profit-making potential. The range is moved, allowing for a modern, larger, and much more enticing practice facility to be built.

We are also including expanding the current clubhouse and adding a grill operation. This will greatly enhance the food and beverage operation and make the course more attractive to a wider market of golfers.

Improvements

A complete rebuild of all course assets, including new irrigation, greens, tees and fairways. It also includes rerouting of several holes to take advantage of dramatic elevation changes and other outstanding characteristics of the land.

Not only will the golf course become much more appealing, but it also maximizes other revenue streams as the expanded clubhouse will greatly improve food and beverage revenue. A new, modern range that is substantially larger, will not only increase usage among golfers playing the course, but should draw significant usage from practice-only players, as we see currently at Battle Creek.

The new range will require moving the entrance road.

Proposed Timing

There are two options to consider as far as construction. The first is to build nine-holes at-a-time. This will keep some revenue coming in while the construction is on-going. The second would be to close the entire facility while the renovation occurs.

There are good arguments pro- and con- for both methods.

Phased Method

The first option is to do nine-holes at a time. The obvious appeal to this is that it allows the facility to remain open throughout the renovation. Unlike with option 1, the nine-holes that are open would be intact, without needing a temporary hole. Having the facility open does three things. It provides some revenue, it helps retains customers... especially the leagues (which have been vital to Manitou’s success), and it helps the operator, who otherwise would have no revenue during this time. (It may require either terminating the existing contract or delaying until it terminates after 2021).

The cons to this method are that it requires restaging, which can increase construction costs on the 2nd nine by 10-20%. Further, it means that the facility will be substandard for at least two years while the renovation takes place.

Closing

The two biggest benefits to doing the renovation all at once are that 1) it decreases the overall cost of the project, and 2) it maximizes its marketing potential. As we saw with Keller, a grand reopening is likely to lead to a significant increase in play, at least for that first year.

This would likely be the preferred method if 1) the desire is to reposition the course in the marketplace, and/or 2) a new operator is being brought in and the entire operation is being revitalized.

In our projections, we have assumed that the Phased option would be utilized. However, our recommendation would be for the second method, if the facility is being repositioned and, especially if a new operator will be involved (especially if that operator is also contributing to the improvements).

Timing

As Manitou should be the County's highest priority in terms of need, we have the renovation starting in 2021 (phased approach). If the County elects the closing option, then it would make sense to wait until 2022 to begin construction as the current operating lease expires after 2021.

Construction Impact

The impact obviously depends on the construction phasing – 9 holes at a time or doing all 18. In the phased approach, the facility will be a nine-hole course for at least two full years. Under the second option, the facility will be entirely closed for at least a year, and possibly a year-and-a-half.

Cost

The cost is not cheap, as we saw with Keller. Of course, we are not talking about building a \$6 million new clubhouse, but rather a \$350,000 extension to the existing one. But the work to the course is similar. With adjustments for inflation, we anticipate project costs between \$6.7 and \$9.1 million. In our projections, we assume \$7,900,000.

Goodrich

In addition to the status quo, we developed two improvement scenarios for Goodrich.

- **Scenario 1: Priority Only** – only the most pressing items would be addressed
- **Scenario 2: Modest Renovation** – this will be the rebuilding or renovation of all major course components, including irrigation, greens, tees and fairways.

Scenario 1: Priority Only

As we anticipate repositioning Goodrich as a value facility, the need to make major improvements decreases. In this scenario, we primarily address those items the County has already advanced preliminary plans for, which are to replace irrigation and rebuild the bunkers. Other significant needs remain, primarily greens and tees. But it is anticipated that these could be put off until after 2028.

Improvements

- **Irrigation:** Complete replacement
- **Bunkers:** Complete rebuild, with liner
- **Tees:** Add new forward tee

Proposed Timing

Because Goodrich is anticipated to be repositioned as a value course, it becomes the lowest priority for significant renovations. In out proposed timetable, a temporary hole would be constructed in 2022 to allow for one at a time hole closures the following year. The main renovations would take place in 2023.

Construction Impact

Goodrich will be able to remain open throughout the construction process. However, its appeal will be diminished as a temporary hole will need to be utilized for the entire season as construction progresses on a hole-by-hole basis. We anticipate fewer rounds at a lower price point for the year.

Cost

The projected cost with inflation is anticipated to be from \$2.2 million to \$2.7 million. We use \$2.4 million in our projections.

Scenario Two: Modest Renovations

In this scenario, Goodrich most of the course's infrastructure is rebuilt in-place, with only minor adjustments to the rerouting. The renovation is not meant to reposition the facility, although some modest price increase can be expected following the renovation.

Improvements

This is a complete rebuild of the major components of the course, including

- Irrigation (completely new system)
- Greens (which will be enlarged)
- Bunkers (including adding lining)
- Tees (including new forward tees)
- Some fairway

Proposed Timing

The project will be done nine holes at a time, starting in 2024. The second nine would begin in the fall of 2025, with the project completed in 2026.

Construction Impact

Goodrich will essentially be operating as a nine-hole course for two -years. While it costs 10-20% more for the second nine, when done this way, we felt it was important for two main reasons.

1. **Impact on Customers,** primarily leagues. If the course is completely closed, the customers will naturally be seeking other places to play. The biggest concern is the leagues. Should they leave, three is a bigger risk that they would not return.

2. **Impact on Operator** – Unless the improvements are timed to coincide with the end of the operator's contract, the complete loss of revenue from the facility would have a significant impact on the operator.

Further, it is more likely that the RC Golf system can accommodate the players lost due to the reduction from 18 to 9 holes, than it could *all* the players.

Cost

Anticipated cost for the project, adjusted for inflation, is between \$3.9 million and \$5.1 million. We use \$4.5 million in our projections.

Battle Creek

We looked at four scenarios:

- **Scenario 0: Status Quo** – this assumes no improvements are made
- **Scenario One: "Elite 9"** – the course remains a challenging nine-hole course, but improvements are made to enhance performance and repair priority needs with infrastructure.
- **Scenario Two: Par 34** – We reduce the Par from 35 to 34. This will enable us to expand the range, thus maximizing its potential. Will require some rerouting of the course
- **Scenario Three: 18 -holes** – we were made aware that there was potentially land available across the street at the Corrections facility that would allow a second nine to be built.

As the range is currently the main profit center at Battle Creek, we looked at various ways of maximizing its utilization by increasing the number of hitting stations. This can be accomplished by either widening the tee area (which would require adjusting the course) or adding a double deck to the existing tee.

When we looked at the preliminary cost for doing a double deck, we felt it would be cheaper to widen the range (Scenario Two) or build a second range (Scenario Three) then adding a second deck. Further, parking limitations make it difficult to add any more capacity to the range under Scenario One.

Scenario One: "Elite Nine"

In Scenario One, the facility remains a nine-hole Par 35 course, and the range remains the same size it is now. However, we do make a few improvements. These changes should:

- Improve the golf experience on the golf course
- Improve range performance and experience by replacing tacky targets with target greens

We did look at possibly going to a Par 36, which would have improved its marketability, by lengthening hole 2 to a Par 4. But upon further examination, we viewed this as being impractical as it would require netting along the street, moving the first green, and other factors.

Improvements

- **Irrigation**
 - Seal irrigation lake to prevent leaks
 - Install new controls to improve efficiency
 - Reposition some sprinkler heads to maximize coverage and improve efficiency

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- Relocate pump house
- **Layout**
 - Extend 3 tee back behind the cottonwoods to allow two full shots before crossing pond on this par 5.
 - New tee complexes on holes 2, 4, 5 and 9
- **Bridges:** Repair/replace as needed
- **Bunkers:** Rebuild in place
- **Fairways:**
 - Widen 5, 9
 - Possibly extend hole 2
- **Retaining walls**
 - Four tee
 - Five Fairway
- **Range**
 - Add target greens
- **Other**
 - Add more trees
 - Expand Parking (this requires moving the practice putting green)

Proposed Timing

The improvements can be done at any time. In our projections, we assumed starting in August of 2021. The reason for starting in August would be to minimize the impact of closing the range. The improvements should be completed by the end of the season, with the facility able to open on time the following year.

Construction Impact

The main impact will be in closing the range to make needed range improvements. Most of the other improvements can be made without closing the course. When a hole is needed to be closed, a new hole can easily be added by using the existing second green on hole 3 and building temporary tees to create a new hole going from that second green to the main green, thus creating a new hole #4.

Cost

Estimated Cost (2021 dollars) – between \$1,575,000 and \$1,850,000 (estimate used \$1,700,000)

Option 2: Par 34

In this option, we place the priority on the range, doubling its size. To accommodate this expansion, the course has to be reconfigured into a Par 34. But this also allows for the construction of an extensive short-game area and increased parking capacity.

Improvements

- **Irrigation**
 - Seal irrigation lake to prevent leaks

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- Install new controls to improve efficiency
- Reposition some sprinkler heads to maximize coverage and improve efficiency
- Relocate pump house
- **Bridges:** Repair/replace as needed
- **Greens** – construct two new greens
- **Tee Complexes** – Requires rebuilding the equivalent of seven and half tee complexes
- **Fairways** – three fairways rebuilt in place and one relocated
- **Cart Path Extensions** – 1,000 lineal feet
- **Bunkers** – reduce number, rebuild as needed
- **Retaining Walls** – on 4 tee and 5 fairways
- **Driving Range**
 - Extend range tee (doubling its width)
 - Add target greens, etc.
 - Replace Astro turf tee
 - Consider adding covered, heated stalls to extend use and add teaching bays
- **Relocate Practice Green and extend parking**
- **Construct short game area** (where existing hole six is).

Proposed Timing

Because these changes would have a significant impact on the existing course and range, we felt it important to delay until improvements could be made at Manitou. Our proposed timetable has the construction taking place in 2022. Construction will likely take a full season. However, this timetable may need to be pushed back, depending on what course of action is being taken at Manitou and Goodrich. Ideally, you would not want more than nine holes total taken out of play at any one time. So, if Manitou or Goodrich are being renovated and require going to nine holes during that time, Battle Creek's renovation should be pushed back.

Construction Impact

The main impact will be in closing the range to make needed range improvements. The range may be able to be kept open through its highest demand times – spring and early summer, before being closed for the rest of the year. Most of the other improvements can be made without closing the course, although the possibility. As some holes will need to be closed, a new hole can easily be added by using the existing second green on hole 3 and building temporary tees to create a new hole going from that second green to the main green, thus creating a new hole #4. Further, as current hole six is planned on being taken out, it can be utilized until all the other hole construction is complete. The short-game area would be the last built and may be put off until the following year.

Cost

Estimated Cost (2022 dollars) – between \$2,700,000 and \$3,150,000 (estimate used \$2,900,000)

The Option 3: 18 Holes

In this scenario, a second nine is built across the street, making Battle Creek a regulation 18-hole course. In such a case, we would expect the facility would be market positioned between Keller and Manitou – unless the full renovation option is taken at Manitou. In that case, Battle Creek would be positioned between Manitou and Goodrich.

There are two possibilities:

- Non-returning Nines, meaning the golfers do not return to the clubhouse after nine holes.
- Returning Nines.

If you are willing to accept non-returning nines, with holes 3-11 north of the road, you can use your existing clubhouse. Given MNDOT rules, it is likely that a bridge (hard to approve) or tunnel (more likely) connector between the two nines is required. With such a spread-out course, it is possible an auxiliary maintenance storage equipment shed would be desired. However, such an arrangement would make it difficult to have nine-hole play, which, in turn, would virtually eliminate the possibility of league play. This is a major factor as league play makes up a significant portion of play at most area courses. Other issues with this design are that it does not address the need for more parking or expanding the range. Indeed, it would put more pressure on both as the demand for the range would be increased with the expected increase in the number of golfers playing the course.

Returning nines creates its own problems. You would still need the tunnel to connect the nines. But now you would need a new clubhouse and parking. However, you will likely produce about 5,000 to 6,000 more rounds per year.

Further, with this option, we can build a *second* range next to the new clubhouse. This would allow the existing range, clubhouse and parking areas to become a dedicated practice facility – automatically increasing its capacity as you are removing the golfers who are playing the course. The clubhouse, in turn, could add an indoor training area. The existing clubhouse would also still retain some food and beverage as well as merchandise areas to satisfy the practice golfers.

The new clubhouse could be large enough to also host banquets, adding a new revenue stream. It also would have a restaurant and enough seating to make it an attractive venue for golf tournaments and outings.

Improvements

Existing Facility

- All the items listed under Scenario 1, above

New Nine

- Tunnel under Lower Afton Road
- New nine-hole regulation golf course
- New 6,000 sf clubhouse
- On Course restroom facility
- New driving range

Proposed Timing

We would anticipate doing some priority fixes to the existing nine, those that would not impact play, in 2020. Then the construction of the new nine holes would begin in 2021 and is expected to last until mid-summer 2022. At that time, the new nine holes (and range) would open and the existing nine closed for renovations. We anticipate the Grand Opening of the new facility to be in 2024.

Construction Impact

As we are doing nine holes at a time, there will always be an unimpeded nine-holes and range open throughout the process. This will maximize revenue during the construction period.

Cost

The projected cost, after adjusting for inflation, is expected to be between \$9 million and \$10,650,000. We will use \$9.83 million in our projections.

PROJECTIONS

In this executive report, we will only be reporting on the summary projections for each facility. More detailed projections and explanations will be provided in the full report. Further, we are limiting the projections to the four main facilities as the others are operating under a full lease, where the County has little influence.

Sirius did 10-year cash flows for each facility and for each of the previously described scenarios, including the “Status Quo.”

Assumptions:

The following assumptions were used in our projections:

- **Conservative:** We believe the projections to be conservative in nature. We fully anticipate better performance under the improvement scenarios than what we show in these projections.
- **County Expenses:** County expenses are as reported by Parks and Recreation. As such, they do not include fleet services, depreciation, capital improvements, or administrative salary expenses.
- **Status Quo Scenarios:** Assumed the facilities are operated under the same contracts and in the same manner as currently, with no marketing, same fee structure and two-year fixed pricing, and no capital improvements. We also assumed:
 - Where the infrastructure was seen to be declining significantly, maintenance costs are anticipated to go up at a higher rate than inflation, with rounds play starting to decline.
 - Where we anticipated a steady decline in play, we assumed that fees would initially be held steady (instead of going up with inflation) and then eventually reduced to try to attract more play.
- **All other Scenarios:** Assume not only the stated capital improvements for that scenario, but that all our major recommendations are implemented, including:
 - **Revised contracts** – eliminating potential conflict of interest
 - **Marketing** – A combined marketing budget more than \$75,000, being managed by a marketing company with golf course expertise.
 - **Market Positioning:** Keller is pushed up to a “premium” facility (with F&B fixed) and Goodrich down to a “Value” facility, meeting apparent local demand opportunities.
 - **Revised Pricing:** More operator influence, not fixed for two years, etc.
 - **New forward tees**
 - **Heathier Menu**
- **Inflation:** Overall inflation rate of 3%, with higher amounts for payroll.

- **Weather:** We have no illusions as to projecting weather patterns, other than to know they will vary. To help account for weather fluctuations, we assumed unusually poor weather for 2021 and 2027, and unusually good weather in 2024. All other years assumed average weather conditions.

Projection tables can be found in Appendix E.

Keller

With Keller, we looked at two scenarios:

- **Scenario 0: Status Quo** – no major changes
- **Scenario 1: Recommended Improvements** – Recommended capital improvements, most to correct issues related to construction cut-backs, are implemented in 2021.

Scenario 0: Status Quo

As stated above, the Status Quo scenario for all courses assumes no major changes to the golf facility or to its operations.

Keller's infrastructure is new, and maintenance practices are excellent. The golf operations are also very well run, with outstanding customer service. The main limiting factors are the food and beverage operation with relation to golf, and, of course, the lack of marketing.

Rounds

We anticipate steady rounds performance, with most years in the 29,000 to 30,000 range. With good weather, rounds should reach 31,000 or more (31,299 in 2024 in our projections). Bad weather may cause rounds to dip to 26,500 or so (26,696 in 2021 in our projections).

Revenue

With rounds steady, and the same fee structure in place, green fee revenue and overall revenue will both rise mostly as a factor of inflation. We expect green fee revenue to rise slowly, but steadily from \$840,000 in 2019 to \$1,120,000 in 2028. Over the ten-year period, green fees are expected to total \$9,600,000. Over the 10-year period, the average green fee yield (green fee/rounds) is \$32.79 (\$28.46 in 2019)

Total revenue (including food and beverage), is projected at just under \$2,700,000 in 2019; rising to \$3,600,000 in 2028. Over 10-years, total revenue should reach close to \$31,000,000.

County Revenue

Using the same compensation schedules that are in place today, Ramsey County's share of revenue in 2019 would be \$1,400,000. This reaches \$1,975,000 in 2028. Over 10 years, it total \$16,500,000.

County Expenses

Unfortunately, golf course expenses tend to rise faster than inflation. This is especially true with payroll, but it also is true for other maintenance items, such as fertilizer.

In 2019, the expenses are anticipated to be \$760,000. Expenses are not as impacted by the weather as revenue, so expenses do not vary as much year-to-year. With inflation being the main factor, expenses reach \$1,080,000 by 2028. Over 10 years, expenses total \$9,130,000.

County Cash Flow

Cash flow is expected to remain relatively strong, although the trend will be slightly downward as inflation impacts expenses more so than revenue. Poor weather will cause the cash flow to dip to \$323,000 in 2021 in our projections and \$327,000 in 2027. Ideal weather causes it to go up to \$540,000 in 2024. By 2028, cash flow is \$485,000. Over 10 years, cash flow is expected to total \$4.4 million.

This comes up \$3.6m short of covering the debt service over the same period for the 2014 renovations.

Scenario 1: Priority Fixes

The priority fixes will reduce maintenance expenses slightly, but also help improve the course's appeal. Meanwhile, repositioning the facility, along with improved food and beverage and good marketing combine to have a positive impact on performance.

The capital improvements are anticipated to take place in 2021. Construction should have a minimal impact on performance that year.

Rounds

The improvements in food and beverage and the addition of marketing, should have an immediate impact as we project 31,500 rounds in 2019. While we feel Keller can easily reach 35,000 rounds or more, as do similar quality facilities in the market, we are capping rounds at a little over 33,500 in our projections – and that is in the good weather year of 2024.

Over the 10-year period, rounds should show an upward trend, with 2028 rounds reaching 32,882. Over 10 years, rounds should total around 316,500, an average of 31,500 per year. This represents an improvement of 23,933 or 8.2% over the status quo.

Revenue

Green fee revenue in 2019, is projected at \$984,108 – or nearly \$150,000 more than the status quo. By 2028, green fee revenue reaches \$1,300,000. Green fee yield rises from \$31.24 in 2019 to \$40.12 in 2028. Over 10 years, green fees total \$11,200,000, an improvement of \$1.6 million (17%) over the Status Quo.

Total revenue is projected at a bit over \$3 million in 2019. This will rise steadily, reaching \$4.2 million in 2028. Over 10 years, total revenue reaches nearly \$35,400,000. This represents an increase of \$4.4 million, or 14.4% over status quo.

County Revenue

County revenue is positively impacted by both the course's performance and the restructuring of the contract. County revenue goes from \$1.4 million in 2019 to nearly \$2 million in 2028. Over 10 years, county revenue totals \$13,500,000, an increase of \$2.9 million or 21.7% over the Status Quo.

County Expenses

With the improvements in 2021, maintenance expenses do not rise as fast as under the Status Quo. Offsetting this, though, is the anticipated marketing expense (at 2.5% of county revenue). For 2019, expenses total just under \$800,000. They will increase to \$1.1 million by 2028. For the 10-year period, expenses are expected to total \$9,400,000, or \$278,000 (3%) more than under the Status Quo.

County Cash Flow

The County should realize \$610,000 in 2019, an increase of \$186,000 over the Status Quo. The cash flow should improve, reaching \$866,377 by 2028. Over 10 years, the County should realize a total positive cash flow of \$3.9 million.

This represents an improvement of **\$2,660,000 or 60%** over the Status Quo.

The improvement costs are expected to total \$775,000. Even if this is subtracted, we still have a positive gain of nearly \$1.9 million.

The average improvement in cash flow, following the improvements, is \$307,138 per year. This would support debt services of \$4.4 million at a conservatively estimated 3.3% interest. If the work is not financed, it would take 2.5 years to pay back. The annualized rate of return on the capital improvements (calculated by taking the average cash flow improvement and dividing by the cost of the improvements) is a 39.7%.

Discussion

Keller is in good shape, no matter what. But with the recommended improvements, Keller can perform at a much higher level. There is no question that the improvements will pay for themselves. *We recommend full implementation of the Scenario One changes, including the market repositioning, food and beverage, fees, and capital improvements.*

Manitou

With Manitou, we looked at two improvement scenarios, in addition to the Status Quo.

- **Scenario 0: Status Quo** – no major changes
- **Scenario 1: Priority Changes** – recommended changes to operations, marketing, and contract plus priority capital improvements such as new irrigation, new forward tees, bunker renovation and improvements to the range. Capital improvements start in 2021.
- **Scenario 2: Major Renovations** – all the improvements in Scenario 1, plus major capital improvements, including total rebuilding of infrastructure, a new routing, and a new range. First nine improvements start in 2021. Completion sometime in 2023.

Scenario 0: Status Quo

In the status quo scenario, the downward trend in performance continues. As the decline lengthens, pressure mounts to decrease fees. Maintenance costs escalate as operator struggles to keep course in playable conditions. But as the course starts to lose money, and infrastructure deficiencies increase, course conditions deteriorate more rapidly. This is the typical start of the

“death cycle” with golf courses. Although this is not likely to happen in the next 10 years, given Manitou’s favorable location.

Rounds

Rounds will continue to decline, reaching a low of 23,500 in the weather-affected (in our projections) 2027. While we would anticipate rounds to continue to decline after 2024, the amount of decline will likely slow as we anticipate fees to drop to value course levels. Manitou’s favorable location will keep it producing rounds, despite its poor playing conditions.

The total number of rounds over the ten-year period is projected at 125,500.

Revenue

Green fee revenue is projected at \$550,000 in 2019. Favorable weather (2024 in our projections) may result in an increase to \$589,000. But then revenues decline steadily, bottoming out with poor weather (2027 in our projections) at \$432,000 before rebounding with better weather in 2028 to \$460,000. The ten-year total is expected to be \$2.4 million.

Green Fee/Round is projected at \$18.00 in 2019, close to current levels.

Total revenue in 2019 is expected to reach \$1.125 million. This will remain stable, reaching a low during bad weather (2021 in our projections) of \$1,043,000 and \$1,024,000 (in 2024) and a high (in 2022) of \$1,190,000. The general direction, though, is downward. The ten-year total is estimated at \$11,155,000.

County Revenue

Under the current contract, the County gets 13% of most of the revenue streams. This equals \$147,000 in 2019. It peaks in 2022 at \$155,000 and reaches a low of \$133,000 in 2027. The total for ten years is projected at \$1,450,000.

County Expenses

Because the operator is responsible for maintenance, County expenses are minimal. They start at a little over \$7,000 and reach \$9,500 by 2028.

County Cash Flow

The cash flow follows the revenue stream, given the low expenses. The ten-year total is projected at \$1,367,000.

Scenario 1: Priority Improvements

In the two improvement scenarios for Manitou, we still assume that the operator is responsible for maintenance. However, instead of a straight split of revenue as it is now, the contract is modified so that the operator collects a disproportionate amount of the revenue (in our projections, 95%) until they reach a break-point. At that time, the split changes to being more favorable to the county (25% in our projections). This still preserves incentive for the operator but gives the County a better chance of recouping capital investment costs.

Scenario One includes the benefits of marketing, which would be immediate, plus the benefits of capital improvements following the 2021 season.

Rounds

We project 31,500 rounds in 2019, which is a modest improvement over the Status Quo prediction, but in-line with recent performance. Here, improved marketing helps overcome declining course conditions.

2021's performance dips to 24,000 due both to poor weather and to construction, as the course will likely have a temporary hole as one of the 18 in play. But, improved weather and buzz about improved course conditions should cause performance to dramatically improve in 2022 to 33,500 (conservative). Rounds continue to improve annually, reaching 35,700 in 2024 (helped by good weather). However, the deterioration of the infrastructure *not* addressed in 2021, will start to have an impact as rounds drop to the 32,000 round range, then start to decline again in 2027.

Over 10-years, the number of rounds is expected to total 315,500. This is an improvement of 49,000 rounds over the Status Quo.

Revenue

Green fee revenue in 2019 is anticipated to be \$572,000. This will increase in 2022, following the renovations, to \$690,00. It will peak in 2024, helped by assumed good weather, at \$784,00, before declining again. The ten-year total is \$6,692,000, or \$1.5 million better than the status quo – a 29% improvement.

Green fee per rounds starts only slightly better than the Status Quo. But it improves to \$23.99 by 2028, nearly \$5.50 higher than the Status Quo.

Total revenue is projected to go from \$1.225 million in 2019 to \$1.7 million in 2024. It will decrease slightly over the next few years. The ten-year total is \$14,709,000 or \$3,553,000 (31.9%) more than the Status Quo.

County Revenue

With the change in contract, starting in 2020, County revenue jumps from \$148,000 in 2019 to \$231,000 in 2020. It drops to \$66,000 in 2021 with the impact of construction, before jumping to \$347,000 in 2023. It reaches \$469,000 in 2024 before declining. The ten-year total of \$3,495,000 is over \$2,000,000 (141%) more than the Status Quo.

County Expenses

Count Expenses remain low in this scenario, as the operator still is responsible for course maintenance. The ten-year total of \$170,000 is \$87,000 (105%) higher than the Status Quo, due to the addition of a marketing expense.

County Cash Flow

The County realizes about \$9,000 in 2019. The jumps ten-fold to \$90,000 in 2020, before becoming negative (\$62,000) in 2021. But then it rises dramatically to \$200,000 in 2022. It continues to rise, reaching \$325,000 in 2024. It decreases slightly thereafter. But the ten-year total is expected to reach \$2,141,000 – or \$1.95 million more the Status Quo – an impressive 143% improvement.

The anticipated construction cost is \$2.66 million. With an average cash flow improvement of \$275,000/year, it would take 9.7 years to pay back. The cash flow would also support a debt of \$4 million, substantially more than what is required. The annualized rate of return is a strong 10.3%.

Scenario Two: Major Renovation

This scenario has the entire facility undergoing a major, “Keller-like” renovation, only without the \$6,000,000 clubhouse. We do have the existing clubhouse being expanded, but at a more modest cost of \$400,000.

The improvements will allow Manitou to be repositioned to the upper mid-free market. In our projections, we anticipate a price point of 85% that of Keller’s Scenario 1. In this situation, the number of leagues may decrease, but significantly more tournament rounds would be added.

The construction would take three years, beginning in 2021. We anticipate Manitou would be reduced to nine-holes in 2021, 2022 and at least half of 2023.

Rounds

Rounds would drop to 17,350 in 2021 with the reduction to nine-holes. It will edge up a bit in 2022, with the new nine opening. With a grand reopening likely in mid- to late-season 2023, rounds that year are expected to increase to 24,500.

In the first full year following renovations, we are very conservatively estimating 36,000 rounds. (We think it will be over 40,000. Keep in mind that Manitou did 39,000 rounds as recently as 2012, 40,000 in 2007, and averaged well over 50,000 rounds from 1992 to 2001.) Rounds should stabilize in the 35,000 range.

Revenue

Green Fee revenue drops during the construction years. But in the five years following, green fee revenue averages over \$1 million. Green fee/round goes from \$18 in 2019, to \$32 in 2028.

For the five years, 2024 to 2028, total revenue is projected at \$11 million – or more than double that in the Status Quo. For the 10-year period, total revenue is \$16,100,000, or \$4,900,000 (44%) more than the Status Quo.

County Revenue

As with the Status Quo, County Revenue follows closely to the course revenue. The post-renovation total (2024-28) is expected to be \$3,870,000 or \$3.15 million or more than 4.4 times higher than under the Status Quo. The ten-year period, which includes the down construction years, is still \$3.1 million better, as it totals \$4.58 million.

County Expenses

County expenses under this scenario should be essentially the same as under Scenario 1. The only difference is a higher marketing cost as it varies as a function of revenue. The ten-year total is \$174,500.

County Cash Flow

Even in the construction years, the county maintains a positive cash flow (assuming the operator is maintaining the course). When the facility reopens, cash flow jumps from \$318,000 in 2023 to \$725,000 in 2024. It further increases to \$872,000 in 2028. The ten-year cash flow total of \$4,400,000 is \$3 million higher (222%) than the Status Quo.

For the five-years following the reopening, the County's cash flow averages \$750,000 compared to \$133,000 in the Status Quo. In 2028, the difference is \$739,000. This will support a debt of \$10,900,000 at 3.3% interest, which is more than the anticipated \$7.9 million cost. The annualized rate of return is 9.5%, slightly less than under Scenario 1.

Discussion

It should be clear that the Status Quo is not a good option. While the current contract isolates the County from realizing a financial loss with the operation, it is unlikely that similar terms can be negotiated when the contract expires after 2021. It is unlikely that a new operator (or even the current one) would renew under similar terms, without the County committing to considerable capital improvements.

One of the big differences between Scenarios 1 and 2, is that with 1, only some of the infrastructure needs are addressed. This means that over the following 10 years (more likely 5), they will have to be addressed – at a much greater cost. Further, those improvements would likely lack the marketing punch that doing them all at once will create under Scenario Two.

The market analysis also suggested that Manitou's demographics were more favorable for golf than Keller's and the Premium market demand was almost as high. This suggests that repositioning it, following a major renovation, towards the upper end of the mid-fee market (Keller would be in the Premium market) would pay off.

In reality, Manitou, following renovations, could rival or even surpass Keller in terms of course quality. But Keller's history coupled with its wonderful clubhouse, strongly indicate it would be the best choice for the premium market and we are very reluctant to suggest RC Golf have two courses in that market. Essentially, under this scenario, Manitou would be positioned similar to where Keller is today, while Keller assumes a Premium position.

We are *recommending implementation of Scenario Two changes*, due both to the increased cash flow and to the fact that Scenario One does not fully address the infrastructure needs, but rather delays their fixes. This not only increases costs but diminishes the impact of the Scenario One improvements.

Goodrich

Goodrich is in similar position to Manitou in that most of its infrastructure is overdue for replacement. And like Manitou, we have two improvement scenarios – a partial rebuild and a more complete one.

The biggest differences between the two are:

1. With Goodrich, we are planning on targeting the Value customer, while Manitou remains in the mid-fee range.
2. Because of that, the planned renovations are designed to reposition the facility in a major way (although a very modest price increase is likely and would not impact rounds performance). As a result,
3. The renovations will be a lot more modest than those suggested for Manitou, with minimal rerouting.

Scenario 0: Status Quo

Goodrich has been a rising star over the past three years, seeing a dramatic increase in rounds. But this increase has largely come about due to a big drop in the realized green fee rate... mainly through the participation in the “Public Country Club” program.

However, Goodrich’s infrastructure needs are many. Eventually they will extract a bigger toll – both increasing maintenance costs and eventually a decline in performance.

When rounds begin to decline, there will be increased pressure to reduce rates from current levels. But, as with Manitou, it is likely maintenance practices will be reduced to save money, which will exacerbate the situation and hurt rounds performance and profitability even more.

Rounds

We foresee rounds increasing to 32,000 in 2019, before dropping slightly in 2020. Bad weather (assumed in 2021 in our projections) will further drop rounds to 28,224. By now, though, the poor playing conditions will start to have a toll. Rounds are not seen to reach 30,000 again. They are projected to fall as low as 24,500 in a bad weather year (2027 in our projections).

The ten-year total is anticipated at 135,500.

Revenue

Green fee revenue/round is already low. In 2019, it is expected to be about the same as now, \$17.40. In 2020, the County is due for another rate change. Because performance has been strong, the County will be strongly tempted to increase rates, at least by inflation. Another increase is anticipated in 2022, before declining rounds force rates to stabilize.

Green fee revenue in 2019 is projected to be \$556,000. It will max out in the anticipated good weather year (2024) at just under \$600,000. A bad weather year, though, coupled with declining conditions, will lead to revenues falling under \$500,000 (projected 2027). The ten-year total is expected to be \$5,500,000.

Total revenue for 2019 is projected to be \$936,000. It peaks in 2024 at \$1,036,000. It will stabilize at that point, due mostly to better food & beverage sales making up for some of the decline in green fees. The ten-year total is expected to be \$9,685,000.

County Revenue

Assuming the current formulas remain intact, the county’s share of the revenue in 2019 would be \$695,000. Over the ten years, it will vary from a low of \$650,000 (2021 bad weather) to a high of \$750,000 (2024 great weather). The ten-year total is projected at \$7 million.

County Expenses

County expenses (most course maintenance) is expected to be \$603,000 in 2019. However, maintenance costs will rise at a rate much higher than inflation due to increased payroll costs and the impact of the deteriorating infrastructure. Maintenance costs do not fluctuate very much due to course volume, so even though revenues rise and fall, maintenance cost tend to only go in one direction – up.

We project the maintenance costs to reach \$950,000 by 2028. The ten-year total would be \$7,657,000.

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County Cash Flow

The County will realize a positive cash flow in both 2019 (\$91,000) and 2020 (\$84,000), but a bad weather year will likely cause it to lose money (a loss of \$17,500 in 2021 is illustrated). From that point on, the best Goodrich can do is break-even in 2022. From 2023 on, it is all red ink. By 2028, the loss has reached \$250,000. Over the ten-year period, the cash flow is projected to be a loss of \$655,000.

Scenario One: Priority Fixes

Initially, the primary changes are operational, marketing, and a major change in market position achieved by significantly lowering the fee structure. This will allow the facility to survive while the capital improvements are made at Manitou. (We strongly recommend against major renovations occurring simultaneously at the two facilities).

As with Scenario One for Manitou, we anticipate needing a temporary hole to allow for 18-holes of play during the construction. The temporary hole would be built in 2022, without impacting play. The renovation would occur in 2023. Again, the main needs addressed are confined primarily to irrigation, bunkers and new forward tees.

Rounds

The impact of the repositioning and a dramatic improvement to marketing is immediate and powerful. We anticipate (conservatively) 34,500 rounds in 2019, increasing to over 35,000 in 2020. (Note: Goodrich's historical high in rounds was in 1987 with 47,366. But it was never lower than 35,000 between 1984 and 2001).

Rounds will continue to hover around the 35,000 mark over the next eight years, with a low of 26,000 during the construction year of 2023, and a high of 36,000 in 2028.

While we do not go beyond 10-years in our projections, we would anticipate rounds starting to decline after that point, due to the infrastructure needs that were NOT addressed in 2023. And, like Scenario One for Manitou, they will likely need to be addressed in the period 2029-2034.)

Revenue

The lower fee schedule results in a lower green fee yield. We are projecting a yield of just under \$15 in 2019. This will increase annually, reaching a modest \$17 by 2028.

Green fee revenue will total \$516,000 in 2019, which is \$40,000 lower than in Scenario One. Over the 10 years, though, green fee revenue will total \$5,482,000. This is about the same as with Status Quo.

The big differences come with the other revenue streams. Total revenue in 2019 is projected at \$948,000, or \$12,000 more than the Status Quo. During the renovation year, 2023, total revenue is expected to drop to \$826,000, which is \$129,000 less than the Status Quo. Over the next five years, however, total revenue is expected to reach a cumulative \$5,789,000 – or \$810,000 (16.3%) more than the Status Quo.

The ten-year sum for total revenue is \$10,531,000 – an increase of \$846,000 or 8.7% improvement over the Status Quo.

County Revenue

County Revenue goes up considerably due to the restructuring of the contract. County revenue for 2019 is projected at \$819,000, an increase of \$124,000 over the Status Quo. Over the 10 years, the County's cash flow totals \$9,092,000, an increase of over \$2 million (29.9%) over the Status Quo.

County Expenses

County expenses do increase in this model, due both to inflation and the addition of marketing expense. However, the increase in maintenance costs is significantly less than under Status Quo.

In 2019 and 2020, County expenses should be higher under this model. But they should be lower from that point on. Over the ten years, expenses are expected to reach \$897,000 in 2028 and total \$7,469,000. This is \$188,000 (2.5%) *lower* than the Status Quo model.

County Cash Flow

Increasing revenue and lower expenses result in a much better cash flow. The difference is \$113,000 in 2019 (\$204,000 compared to \$91,000). But it increased steadily. By 2028, the difference is a whopping \$435,000. This is because under this model, the County realizes a positive cash flow every year. Cash flow should reach at least \$200,000 (we have it doing it twice, 2024 and 2026), before tapering off.

The average improvement in cash flow in the five years following renovation is \$328,000. At that rate, the anticipate \$2.44 million construction cost would be paid back in 7.4 years. If the cash flow is used to finance debt, it would support a bond of \$4.7 million, nearly double the actual construction cost. The annualized return on investment (ROI) is 13.5%.

Scenario Two: Modest Renovation

In this scenario, most major infrastructure needs are addressed. This will result in a golf course that plays like a new one.

However, because there is a strong need within the county, for an affordable (value) golf course, the renovations are not designed to reposition the golf course. While a very modest price increase is anticipated, it should not adversely affect rounds play. Instead, the dramatically improved conditions should result in the best rounds play performance in 20 years.

As noted above, because we are recommending that Goodrich become a value facility, and because we strongly believe that Mantou and Goodrich should not be renovated at the same time, we are anticipating the construction to begin in 2024 and be completed by 2026. In both 2024 and 2025, Goodrich would be reduced to 9 holes.

Until the renovation starts, this model will follow that of Scenario One above.

Rounds

Until 2023, the rounds (and revenue) are the same as with Scenario One. Rounds will drop dramatically in 2024, as the facility goes nine-holes. However, we anticipate strong nine-hole play, with total rounds being 21,157 in 2024 and 20,100 in 2025.

The renovated course should open with a bang, reaching 37,000 rounds in 2026 and again in 2028. Following this 10-year period, we would anticipate rounds continuing to grow, likely reaching the 40,000 mark by 2030 or 31.

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This model has 108,538 rounds in the three years following renovations. This compares to 104,640 for the same period in Scenario 1 and just 78,441 under Status Quo.

The ten-year total is 332,000 rounds, or 47,000 (16.5%) more than the Status Quo, despite being just nine-holes for two years.

Revenue

We anticipate a \$2 increase in green fee yield following renovations. This will result in \$2,193,000 in green fee revenues over the three years 2026-28, with both 2026 and 2028 being over \$610,000. The three-year total compares to \$1.79 million under Scenario 1 and \$1.6 million under Status Quo.

The difference in total revenue is even more dramatic. In this scenario, the three-year period produces just under \$4.1 million. On the other hand, Scenario One produced \$3.6 million and the Status Quo just \$2.9 million.

County Revenue

There is a huge, \$1.5 million difference in the revenue the county receives over the last three years (26-28) in this model compared to the Status Quo. And there is nearly \$500,000 difference between it and Scenario One.

Over the ten-year period, we expect County revenue to be \$8,881,000. This is \$1,880,000 (26.8%) more than Status Quo.

County Expenses

Expenses in this model are less than the other two, largely due to the two years operating as a nine-hole course. But even in 2028, expenses in this model are expected to be over \$50,000 less than Scenario One due to improved infrastructure.

For the ten-year period, expenses are projected to total \$6,756,000. This represents a savings of \$900,000 over Scenario 1.

County Cash Flow

The County's cash flow is positive every year, even through construction. The lowest is \$66,000 in the first year of construction. The highest is in 2028, at \$681,860. We project that it would continue to improve for several years after.

Over the ten-year period, the County's cash flow is expected to be \$2,125,000. This is over \$500,000 more than Scenario 1 and \$2,780,000 better than the Status Quo.

In the three years following the renovation, the cash flow is projected at \$1,136,000. This is more than double Scenario 1's \$519,000 over the same period. It is nearly \$1.8 million more than the Status Quo. These trends are likely to continue for many years thereafter.

The average cash flow during these three years averages \$596,000 better the Status Quo. At this rate, it would take just 7.6 years to pay back the \$4.53 million anticipate cost of improvements. If debt financing is used, a \$596,000 cash flow would fund \$8,600,000 – which is \$4 million more than the cost of improvements. The annualized rate of return is very close to Scenario One, at 13.2%.

Discussion

As with Manitou, *the clear winner is Scenario Two*. Not only does it generate the biggest cash flow improvement but leaves the County with an asset that should not require another major capital improvement (except perhaps the clubhouse) for another 15-20 years. This is one of the biggest benefits of Scenario Two. It is a classic case of “pay now or pay a lot more later.”

Battlecreek

The Ponds at Battle Creek, as the only RC Golf facility to be losing money, represents the biggest challenge. This is because as a *challenging* nine-hole facility, it does not fit into a popular niche. Golfers who would appreciate its quality as a golf course are not likely to play it because, as a nine-hole course, they expect it to be low-end. And golfers who play it because it is a nine-hole course are often disappointed because it is so much more challenging than what they are expecting ... or wanting.

On the other hand, the facility features arguably the best practice facility in the County, and one of the nicest in the metro area. As such, it is enormously popular ... and profitable. Yet it is limited, both by its size, and because of the limited parking at the facility.

Our first recommendation is to simply drop the “Ponds at” part of the name. For one thing, it creates confusion with another course that is called “The Ponds.” But “Battle Creek” is a strong, and unique name.

As to the golf course, which is losing money primarily because of its high maintenance costs, it would be very difficult to “dumb it down” to make it more consistent with what local golfers expect from a nine-hole regulation course. This is because of the terrain and current layout. It would essentially require rebuilding the entire course.

To address this unique situation, we have developed three different strategies or scenarios in addition to the Status Quo. The scenarios are:

- **Scenario 0: Status Quo** – No major changes.
- **Scenario 1: “Elite” Nine** – This is primarily a marketing solution. The goal is to create a wider awareness of the quality and uniqueness of the course. Our approach would be “Enjoy the quality of Keller or Prestwick, but do not want to spend five hours playing? Come to Battle Creek for an elite golf experience in just 2 ½ hours. Battle Creek ... the best nine hole golf course in the state.”
- **Scenario 2: Par 34** – Here the emphasis is on maximizing the range by doubling its capacity at the expense of reducing the golf course from a Par 35 to a Par 34.
- **Scenario 3: 18 holes** – Use the land available across the street and expand to 18 holes.

Scenario 0: Status Quo

Even though Battle Creek is the newest of RC Golf’s facilities, it is still 14 years old. So, over the next ten years, most of the course’s infrastructure will reach and exceed its life expectancy. Further, since the facility is currently losing money, keeping things the same would only likely continue this trend.

Play should continue at current levels, at least through 2024. However, the age of the course will start to have an impact on performance... either with a significant increase in maintenance costs or deterioration of course conditions, leading to fewer rounds.

It is important to note that, while we do not include any capital improvements in this scenario, some are likely to be required. In particular, there is some concern about the safety of the bridges, which should be examined by a structural engineer.

Rounds

Rounds for 2019 are projected to be 18,150. Rounds should stay at this level, with perhaps a slight upward trend, through 2024. But then they are likely to start to decrease (unless a lot more money is put into maintenance to counter the decline in infrastructure). Over the ten-year period, rounds are expected to be 87,420.

Revenue

Green fee revenue for 2019 is anticipated to be a little over \$200,000. We do not foresee it going below this mark, except for one year (2021 in our projections) due to unusually bad weather. Fee increases due to inflation, will help keep it above \$200,000. We expect it to stay in the \$200,000 to \$250,000 range. Over 10 years, we project a total of \$2.26 million in green fee revenue.

Green fee yield for 2019 should be around \$11.14. Increases in fees due to inflation, will cause this to rise over the 10-year period, reaching \$14.63 by 2028.

Total revenue for 2019 is anticipated to be \$407,000. Total revenue will increase to \$500,000 by 2028. Over 10 years, revenue is projected to total \$4,570,000.

County Revenue

With the current compensation model in place, County Revenue for 2019 calculates to be \$594,000. This will increase over time to \$973,000 to 2028. For the 10-year period, county revenue is anticipated to total \$7,613,000.

County Expenses

As noted, maintenance costs will likely exceed price inflation. We are projecting \$509,000 for 2019 and a total of \$6,181,000 for the 10-year period.

County Cash Flow

With rising maintenance costs, we expect a loss of \$102,000 in 2019. The amount of loss increases over the 10 years, reaching \$260,000. Over the 10-year period, the total loss will reach \$1,612,000.

Scenario 1. "Elite" Nine

In this scenario, the biggest changes are with regards to marketing, fee structure and the contract. The fee structure is increased in this scenario, as golfers, like most consumers, associate price with quality. Thus, to drive home the point that this is an elite nine-hole course, the fee structure needs to consistent with the image we are trying to project. Priority improvements are made in 2021, which should boost performance. The addition of target greens to the practice range should further heighten its appeal.

Rounds

The marketing changes have an immediate impact, with 19,500 rounds projected for 2019. We see 19,000 rounds as capacity with the current parking constraints. Construction in 2021 will limit rounds to 16,000. With expanded parking, capacity should improve to 21,000 (more in good weather years), which we expect to reach the year following renovations (2022). Rounds will peak in 2024 (assumed good weather year) at 22,000. For the 10 years, the total number of rounds will be 200,000. This represents an improvement of nearly 24,000 rounds over Status Quo.

Revenue

With the new pricing structure, green fee yield in 2019 is projected to be \$12.90, or \$1.76 more than with the Status Quo. Another jump should occur in 2022, following the renovations, when it reaches \$14.88. With inflation, it reaches \$17.45 by 2028.

Green fee revenue is projected at \$252,000 and total revenue at \$723,000 for 2019. These will reach \$379,000 and \$1,133,000, respectively, by 2028. This is \$132,000 more in green fee revenue and \$395,000 in total revenue than under the Status Quo.

County Revenue

County revenue would be \$614,000 in 2019. It would fall to \$521,000 in 2020, with the construction. But then it would jump to \$665,000 the following year. County revenue would increase to \$904,000 by 2028. Over the ten-year period, County revenue is expected to total \$8,857,000.

County Expenses

County expenses in 2019 are projected at \$547,000. This will increase, mostly due to inflation, to \$773,000 in 2028. Over 10 years, expenses will total over \$6.5 million.

County Cash Flow

We expect the cash flow to be positive every year, except for the construction year. It will peak in the good weather year (assumed 2024) at \$174,000. Over ten years, the total projects to \$987,000. This is a whopping \$2.6 million more than in the status quo.

Construction costs are estimated at \$1.72 million. With an expected average improvement in cash flow of \$305,000 per year, the improvements would pay back in 5.6 years. The ROI is an impressive 17.8%. The cash flow improvement would support a debt of \$4.4 million.

Discussion

This is clearly superior to doing nothing, even though it is a bit of a gamble. We are assuming that golfers who desire playing nicer courses will be open to playing a nine-hole course if they are assured the experience is comparable to what they have on their preferred 18-hole course.

If it does not work, nothing in this scenario would preclude from County from implementing Scenario 2 or 3 down the road. Most of the capital improvements shown in this scenario would be used in those as well.

While we did not include expanding the parking lot in this scenario, we do recommend considering it to be included. In this case, the practice putting green would be relocated, allowing for up to 36

additional parking spots to be in front of the clubhouse. This will permit greater utilization of the practice facility and golf course. Estimated cost would be under \$200,000.

Scenario 2: Par 34

The range becomes the priority in this scenario, as both its capacity is increased as its appeal. But this comes at the cost of the golf course, which is reduced to a Par 34.

Scaled-down priority improvements are made in 2020. However, the main improvements are slated for 2022. The improvements are expected to require the course to be closed, although it may be possible to create temporary holes and continue to operate the course. The range may be able to open later in the season.

The emphasis on the practice facility is three-fold. First, the range capacity is doubled. Second, the range's appeal is greatly enhanced with the addition of target greens. And third, the addition of a high-quality short-game area adds a new revenue source.

Unfortunately, this comes at the cost of the golf course, which is reduced to a Par 34. While this may not seem like a big deal to the non-golfer, it is a big deal for golfers. Golf is very traditional. Once you go beyond the Par 70-72 range (Par 35 or 36 for nine-holes), a course is seen as being sub-standard and performance declines dramatically. We see strong evidence of this in the MSP area, where non-regulation courses make up two-thirds of the course closings, but less than a third of the total number of courses.

The exception to this rule is Dwan Golf Course, which is a municipal golf course for the City of Bloomington. It is a high-performing 18-hole Par 68 golf course.

Still, the *perception* of Par 68 and less is that they are of lower quality than regulation courses, and thus less desirable for better golfers. Thus, this would further handicap Battle Creek in that it not only has to overcome being nine-holes, but also overcome being less than a Par 35.

This problem can be overcome with stronger marketing. Ironically, the improved range performance can help drive more play to the course (it is normally the other way around.)

Rounds

Performance for this scenario (and Scenario 3) is the same as Scenario One in 2019. Because the improvements in 2020 are much less evasive in this scenario than in the previous one, rounds are higher (but not as high as in 2019). However, we anticipate the course being closed for all of 2022 as the conversion is being made.

Rounds will return to near 2019 levels, when it reopens... mainly due to the anticipation. But we do not believe it will prove to be as popular as remaining a Par 35. Rounds in this scenario are expected to be 94,000 total in years 2024-28, which is 10,000 rounds better than the Status Quo, but 9,000 less than the Elite 9 option.

Over 10 years, the total number of rounds is projected at 170,000 rounds.

Revenue

With the conversion to Par 34, we expect a lower rate structure. In 2023, the green fee yield is predicted to be \$11.69 compared to \$12.39 under Status Quo and \$15.19 under Scenario One.

The key comparison comes in years 2024-28. Green fee revenue is projected to be \$1,188,000 in this scenario, which is \$10,000 less than under the Status Quo and over \$500,000 less the Elite 9 option.

However, it is a different story with the practice facility. For the 24-28 period, range revenue is projected at \$1.88 million. This is nearly a million dollars (\$978,000 or 108%) better than the Status Quo, and \$640,000 (51.5%) better than Scenario One. The ten-year total is \$2,791,000 compared to \$1,705,000 for Status Quo and \$2,164,000 for Scenario One.

Total Revenue is \$4,895,000 for the last five years, a \$1.3 million improvement (94.5%) over Status Quo. For the 10-year period, the improvement drops to \$1,251,000 due to being closed for a year. In 2022, we are projecting just \$74,000 in total revenue as the course is expected to be closed the entire year.

County Revenue

County revenue is impacted by both improved performance and by the change in contract. For the 10-year period, county revenue is anticipated to be \$6,790,000, which is \$2,219,000 (75%) more than the Status Quo. However, it is \$446,000 less than for the Elite 9 option.

For the 20-24 period, the County revenue is projected to be \$4,161,000. This is \$1,726,000 (96%) more than the Status Quo. But it still lags Scenario One by \$64,172.

County Expenses

County expenses in the scenario will be about the same, although slightly less, than the Elite 9 option. There is more to maintain, despite the reduction to Par 34, because of the addition of a short-game area and expanded range. However, the maintenance standards for the Par 34 course is expected to be less than the Elite 9 as the price point is lower.

During the construction year, expenses are dramatically reduced. But the course still needs to be maintained, even though it is open. Our projections are \$236,000, which is less than half the \$591,000 in 2021.

Expenses are expected to total \$3.34 million for 2024-28 and \$5.88 million for the 10-year period. This is \$86,650 less for the five-year period and \$304,000 less for 10-years than the Status Quo.

County Cash Flow

Cash flow is positive for every year except 2022, when the course is closed. For the 10-year period, cash flow totals \$912,000, an improvement of \$2,524,000 or 97.1% over the Status Quo.

The difference is even more dramatic in the last five years, where cash flow totals \$818,000. This is \$1.8 million (110.9%) more than the Status Quo. It is also \$179,000 better than the Elite 9 option.

Renovations are expected to total \$2,917,000. The average cash flow improvement post-renovation is \$346,000. Thus, pay-back would be achieved in 8.4 years. The cash flow would support a debt of \$5,000,000. Annualized ROI is 11.9%.

Discussion

There is a lot of discussion in the industry today, about advocating for executive courses because they are so much quicker to play, and generally, more playable. However, this is *not* a new discussion. There was a similar, strong movement back in the late 1990s and early 2000s.

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However, we quickly discovered that golfers still prefer tradition over speed. Executive courses fail at a much higher rate than regulation and generally perform worse.

This scenario obviously is a lot better than the Status Quo, but it may not be better than the lower-cost “Elite Nine” option, despite having a better cash flow in the later years. It will take several years for this improved cash flow to overcome the added cost, and the loss of revenue from closing the course. And it would seem to be a higher risk, due to the inherent disadvantages of being a Par 34 versus a Par 35.

Scenario 3: 18 Holes

If nine-hole courses are less desirable, why not eliminate this disadvantage and become an 18-hole course? Not only does this option convert the facility from a type of facility that typically struggles (challenging nine-hole) to perhaps the most popular (mid-fee 18 hole).

As noted previously, this scenario will require a new clubhouse, and with it, a new range. But the existing clubhouse and range remain, becoming a stand-alone practice facility. This does several things:

- It effectively eliminates the parking issue at the existing facility
- It increases range usage by effectively doubling capacity with a second practice facility. The new range would be the one used mostly by golfers playing the course, but it can be expected to get some range-only play during peak demand times.
- It adds new revenue streams with a restaurant and banquet operation.
- Its unique design elements and proximity to both downtown and 3M, make it attractive for visiting golfers.
- With two nines, it becomes a much better target for popular league play.
- With 18 holes, you double the course capacity.

This scenario also has a big advantage over Scenario 2 in that it does not require completely closing the course. Renovations on the existing nine can wait until the new nine is built.

Further, while we do *not* take this into consideration in our projections, it going to 18 holes can be timed with Goodrich’s modest renovation option so that when Goodrich goes to nine holes during the construction, Battle Creek will be better positioned to accommodate more of the displaced rounds.

Performance can be neatly divided into two five-year periods. For the first five years of our projections, Battle Creek remains a nine-hole course, operated like Scenario 1. In the 2nd five years, it is an 18-hole facility, with a stand-alone range in addition to the course’s range.

Rounds

While the new nine is being built, the course is operated as in Scenario 1, but there is not the reduction in play seen 2020 due to construction. Further, when the new nine opens and the existing nine closes for renovation, we expect better performance because of the “newness” factor plus the elimination of the parking problem. As a result, rounds performance for the first five years, while it remains a 9 hole course, is expected to total 99,900. This is 10,700 more than Status Quo. But it is also over 2,000 more than Scenario 1 and 24,000 more than Scenario 2.

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Of course, the difference becomes dramatic when capacity is doubled as it becomes 18-holes. We conservative estimate that performance as an 18-hole course will vary from 27,000 in really bad weather years, to 32,000 in good years. For the five year period 2024-28, rounds total 152,600. This is 65,000 more than in the Status Quo. It is also 58,200 more than Scenario 2 and 49,000 more than Scenario 1.

Revenue

Green fee yield will naturally dramatically increase with the transition to 18-holes as not only is there a price adjustment, but the percentage of play will mostly be 18 holes as opposed to 9-hole play currently. In our modeling, we are assuming a rate structure 80% that of Keller. This may go up or down, depending on the quality of the finished design as well as whether Manitou undergoes the Major Renovation option. If Manitou does not elect major renovation, then Battle Creek would likely be positioned between Keller and Manitou, and thus may have a higher yield than shown. If Manitou does undergo the Major Renovation option, Battle Creek would be positioned between it and Goodrich, in which case it may have a lower yield than what we have illustrated.

Naturally, there is a big difference in revenue in the first five years and the second. In the first five, green fee revenue total \$1,336,000, which is \$276,000 more than Status Quo. But in the second five years, this difference jumps to over \$3 million as we project green fee revenue totaling \$4.2 million under this scenario. This is also \$3 million more than Scenario 2 and \$2.5 million more than Scenario 1.

Total Revenue difference is even more dramatic. In the first five years, Scenario Two totals a little over \$4 million. But in the 2nd five-year period, total revenue jumps to \$12,725,000. This is over \$9.1 million more than Status Quo, \$7.8 million more than both Scenarios 1 and 2.

County Revenue

County Revenue for the first five years totals \$3,478,000. For the 2nd five years, this jumps to \$10,133,000. The latter is \$7.7 million more than Status Quo, \$5.9 million more than Scenario 1 and \$5.97 more than Scenario 2.

County Expenses

Naturally, course maintenance expenses jump with the expansion to 18 holes. The course is shorter and will be maintained to slightly lower standards than Keller, but there is also two ranges and inefficiencies due to the design issues. As a result, the course maintenance expenses will be similar.

Total county expenses, which includes marketing, is projected at a little over \$3 million in the first five years, which is \$269,000 more than Status Quo. In the second five years, expenses jump to \$4,963,000. This is \$1.5 million more than Status Quo, \$1.38 million more than Scenario 1 and \$1.44 more than Scenario 2.

County Cash Flow

For the first five years, the County's cash flow is \$457,000. This is over a million dollars more than the Status Quo. But it is also \$110,000 more than Scenario 1 and \$363,000 more than Scenario 2. This is mainly due to the fact there is not a "down" year due to construction.

The difference, though, is much more dramatic when the facility becomes 18-holes. Over the 2nd five years, the County is expected to realize \$5.17 million. This is \$6.2 million more than Status Quo. But it is also \$4.5 million more than Scenario 1 and \$4.3 million more than Scenario 2.

The difference in cash flow in the 2nd five years, between Scenario 3 and Status Quo, *averages* \$1,233,000. Assuming a construction cost of \$9,830,000, it would take 8 years to pay back. This cash flow would support a \$17.8 million bond. ROI is a strong 12.5%, which is higher than Scenario 2, but lower than Scenario 1.

Discussion

This is the only scenario that maximizes the potential of both the golf course and the range, while addressing the main infrastructure issues. Our projections, which we feel are conservative, show the investment will pay off.

But it also represents a big risk as it has, by far, the most capital investment. Because of this, consideration should be given to delaying the start of construction for the new 9, while the effectiveness of the Scenario 1 changes (less the capital improvements) can be further evaluated. The danger in this strategy is that it would mean that 18-holes would not be ready, should Goodrich be reduced to nine-holes for renovation.

It is also possible to delay the construction of the new clubhouse by several years, saving \$2 million in construction costs. Modulars, which can be rented, would be used in the meantime. However, this would eliminate banquet sales and reduce the overall appeal of the renovated facility. If possible, we would certainly recommend the clubhouse be built along with the new nine.

DISCUSSION

The RC Golf operation has been performing well, especially when compared to other municipal golf operations. It has both great amenities and operators. There is certainly no reason to panic.

On the other hand, RC Golf is entering a critical phase. It is facing major capital needs at its two highest volume facilities – Manitou Ridge and Goodrich. It also has one facility that is losing money (Battle Creek).

Further, while these facilities are doing well, they are perhaps, not doing as well as believed. This is because there are no consolidated financials for the golf program that accounts for all County expenses. The major missing element is fleet services, which provides and maintains all the equipment for the golf operations at Keller, Goodrich and Battle Creek. This is a major expense item. Nor are the administrative salaries taken into consideration.

It can also be said that the facilities are not reaching their potential – whether one looks at them as an amenity for county citizens, or as a profit center for the County.

In short, there is a need to both “fine-tune” the current operation and to take a hard look at their future.

Mission Statement

The first decision the County should make with regards to the golf program, is to the degree that profitability is important. If the golf program is seen more as an amenity, then there is an expectation of subsidizing the program as the County does with other amenities. But to the degree that profitability is a concern, then a more business-like approach must be taken.

The County has already taken big steps down the road of prioritizing profitability by privatizing the operations to varying degrees. Three of the six facilities are leased, the other three are under management contracts.

This strategy has helped the program have a positive cash flow to the Parks department and likely overall, even when fleet services are considered (it at least is at break-even, even with Fleet services and administrative salaries are accounted for). However, it has *not* covered the cost of capital improvements, both past (Keller) and future. And there is a big need for capital improvements, especially at Manitou and Goodrich.

For the cost of these capital improvements to also be covered by the golf operations, which we believe is very possible, it will require major changes in how RC Golf is managed and administered. Indeed, if all the recommended improvements are made, the program may spin off excess cash that can be used to better support other Parks programming.

Regardless of where you are on the amenity/profit center continuum, capital investment is required. With investment, not only is financial performance going to be affected, but so is the appeal as an amenity.

And many of our recommendations will help at both ends, making RC Golf more profitable *and* becoming an amenity that services a bigger portion of the population. For example, right now the four big courses are all basically competing for the mid-fee market. Thus, the County is *not* serving the needs

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of golfers wanting a premium experience, nor the golfers wanting more affordable options. By elevating Keller and making Goodrich a value facility, the County is doing both serving more golfers *and* improving profitability.

Our plan for increased programming, especially for individuals wanting to take up the sport (such as the golf trial program), will both service a big need in the community, but also help with down-the-road performance as new golfers are brought into the market place.

Similarly, some capital improvements clearly serve both ends. A great example of this are new forward tees at all the facilities (especially Manitou) that will make the golf courses much more appealing to women, seniors, juniors and beginners.

There is also a hidden danger in aggressively taking the amenity approach. And that is this. Politicians change over time. The vision of today's commissioners may not be shared by future ones. Why this is important to take into consideration is that the amenity approach is highly likely to create a situation where the golf courses eventually become highly subsidized. Further, needed capital improvements being delayed will result in deteriorating conditions that will lead to even poorer performance that will cost even more to fix down the road. At that point, the Commission may feel golf is no longer worth the continued subsidization and the now higher cost of improvements. Thus, taking this approach may ultimately cause a loss of the very amenity you are seeking to maximize.

On the other hand, the County may not want to take the "all-in" profit-center approach either. This is because it would require increased privatization of the facilities, and a further loss of control. This may run counter to current political ideology. (A discussion of various management models follows). It would also likely mean converting the golf program to an Enterprise fund status so that an accounting is made for future renovations as well as the ones needed today. An enterprise fund status may also give the County more flexibility in the management of the facilities.

Our improvement scenario strategy errs on the side of profitability and assumes that the County would like to see the facilities self-supporting, *including* capital improvements.

Recommended Scenarios

First, we should state the obvious. The scenarios outlined in this report are *not* the County's only options. Indeed, it is highly likely that none of the scenarios will be followed as outlined. But they do represent good models from which modifications can be made.

Choosing which scenario is best for the County depends on where the county sits on the Profit Center/Amenity continuum, but also on whether it wants a short- or long-term solution.

In our minds, the Status Quo is not a good option for *any* of the facilities no matter whether you are profit center or amenity biased. This is because the facilities can do better on *both* ends of that scale.

Further, several of the facilities are facing major infrastructure needs. Ignoring them will only cause performance to decline significantly (profit center), but also a degradation of the playing experience (amenity). Moreover, the longer the delay in addressing, the higher the cost to fix.

With Keller, Manitou and Goodrich, we favor the best long-term solutions, which would be Scenario 1 for Keller, and the total rebuild options (Scenario 2) for both Goodrich and Manitou. Our modeling strongly suggests that these improvements will pay for themselves. They also

provide long-term solutions that put these facilities in good physical shape for the next 20 years or so.

The decision with Battle Creek is not as clear. There is no doubt that, as an 18-hole course, Battle Creek would perform much, much better than as a nine-hole course. But it also means another major investment. While it would likely pay for itself, it may be difficult for the County to take on three major renovations projects (Keller, Goodrich and Manitou) with a relatively short five-year period as shown in our modeling.

A possible solution for Battle Creek would be to implement Scenario 1, perhaps with less capital investment, and then delay a decision on whether to go 18 holes, or go executive, or simply improve as a 9-hole regulation, until infrastructure needs force a decision to be made. Keep in mind that the facility is 14 years old. It will reach most of its infrastructure's useful life expectancies over the next 10 years. Thus, a decision on Battle Creek's ultimate direction could potentially be delayed for up to 10 years.

The decision on Battle Creek is also likely to be impacted by the County's decision with regards to Manitou and Goodrich, but especially Manitou. If the County elects to do major renovations at both courses, then it may create a bigger need on the value end of the market. In that situation, reducing the Par to 34 ... or less, while making the course more playable and affordable, may make more sense.

Changing Demographics

Some concern has been expressed about the changing demographics in Ramsey County as it is being largely white to being more mixed. The concern is that non-whites have lower golf participation rates, so perhaps the County should be involved in an activity that may become less popular.

There are some pretty big assumptions in that statement. So, let's delve a little deeper into each component.

Demographic Shift

As can be seen in the table below, there has been a shift in racial demographics within the County. In 2010, 70.1% of the population of Ramsey County was white. That percentage is expected to drop to 63.3% by 2022. The demographic is the biggest increase is Asian, growing from 11.7% in 2010 to an expected 16.2% by 2022. The percentage of blacks is also growing, from 11% in 2010 to 12.3% in 2022. The percentage of Hispanics is also projected to increase from 7.2% in 2010 to 8.8% in 2022.

	Population by Race Trends					
	2010 CENSUS		2017 ESTIMATE		2022 FORECAST	
	Number	Percent	Number	Percent	Number	Percent
White	356,547	70.10%	359,815	66.00%	361,263	63.30%
Black	56,170	11.00%	65,214	12.00%	70,068	12.30%
Native American	4,043	0.80%	3,825	0.70%	4,476	0.80%
Asian	59,301	11.70%	80,123	14.70%	92,537	16.20%

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Discussion

Population by Race Trends						
	2010 CENSUS		2017 ESTIMATE		2022 FORECAST	
	Number	Percent	Number	Percent	Number	Percent
Hawaiian / Pacific Islander	247	0.00%	241	0.00%	264	0.00%
Two or More	17,556	3.50%	19,751	3.60%	23,078	4.00%
Other Race	14,776	2.90%	15,995	2.90%	18,659	3.30%
Total	508,640	100.00%	544,964	100.00%	570,345	100.00%
Hispanic	36,483	7.20%	40,376	7.40%	50,131	8.80%

While these trends are significant, Ramsey County is expected to remain a white-majority for the next 20 years, more than double the length of our projections. So even in a complete amenity-based view, golf would remain a preferred recreation among the majority of citizens of the County. In a profit-center viewpoint, there is much less concern about borders, as the main issue is *customers*, and our demographic analysis shows that the customer base will be growing over the next 10 years, not shrinking.

Minority Participation

The second major assumption in the concern noted above, was that minorities do not play golf... at least do not play at rate approaching white participation. As one of the most proactive consultants in the industry with regards to minority participation, I can assure the reader that the industry does not pay near enough attention to this topic. In fact, the last comprehensive study that we know about was done by NCF and published in 2010. The study was titled simply, "Minority Golf Participation in the United States."

In that study, we do find that non-whites in the US do participate in golf at a much lower rate. But that rate depends on the demographic. African-Americans had the lowest participation rate, at 3.9%, followed by Hispanics (7.7%), Asian (8.9%) and Whites (11.9%). But there were also some noticeable trends. Participation among both Whites and Blacks had declined over the previous three years, while participation among Asians and Hispanics had grown – significantly. (Hispanic participation had jumped from 6.7% to 7.7% in just three years).

Let's assume that the 2010 participation rates cited in the study were still accurate, and then apply those percentages to the current and projected populations. Here is what we get:

	2017 ESTIMATE		2022 FORECAST		2010	# Golfers	
	Population	Population	Percent	Part Rate	2017 proj	2022 proj	
White*	359,815	361,263		11.9%	38,013	37,025	
Black	65,214	70,068		3.9%	2,543	2,733	
Native American	3,825	4,476		2.0%	-	90	
Asian	80,123	92,537		8.9%	7,131	8,236	
Hawaiian / Pacific Islander	241	264		8.9%	-	23	
Two or More	19,751	23,078		9.0%	1,778	2,077	
Hispanic	40,376	50,131		7.7%	3,109	3,860	

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	2017 ESTIMATE		2022 FORECAST		2010		# Golfers	
	Population	Population	Percent	Part Rate	2017 proj	2022 proj		
Other Race	15,995	18,659		6.0%	960	1,120		
Total	544,964	570,345		# Golfers	53,534	55,163		

*In the above table, all Hispanics are assumed to be white and thus the number of whites was reduced in the calculations by the number of Hispanics.

So even with a shift in demographics, *the number of golfers is expected to increase within the County*. Thus, even in a full “amenity” approach, golf would seem to be at important tomorrow as it is today.

But there is more to the story. In NGF’s 2018 “Golf Participation in the US,” it notes that *25% of today’s junior golfers are now non-Caucasian*, versus just 6% 20 years ago. Thus, there is reason to believe that minority participation in golf is increasing, not declining.

Regardless, though, RC Golf can do a *lot* more to further improve minority participation. Here are just a few things.

- **Staff (1):** Start with your own staff, especially with maintenance crews that tend to be more minority. Create programs to encourage your staff to take up golf, and then provide incentives for them to bring their families with them when they play. Similar programs can be extended throughout the Parks Department and not limited to golf courses.
- **Staff (2):** The golf operations staff that we saw at all the facilities was 100% white (and predominantly male). If you want people to participate, it is important that they see staff “that look like them” working at the course. This helps make them feel welcome.
- **Lower Barriers:** As we discussed previously, we need to lower the barriers to starting golf if we want to get more people to play, and this is especially true with minorities.
- **Community Outreach:** You need to be *proactive* within the minority communities. This takes several forms, including:
 - **Churches, Schools, Civic Groups** – make presentations, hold clinics, and provide special programming to minority dominated organizations.
 - **Sponsorships:** Show the community you care by having the golf courses *sponsor* minority community activities. This can take the form of being a financial sponsor, or hosting events.

In sum, we do not see the demographic shift occurring within the County as a negative with respect to golf. From an amenity side, we certainly view it as a great opportunity to use golf as a means of bringing the communities closer together. From a profit-center perspective, first, we see the golf course prospering based on a borderless look at the population. Second, the

more we reach out to new populations and latent golfers and create new golfers, we are expanding the base that can support the facilities for the foreseeable future.

Management Options

In our projections, we kept the operator contracts as being similar in nature to the ones that the County currently employ, just fine tuning them. However, we the county to consider other types of contracts.

Before beginning this discussion, we reiterate that the Golf Division is very well managed. The discussion, though, is important as more and more municipalities move away from self-management.

Fifty years ago, municipalities played a significant role in bringing golf to the masses. Indeed, it has only been in the last few decades that the public golfer had any options to play except at a municipal golf course.

This is no longer true. Over the past several decades, most of the golf courses being built have been privately owned public access golf facilities. As a result, today, municipalities are finding they are not only competing head-to-head with private enterprises; they are doing so in an increasingly more competitive market. Unfortunately, few municipalities find they are equipped to handle this type of competitive environment.

There are several factors that typically inhibit municipalities in their ability to compete successfully with private enterprise. These include:

- **Slow response:** By nature of the bureaucracy that is typically involved in making decisions, government-owned businesses are typically very slow to respond to market conditions – such as rates, promotions, etc.
- **Budget Constraints:** Often budgetary problems in other departments can have an adverse effect on golf operations. Even in cases where the municipality is not subsidizing the golf operations, needs in other departments can place greater pressure on the golf course to produce more revenue for the municipality.
- **Personnel Policies:** One of the most glaring areas separating municipal governments from private enterprise is in relation to personnel policies and costs. This is particularly true with regards to:
 - **Benefits:** Municipalities typically offer very rich benefit packages – far superior to what is normally the case within the golf industry.
 - **Termination:** With most private enterprises, if an employee is not productive, they are terminated – and often quickly. With governments, however, it can be extremely difficult to get unproductive employees terminated. The emphasis is always on “rehabilitation” as well as avoiding litigation. Thus, it can take months or more of effort for a supervisor to remove an unproductive worker.

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- **Pigeon-Holing:** Often municipalities try to make golf course jobs fit in with their established job descriptions (and resulting compensation) for other areas – such as parks and recreation. Unfortunately, these comparisons are often inadequate and can result in a serious mismatch of personnel with job needs.
- **Marketing:** Many municipalities lack marketing expertise that is critical to succeeding in a competitive business. In other cases, golf simply is not a priority within the marketing department.
- **Special Interests:** By nature, municipalities are subject to the political process. This often results in situations where special interests can dictate policies or decisions that will adversely affect the golf operation's profitability.
- **Procurement:** When large items, especially capital improvements, are needed, municipalities are often constrained with lengthy procedures and mandated policies that not only slow the process down when timing can be critical, but also can lead to situations where the best product or contractor is not selected.
- **"Prevailing Wages":** In some areas, municipalities are constrained by prevailing wages and other labor restrictions that can drive up costs that do not apply to privately owned businesses.
- **Incentive:** With most municipal golf operations where the staff are employees of the municipality, there are no incentives given to the managers for superior performance. So why work harder?

Because of these considerations, many municipalities have made the decision to contract out management of their golf operations. Indeed, RC Golf has contracted out much, but not all, of its golf operations to outside contractors. However, as pointed out earlier, there are six facilities, five operators and six different contracts. All of which are problematic to one extent or another.

So, what are the various options available?

In this section, we will explore the various management options available to RC Golf. We shall attempt to provide both the pros and cons of each option.

There are three primary options: 1) **Self-Management** in some form, where all the managers and staff are employees of the municipality; 2) **Outside Management** (privatization of some degree) where at least some of the management utilizes non-municipal employees; and 3)

Leasing where the entire facility is leased out to a third party in exchange for compensation. In this section, we will explore the merits and problems of each.

Self-Managed

Currently, RC Golf is only self-managed with relation to course maintenance operations at Keller, Goodrich and Battle Creek.

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Issues

Below are some issues commonly found with self-managed municipal operations: (Note: we have not seen evidence of most of these currently within RC Golf.) These issues often place municipal operations at a significant competitive disadvantage.

- **Incentive:** One of the biggest issues is the lack of incentive for both management and staff at municipal facilities. Even the fear of losing their job is diminished within most municipal operations, given the difficulty that is usually involved in getting unproductive employees terminated.
- **Disincentive:** Indeed, there is often a *disincentive* at municipal courses. Because more rounds mean more work, some employees will be motivated *not* to increase play. This works, because there is often little oversight and a lot of job security.
- **Competitive Wages:** There are two issues that are common with municipal golf courses regarding wages. One concerns the managers and the other concerns maintenance labor. Both have to do with the fact that a golf course is a very different entity than a typical government workplace.
 - **Labor:** Too often, municipalities try to categorize course maintenance workers with the same job classifications they use for workers in the parks and recreations department. However, the job demands are entirely different. In a golf course operation, maintenance workers must work odd hours, work weekends, and constantly deal with time constraints and pressure resulting from a revenue-producing business. Further, there is a far greater cost to mistakes. If a parks employee “scalps” the turf, it may make the park a bit less attractive, but there are no significant financial consequences. However, a similar mistake at a golf course can result in a significant loss of revenue, and increased repair costs to fix.
 - **Management:** Good management in golf (general manager/head golf professionals and golf course superintendents) can often command wages that are more than their superiors in the municipal government are and even Commissioners earn. This can create obvious jealousies and tensions.
- **Termination Policy:** With most municipal personnel termination policies, it becomes cumbersome to terminate unproductive employees, as the emphasis is on “rehabilitation.” Most municipal systems require a lot of paperwork and intervention by supervisors, who are not always prepared or willing to follow through. As a result, unproductive employees are often retained far longer than they would under a private employer. Unfortunately, the result is a double whammy as not only is that employee costing the municipality money, but also these unproductive employees can often be like a “cancer” among the workers as other staff see that they are able to get away with less work.
- **Bureaucracy:** One of the main problems found with municipal golf operations is the degree of bureaucracy that often comes from government entities. The bureaucracy

will often lead to costly delays and/or inferior quality. Three areas where bureaucracy can be especially damaging are found in:

- **Decision Making:** With private enterprises, decisions can be made very quickly, which is extremely important in a very competitive world where the axiom “he who hesitates is lost” really comes into play. There often is so much concern in government about making the “wrong” decision that the indecision becomes a decision in and of itself. Meanwhile, the competition moves ahead.
- **Purchasing:** Purchasing can often become delayed in government entities. Policies to accept the lowest bid can also backfire by having to accept inferior quality or service in exchange for the lowest price. The bidding process itself can delay the acquisition of badly needed equipment or supplies.
- **Human Resources:** Personnel policies, both in hiring and termination, can often lead to the hiring of unqualified individuals and the inability to get rid of them, once hired.
- **Politics:** Of course, one of the biggest issues with municipal golf operations is the degree to which politics influences what would normally be business decisions. Often, we find with municipal golf courses, that a small percentage of golfer can wield a disproportionate influence on the decision-making process simply by squeaking the loudest. Indeed, the entire political process often works the exact opposite of the way a business operates. For example, in business it is often necessary to react quickly to changing situations – such as competitive pressures. Governments, however, rarely can act quickly. We do see evidence of this with RC Golf, where the County still controls fees.
- **Multiple Managers:** This is an issue we see especially at Keller, where there are four different managers involved in operating the facility. There is the outside contract in charge of golf operations, there is another in charge of food & beverage, the Course Superintendent reporting to Parks, and Fleet services, which oversees the maintenance of the equipment. The Golf Operator *has no control over the other three*. This raises concerns about priorities, efficiencies and coordination.

Advantages

The following are the advantages of self-management:

- **Control:** It gives the County maximum control over their valuable amenity. This can be critically important with regards to course conditions, as operators tend to “slack off” during the final year(s) of a contract, leaving the courses in poor condition at the end of their term.
- **Programming:** It allows for the most cross-programming with other Park’s operations. Further, it makes it easier to offer low- or no-cost programs, such as golf clinics.

Disadvantages

- **Payroll:** Will have higher payroll cost due to benefits and frequently lower work efficiency.

- **Personnel:** Does not address other personnel issues, such as the termination policy.
- **Bureaucracy:** Does not address issues regarding bureaucracy – such as decision-making process or purchasing issues.
- **Incentives:** Difficult to create an effective incentive program in a municipal environment
- **Politics:** Maximizes the influence of politics in the management of the facility, which typically means much lower profitability.
- **Marketing:** Does not address the need to significantly improve the marketing efforts.

Comments

This is the approach taken by an “amenity first” approach to municipal golf. It is most often the least-profitable approach to municipal golf. It usually means that the golf operation is treated like other Parks and Recreation amenities.

Leasing

At the opposite end of the spectrum is leasing. Under a full lease (such as the case with the golf dome and Island Lake), the facility is leased out in its entirety to a private golf company (or individual), who is responsible for all operating expenses *as well as* capital upkeep. The lessee would then receive most of the revenue. The municipality either would receive a flat payment or would get a percentage of revenue (revenue lease).

Manitou is operated on a non-capital lease basis. The operator is responsible for all operating expenses, including the considerable cost of equipment (especially carts and maintenance equipment). In return, the operator retains most of the revenue (87% in this case). A somewhat unusual aspect of this lease, however, is that the County still controls the fee schedule. Typically, operators will insist on control of fees as it directly affects their ability to make a profit. Manitou’s long record of performance history, and the current operator’s experience with Manitou, no doubt reduced this risk in the eyes of the operator.

Advantages

- **Guaranteed Revenue Stream:** Given that the lessee is absorbing almost all the expenses, the risk of the municipality of subsidizing the operation is mostly eliminated (unless the lessee becomes financially distressed.)
- **Reduced Risk:** Not only does it remove the possibility of subsidizing, but presumably it leaves the golf course in the hands of a qualified professional management team who are best equipped to compete successfully in a highly-competitive environment.
- **Simplicity:** The municipality is relieved of a lot of the responsibility in maintaining and operating the facility. This means a lot less administrative overhead (virtually none) is required.
- **Personnel:** All employees become employees of the management firm. This reduces operating costs and eliminates the issues regarding personnel found in self-management.

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- **Capital Improvements:** In exchange for a long-term lease, *many management companies are willing to invest significant amounts towards capital improvements*. And most leases require the lessee to be responsible for minor capital improvements over the course of the lease.
- **Capital Improvements (2):** It may be possible under a lease, if the private company is responsible for making them, to avoid prevailing wage and other labor issues. This can save 10-15% of the construction costs.
- **Resources:** Larger companies would have resources available, particularly concerning marketing and management expertise that smaller operators and self-managed facilities simply do not have.
- **Marketing:** In today's competitive marketplace, most golf course management companies have a professional marketing team that knows how to market golf courses. In addition, larger companies will have a large marketing database to work with that is very beneficial to courses such as Keller. They would be able to market the facility to customers of *all* their other facilities, as well as being a part of their national campaigns.
- **Food and Beverage:** As with marketing, most golf course management firms have developed expertise with regards to food and beverage operations.
- **One Management Entity:** As pointed out above, Keller has four different management entities responsible for the course. We could also add two more- Human Resources and Marketing. This can lead to conflicts of interests and priorities and decreased efficiencies. It is almost always better, from a business standpoint, to put everything under one manager who best understands the roles and interactions of the various departments and their impact on the quality of service to the customer.

Disadvantages

- **Deferred Maintenance:** Although provisions can be put in to try and "encourage" the lessee to continue to make additional improvements in the course, there are no guarantees that the lessee will do so, or in a manner that would be in a municipality's best interests. Inevitably, as the lease nears its end, the motivation for the lessee to put more money into the facility becomes less and less, unless they are wanting to renew. As a result, the municipality may inherit a significantly deteriorated facility at the lease's end. This is a frequent occurrence with municipal golf operations. Moreover, by having the lessee do any of the proposed capital improvements, the municipality would lose some control over the quality of the work. In addition, by requiring capital improvements be made, the lessee will want a longer term to recover their investment.
- **Quality Control:** Once the lease is signed, the municipality may have little ability to regulate the quality of the operation, if the lease terms are met. In addition, even if they are not met, the legal and practical cost to "force" conformity with the lease can be expensive.

- **Long term:** Leases are typically for a long term, especially if capital improvements are included in the lease terms. This makes it difficult to get out of the lease, should the municipality become displeased with the lessee's operations of the facility.
- **Referendum Required:** In the case of a capital lease, it may require the issue be put to the Citizens for approval; depending upon the length of the lease. This would cost the municipality the funds required to stage the vote and would put the option at risk of not being approved. Thus, the municipality risks the cost of the election, plus the costs associated with not doing any of the other options (opportunity cost) while the issue is being decided. In addition, if it fails, the municipality is back where it started, only with an additional "black eye" on its resume.
- **Viability:** While leasing was popular in the 1980s and 90s, it has fallen into disfavor lately. It may be difficult to find a suitable vendor who is willing to accept lease terms that would be attractive to the municipality.
- **Employee Continuity:** If you are leasing the facility to a large multi-facility management company, employees are often moved from facility to facility within their organization. This means less continuity at any given facility.
- **Management Continuity:** While most management companies prefer to retain existing on-site management, there is no guarantee that they will do so, nor that the current staff would want to work for the management company. Given the quality of the staff at SCC and the golf division, this is a consideration.
- **Pecking Order:** Similarly, with large management companies, you may not rate very high on their "priority" list. This may mean:
 - **Less attention:** Getting less attention from their main resource people.
 - **Training ground:** Your facility may be used as a "training ground" for new people, meaning you will always have the least experienced staff.

Comments

While leasing of municipal golf facilities has been popular in years past, its popularity has waned significantly in recent years. As these leases are expiring, municipalities are discovering they are often inheriting run-down amenities that require millions to fix back up. Additionally, as the lease typically runs for many years, the municipality becomes "stuck" with an operator – for better or worse. If it's "worse," the municipality may have to endure years of misery before the lessee can be dislodged.

Unless Manitou's performance returns to previous levels, and the County makes substantial investment in its infrastructure, it is hard to imagine another operator managing under a similar lease arrangement in the future.

On the other hand, if a lessor can be found that would be willing to make a substantial investment in the facilities (the capital improvements recommended herein), then leasing becomes a lot more attractive.

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Outside Management

There are many ways in which the facility could utilize a third party to manage its golf operations. Some would be turn-key, where the third party provides assumes virtually all the expenses in the operation in exchange for most of the revenues; while others are management only – where only the management is third party and the municipality retains all the employees and assumes most of the expenses.

The options that we will consider include:

- **Operating:** This type of contract often excludes course maintenance. The employees are employees of the operator and the operator assumes various other operating expenses in exchange for a split of the revenue.
- **Supervisory:** This is where a third party is brought in to manage, but the municipality retains all the employees and assumes all the expenses.
- **Pass Through:** A modification of the management only, where the employees become employees of the management company, but the costs are still passed through to the municipality.
- **Hybrid Contract:** Like leasing, but for shorter-term and greater retained control. The management company assumes all the operating expenses as with a lease, while the municipality shares in the revenue stream.

In each case, the contract can exclude course maintenance should the municipality wishes to retain control of this area.

Operating

This is the typical “old” model for municipal golf courses. An operator is hired to run golf operations and manage the proshop. It is frequently an individual. The operator assumes some, but not all the operating expenses. Typical is that the golf operation’s staff are employees of the contractor. If the contractor pays for inventory (merchandise and or food and beverage), they get all or most of that revenue. If the operator supplies the golf carts, they get all or the clear majority of that revenue stream. The municipality mainly gets its revenue from green fees, with the operator getting a much smaller share. Course maintenance is usually excluded. Lesson revenue is almost always 100% the operators. In most cases, the operator is a PGA professional.

This type of contract is currently in place at Keller, Goodrich and Manitou.

Advantages

- **Personnel:** Issues with personnel, at least as far as golf operations is concerned (benefits, termination, incentive, etc.) are greatly reduced.
- **Personnel Costs:** The private operator is typically able to get staff at a lower cost to the operation than a municipality.

- **Operating Costs:** The private operator typically can control operating costs better than a municipality
- **Control:** Preserves municipal control over course conditions.
- **Term:** These are typically short-term (usually three to five years), allowing for easy change should the operator prove unsatisfactory.

Disadvantages

- **Conflict of Interest:** If the operator's compensation involves retaining all or most of a revenue stream (such as merchandise sales, food & beverage, etc.), then it can create a situation where what's best for the operator is not good for the municipality and vice versa. An example would be where the operator wants to create more volume (which helps with their revenue streams) by discounting the green fees (which disproportionately affects the municipality.)
- **Course Maintenance:** Does not address personnel costs, etc. with course maintenance.
- **Coordination:** Unless the superintendent reports to the operator, which is difficult to do if the superintendent is a municipal employee, there can be issues in coordinating between the superintendent and the golf operations staff. For example, the operator may need special set-up for a tournament, but the superintendent may not be willing to add additional costs to his/her budget, or make the additional effort required.
- **Marketing:** As we clearly see with RC Golf, there can be a dispute as to who is responsible for marketing. Even if it is clearly defined, it is problematic. If it is with the municipality, they may lack the expertise and/or willingness to budget appropriately to market effectively. If it's with the operator, unless they get reimbursement from the municipality for some or all the marketing cost, they will be reluctant to spend their money when the municipality realizes most of the gain (green fees).

Supervisory

The Supervisory contract assumes that a management company (or individual) is hired to manage the facility. However, all employees remain employees of the municipality and the municipality would continue to pay all expenses. The management company would be paid a fee to oversee the operations.

The fee can be a flat amount each month, or a percentage of revenue, or a combination of both. (Sirius would not recommend a flat fee situation as it would provide no incentive to perform).

Advantages

- **Control:** Preserves municipality control over the golf operation as the manager reports to a municipality official and the municipality retains all the employees.
- **Management:** Provides experienced management expertise to oversee operations
- **Expertise:** Potentially adds expertise to several areas

- **Costs:** A management company can often reduce costs through discounts from vendors (larger buying power) and from better purchasing practices.
- **Improves Revenue Opportunities:** Presumably, with professional management and marketing, revenue from the facility will improve significantly and the municipality could gain more revenue than it is currently seeing.
- **Resources:** Larger companies would have resources available, particularly concerning marketing and management expertise, which smaller operators and self-managed facilities simply do not have.
- **Marketing:** Larger companies will have a large marketing database to work with that is very beneficial to resort courses such as SNGC. They would be able to market the facility to customers of *all* their other facilities, as well as being a part of their national campaigns. They also should have a far better golf marketing expertise than found with most municipalities.
- **Term:** These are typically short-term (usually three to five years), allowing for easy change should the operator prove unsatisfactory.

Disadvantages

- **Overhead:** Increases overhead and/or reduces share of revenue
- **Payroll:** Does not address the payroll cost.
- **Personnel:** Does not address other personnel issues, such as the termination policy.
- **Packing Order:** With large management companies, you may not rate very high on their “priority” list. This may mean:
 - **Less attention:** Getting less attention from their main resource people.
 - **Training ground:** Your facility may be used as a “training ground” for new people, meaning you will always have the least experienced staff.

Comment

The management company may or may not have a day-to-day presence at the facility, depending on whether it chooses to place a full-time General Manager at the facility or not. The management company can be effective by simply monitoring performance and visiting the site regularly during the month.

These contracts work best when they are incentive-based. *We would strongly recommend against a flat-fee contract.* Ideally, you want an alignment of interests so that if the management company is doing well, the municipality is doing well and vice versa. We also do not recommend making the incentive based on only one or two aspects of the operation as this often leads to irregular performance whereby the management company gains, but the municipality loses.

In the case of RC Golf, *we really see no major benefit to bringing in a management company under this type of contract.*

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Pass-Through

This is very like the management-only, with one significant difference. The employees of the golf facilities become employees of the management company. However, the cost for these employees is passed through to the municipality.

Advantages

- **Same as above**, plus
- **Reduced Costs:** Presumably the benefits costs would be lower with the management company, thereby reducing overall costs. These savings can be significant.
- **Personnel:** Eliminates the personnel issues discussed under self-management.
- **12-month operation:** Large management companies can move personnel around from facility to facility. This can be a big advantage in short-season areas such as Minneapolis. They can move some of the professional staff to and from areas with the opposite season, such as Florida and Arizona, thereby guaranteeing them 12-month employment and increasing the appeal of the opportunity, thereby increasing the probability of attracting and retaining quality staff.

Disadvantages

- **Same as supervisory-only**

Comments

This option would be much preferred over the supervisory-only option above. The cost-savings from benefits, elimination of personnel issues seen with self-management, and the increased marketing expertise make this a viable option for municipality.

Hybrid Contract

A Hybrid contract blends many of the advantages of a lease with those of a management contract. Like a lease, the operations of the facility would be turned over to a privately-owned company who would be responsible for all the operating expenses. However, it is not a lease. It varies in several ways, including:

- **Term:** A management contract is for a much shorter period, typically three to five years.
- **Capital Improvements:** Typically, the municipality would still be responsible for all major capital improvements, although minor “upkeep” types of improvements are often the responsibility of the management company. (Some management companies may be willing to include some of the capital improvement recommendations contained in this report, in exchange for a longer-term contract and higher fee, along with a reimbursement agreement in case of premature termination of the contract).
- **Flexibility:** A management contract can include all or only parts of the operation.

Advantages

- **Potentially reduces operating costs:** A management company is likely to have a substantially less expensive benefits package that can result in significant payroll savings. Their overall expertise may lead to improved efficiencies as they are more motivated to do so. Further, they often can purchase supplies not only less expensively, but more quickly.
- **Administrative:** Requires less administrative costs than other management contract options as the operator pays all operating costs.
- **Eliminates employee termination issues:** A management company would be able to terminate staff when it sees fit, without having to go through all the steps currently involved in firing a municipality employee.
- **Added Experience and Expertise:** One main advantage of dealing with a management staff is the experience and expertise that such a company can bring to the table. Not only can it provide help in operations and maintenance but also in other areas such as marketing and merchandising.
- **Marketing:** Many management companies have their own marketing departments that would be a strong asset to the course. In addition, larger management companies have a large database of customers, which is ideal for marketing a resort course!
- **Provides Revenue:** The municipality would likely be assured a revenue stream under a hybrid contract. (The percentage, of course, depends on the nature of the contract).
- **Improves Revenue Opportunities:** Presumably, with professional management and marketing, revenue from the facility will improve significantly and the municipality could gain more revenue than it is currently seeing.
- **Simplicity:** The municipality would be relieved of a lot of the responsibility in maintaining and operating the facility.
- **Shorter term:** Management contracts are for a shorter term than a lease and obviously not a permanent situation as would be the case in privatization. Additionally, provisions can often be included for buying out the contract short of term, should the situation become unacceptable to the municipality.
- **Reduces Political Influence:** As the management company is tasked with making most of the decisions regarding operations, politics is minimized in its influence. This can be very important, especially if the management company is given the flexibility to set fees (which we recommend – within a range set by the municipality).
- **Costs:** A management company can often reduce costs through discounts from vendors (larger buying power) and from better purchasing practices.
- **Food & Beverage:** With professional management, the food and beverage service could be brought back in-house, thereby increasing the revenue opportunity.

- **Resources:** Larger companies would have resources available, particularly concerning marketing and management expertise, which smaller operators and self-managed facilities simply do not have.
- **Marketing:** Larger companies will have a large marketing database to work with that is very beneficial to premium courses such as Keller (potentially). They would be able to market the facility to customers of *all* their other facilities, as well as being a part of their national campaigns.
- **One Management entity:** As noted above.
- **Aligned Interests:** In model hybrid contracts, all revenue streams are treated equally (after allowing for inventory costs). Thus, the interests of the contractor and the municipality are aligned. What's good for one, is good for the other.

Disadvantages

- **Control:** The municipality would have less ability to control the quality of operations.
- **Oversight:** Municipalities tend to "relax" when they have a management company. The tendency is often to "trust" the company to do what it is supposedly "expert" at doing, only to discover after it's too late that the management company mismanaged the facility to a significant degree.
- **Capital Improvements:** The municipality would still be responsible for the long-term capital improvements. Such improvements would likely be required in the contract negotiations.
- **Final Year Syndrome:** As with leases, management companies have a poor record of accomplishment in the final year of the contract, unless the company is strongly motivated to want to renew the contract. In the final year, the company is usually only interested in maximizing their revenue and minimizing their costs. Again, course maintenance becomes the primary victim. However, customer service often also falls off significantly. Thus, at the end of the contract, the municipality may be left with a poorly maintained golf course in need of capital improvements to be brought back into shape; a bad reputation resulting from poor service that will take time to rebuild; and a declining customer base that will also take time to recapture. This problem, shared by all management contracts, is more prevalent with contracts four years or longer.
- **Management Turnover:** Management companies often will move managers around, taking their best managers and putting them into their most profitable facilities. New Braunfels will not likely merit their best (unless the facility is significantly upgraded), and if the manager they place proves particularly capable, they are likely to be "promoted" and moved elsewhere.
- **Company Turnover:** Currently, the golf industry is undergoing tremendous changes in management company ownerships. Management companies are being bought out and absorbed and others are going under. There would be no assurances that the company its managers who originally sign the contract will be around to see its conclusion.

- **No Guaranteed Income:** Unlike a lease, management contracts usually do not provide a guaranteed income for the owner (the municipality), but rather a guaranteed income for the management company.
- **Employee Continuity:** If you are leasing the facility to a large multi-facility management company, employees are often moved from facility to facility within their organization. This means less continuity at any given facility.
- **Pecking Order:** Similarly, with large management companies, you may not rate very high on their "priority" list. This may mean:
 - **Less attention:** Getting less attention from their main resource people.
 - **Training ground:** Your facility may be used as a "training ground" for new people, meaning you will always have the least experienced staff.
- **Management Continuity:** While most management companies prefer to retain existing on-site management, there is no guarantee that they will do so, nor that the current staff would want to work for the management company. Given the quality of the staff at SCC and the Golf Division, this is a consideration.

Comments

There are good management companies and there are bad ones, and frankly, so many new ones and altered ones that their track record cannot be reliably established. To us, *a hybrid contract makes the most sense as it removes payroll from the municipality while bringing in expertise and provides incentive-driven management*. This should not only result in a major cost-savings to the overall operation, but eliminates other issues such as termination policies, too much time off, etc. Indeed, it is our opinion that a management company would likely be able to operate the facility for less money than the municipality is currently spending while *improving* service and significantly increasing revenue.

With hybrid contracts, capital equipment, such as carts and maintenance equipment, may or may not be included. However, we typically recommend that they are. This further reduces financial risk to the municipality and the operator is often better equipped to provide the equipment at a lower cost to the operation.

Many of the issues of a hybrid contract (disadvantages) can be minimized in four ways:

- **Careful selection** of the management company based on criteria other than just their fee;
- **Balanced Revenue Sharing:** Many municipalities make the mistake of dividing the revenue by type – for example, the management company gets the cart fees, the municipality retains the green fees, etc. Unfortunately, this can create situations where the management company is going to act in its best interests and not necessarily the municipality's. For example, discounts given for tournaments or through coupons reduce the green fee, but not the cart fee, so the municipality ends up bearing a disproportionate share of the marketing cost. Instead, we recommend that all the

- revenue be pooled together, and then split. Revenue from merchandise and food and beverage going into the pool would be defined as gross sales less the cost-of-sales.
- **A well-written contract** that has checkpoints, quality conditions, and “outs”, and
 - **Competent Oversight:** More municipalities are utilizing consultants to perform quarterly checks on the management company’s performance. In this way, the municipality has its own “expert” that can more objectively and critically evaluate the management company’s performance. Of course, this adds to the overall cost of the contract and needs to be figured in when evaluating this scenario. We would also advocate a contract that features a “revenue sharing” concept as opposed to a flat fee model.

Discussion and Recommendation

It is our experience that self-managed facilities tend to fare the poorest when it comes to municipal operations. (Ramsey County only self-manages the maintenance operations at three of the facilities). There are many reasons for this. In addition to the ones mentioned above, probably the most important reason is that municipal governments, by their very nature, are poorly equipped to compete with private enterprises in a highly competitive environment. Some examples of why include:

- **Decision Making Process:** In a highly competitive environment, decisions must be made quickly. Governments, by their nature, are very slow in making decisions. This often filters down to the golf course where the General Manager is often given little decision-making authority.
- **Incentive:** Businesses are in business to make money. Good businesses recognize that people in the business world are similarly motivated, so they structure their compensation to reward strong performance financially. This motivation is usually lacking in government operations, where performance often has little to do with compensation.
- **Marketing:** Because governments are not normally competing with private enterprises, there is rarely a need to develop good marketing skills. Indeed, governments often fail to appreciate the importance of marketing. As a result, municipal golf facilities often do a very poor job marketing themselves.
- **Payroll:** Payroll is often significantly higher for municipal operations. One of the primary culprits is usually a benefits package that far exceeds those normally found in the golf industry. This is particularly true for the golf course maintenance department.
- **Quality of Staff:** One of the nice things about working for a municipality is job security. Unfortunately, when competing in a highly competitive environment, this job security works strongly against the municipal operation. Time and again, we find that municipal operations have personnel policies that make it very difficult to get rid of unproductive employees. As a result, the overall quality of the staff tends to go down as not only does the facility suffer from the unproductive employee, other employees’ morale and motivation suffer as they wonder why they should work hard when the other person is

getting paid the same amount and goofs off. In private enterprise, with most companies, employees know that if they do good work, they will be rewarded – with better pay or a promotion. They also know that if they do not perform well, they will be looking for a new job -- soon. This double motivation is often lacking in municipal golf operations. (This has *not* been a big concern at municipality).

As mentioned previously, we have great confidence in the current management teams. We would like to see the agreements modified, however, to more of a hybrid format – especially with the equal treatment of revenue streams.

What to Include

A major issue for the County will be whether to include course maintenance. Doing so not only greatly reduces the financial risk for the county but would likely save more than \$100,000 or more *per facility* in course maintenance expense. Further, it would allow for optimal coordination between course maintenance and golf operations (although we did not get the sense that this is currently an issue at any of the facilities.)

However, such a move would likely incur the wrath of the unions. It would also present an issue as to what to do with current senior course management personnel, who may not want to transfer to a private operator (usually because of reduced benefits). The County also has the benefit of being able to offer full-time employment for many of its maintenance staff as they switch over to the ice arenas in the golf off-season. This can help attract and retain good employees.

Consideration should also be given to include capital equipment in future operating agreements (golf carts and potentially maintenance equipment, if maintenance is part of the contract).

This is another example of the profit center vs. amenity argument. If our goal is to increase profits, especially short-term, then both course maintenance and capital equipment would be included in the management contracts. However, in the amenity approach, where profitability is not a consideration, then course conditions takes precedence and maintaining control becomes more important.

Preferred Contract Model

Our preferred contract is the hybrid contract, similar in nature to the one we helped write for the City of Carrollton, Texas.

However, a lease may make sense if it is desired to have the operator participate in the capital improvements. This would not only reduce municipality's burden, but it can reduce the overall costs of these improvements. A capital lease, though, would require a long-term lease agreement (as is the case with Island Lakes and the golf dome). This is both good and bad. The good being that it provides a long-term solution for the golf operation and insures a positive cash flow to the County. Yet, municipalities tend to "forget" about facilities in these long-term deals so that problems are often ignored, which can result in both the county getting back a facility in distress at the end of the lease, and poor service to the community.

We recommend that a hybrid contract contain the following:

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- **Pooled Revenue:** The contract should not be based on a flat fee but should incentivize the contractor to maximize performance in a way that is best for the municipality. We feel the best way to accomplish this is to have *all* revenue (less cost-of-sales and apart from lessons) be considered equally and subject to the same revenue split.
- **Oversight:** The contract should contain an oversight mechanism that allows the municipality to inspect the operation on a regular basis (such as twice a year) and have set standards that the contractor should adhere to. If the contractor were not performing to standards, then there would be financial consequences. (We further suggest that these inspections be carried out by a qualified third party).

Single Vendor

Currently the County has five vendors for six facilities. Yet, there are some reasons why it would make sense to have a single operator, at least for the golf courses. These include:

- **Administrative:** One vendor, one contract is a lot easier (and less costly) to administer.
- **Customer Service:** Under a single vendor, there should be more consistency across facilities.
- **Marketing:** It is easier to brand, and more cost-effective to market, when there is only one vendor involved.
- **Merchandising:** Merchandising operations would be standardized across facilities. Further, the facilities would benefit from the combined buying power.
- **Operating Costs:** Operating costs are likely to be less as there are efficiencies to be gained with a single vendor.
- **Equipment/Personnel Sharing:** It is easier to share equipment and/or personnel. This can be extremely useful for large projects or in emergency situations. It can also reduce equipment costs as some of the more expensive but less used equipment can be shared across facilities.
- **Management:** Course policies would be standardized. There would likely be one person that would oversee the entire operation, which can improve management responsiveness.
- **Expertise:** Presumably, with multiple facilities, you would attract the interest of most of the large management companies in the country. They can provide additional expertise and resources that are not currently available.

On the other hand, the current operators are doing a great job. So, you do not necessarily want to eliminate them from consideration.

Our recommendation is to work with the operators to have all the current contracts expire at the same time. Then when an RFP is issued, provide the responders with the option of bidding on a single facility, multiple facilities, or all the facilities. The County can then evaluate the responses based on its needs at that time.

Other Considerations

Facility-Specific Projections

Our projections are facility-specific. In other words, they fail to show the impact of the other facilities' situation on the target facility. For example, if Manitou is reduced to nine-holes for renovations, one would expect that rounds at both Goodrich and Keller would go up during this period. But this is not shown. Nor is it shown the impact of a facility's degradation (under Status Quo) would likely have on the other courses.

The main reason for this is that when you consider four facilities, each with at least two different scenarios, and different timing options for each, you would end up with a seemingly endless number of possible combinations. This would be both cumbersome and confusing to the reader.

We also feel that the facility-specific approach is more conservative with regards to that facility's performance. Thus, it better allows for measuring the impact of the renovations on that facility.

Island Lake:

We do not talk much about Island Lake in this report (we do discuss it more in the full report) as it is currently under a capital lease. Yet we do need to acknowledge there has been some discussion of developing the property once the current lease expires. Clearly such a decision would be based on optimizing financial return as it is permanently removing an amenity from the system.

We hope that the County will consider the following in its decision making-process:

- **Profitable:** According to the operator, the facility is profitable, even after taking the \$75,000 annual lease payment into consideration.
- **Amenity Value:** Island Lake is a very valuable asset within RC Golf, even though its role is not being fully realized by the County. It is a great teaching facility, and the best facility in the system for juniors. It is also the most affordable golf facility in the system.
- **Outreach:** Island Lake has done an outstanding job in community outreach, with programming for many area schools, the local YMCA, and other community groups. It also has outstanding programming for juniors and seniors. And it is the only facility in the system with significant programming for the handicapped.

Debt Financing

It is highly likely that the County will use bonds to finance any major improvements to the golf courses. In our projections, we have assumed an interest rate of 3.3%, which we feel is conservative.

However, consideration may need to be given to using taxable bonds, instead of non-taxable. The reason is that with non-taxable bonds can limit the management options for the facilities.

Sirius Golf Advisors, LLC

With non-taxable bonds, the IRS places limits on a management company's ability to share in the *profitability* of the facility. This removes an important incentive and limits the types of contracts available.

Pavilions

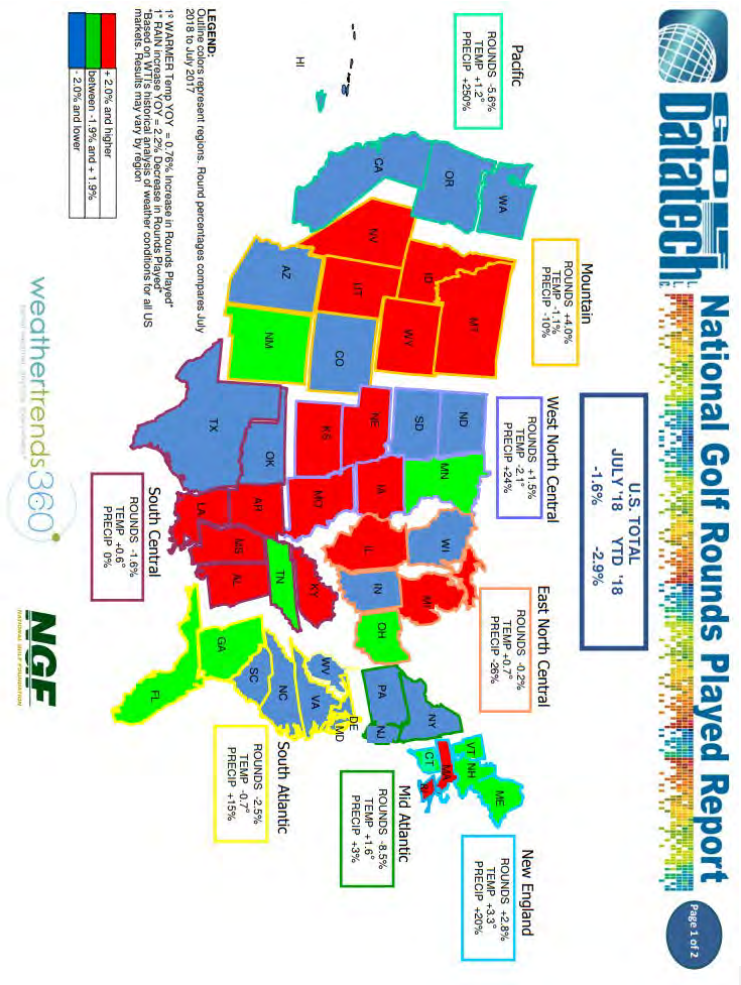
At both Goodrich and Manitou, we recommend considering adding Pavilions that could hold 150 guests or more. This will allow the facilities to host larger groups, such as tournaments and outings, and possibly weddings. These pavilions can cost between \$100,000 and \$250,000.

Rounds Reports

It should be noted that the round counts in this report have been adjusted from what has previously been disclosed by the Parks Department as some rounds were accidentally double counted – especially at Manitou. There were also errors in how rounds were categorized in the POS system at some of the courses.

APPENDICES

Appendix A: Trends





National Golf Rounds Played Report

Page 2 of 2

[illegible]

The percentages represent the differences in number of rounds played comparing July 2018 to July 2017. For more information contact Golf DataTech, golfroundsplayed@golfdatatech.com or call 407-944-4116

Appendix B: Golf Demand Summary

Summary of Demographics and Golf Demand

	Battlecreek		Goodrich		Islands	
	5 Mi	10 Mi	5 Mi	10 Mi	5 Mi	10 Mi
Summary Demographics						
Population 2017	209,407	652,778	259,997	729,047	177,791	1,037,642
Median HH Income	\$66,908	\$67,496	\$55,204	\$67,010	\$73,476	\$59,641
Median Age	34.8	35.8	33.7	36.1	41.4	34.5
# Households	74,995	251,527	96,814	282,678	73,534	408,146
Ethnicity						
% White	64.9%	68.9%	70.1%	71.9%	57.8%	70.1%
% African American	11.2%	11.0%	10.4%	11.7%	13.4%	10.4%
% Asian	14.5%	12.6%	12.5%	8.9%	20.2%	12.5%
% Other	9.5%	7.5%	7.1%	7.6%	8.6%	7.1%
% Hispanic	11.3%	8.3%	7.5%	7.3%	9.1%	7.5%
Golf Demand						
Golfing Households	15,558	52,987	18,603	61,335	18,183	78,835
% Participation	20.7%	21.1%	19.2%	21.7%	24.7%	19.3%
Projected Golfing Households 2022	16,598	55,881	19,589	64,458	18,967	83,443
% Growth	6.7%	5.5%	5.3%	5.1%	4.3%	5.8%
Number of Golfers	19,972	66,526	23,078	75,728	21,730	97,602
% Population	9.5%	10.2%	8.9%	10.4%	12.2%	9.4%
Rounds Potential	342,624	1,191,742	410,879	1,407,118	178,991	688,548
Rounds in market	172,902	749,226	220,474	845,883	178,991	688,548
Number of Latent Golfers	30,534	103,261	40,864	116,521	28,707	170,679
% Population	14.6%	15.8%	15.7%	16.0%	16.1%	16.4%
Demand Indices						
Household Participation Rate	150	153	139	157	179	140
Latent Demand	121	126	126	128	127	132

Summary of Demographics and Golf Demand

	Battlecreek		Goodrich		Islands	
	5 Mi	10 Mi	5 Mi	10 Mi	5 Mi	10 Mi
Rounds/Household	121	126	116	136	168	117
Golf Supply						
Total Facilities	6	24	6	30	7	23
Public	6	20	6	22	5	17
Private	0	4	0	8	2	6
Public by Price point						
Premium (>70)	2	3	1	2	0	1
Standard (\$40-\$69)	1	9	4	11	2	11
Value (<\$40)	3	8	1	9	3	5
Golf Holes						
Total	81	387	108	477	99	378
Public	81	315	108	333	63	270
% Public	100.0%	81.4%	100.0%	69.8%	63.6%	71.4%
Private	0	72	0	144	36	108
Non-Regulation (Par 3, Exec)	18	81	18	81	27	54
% Non-Regulation	22.2%	20.9%	16.7%	17.0%	27.3%	14.3%
Net Change						
Percentage Total Holes last 5 yrs.	-18.2%	-10.4%	0.0%	-5.4%	0.0%	-2.3%
Percentage Total Holes Last 10 yrs.	-18.2%	-14.0%	-14.3%	-8.6%	0.0%	-6.7%
Supply Demand Ratios						
Golfing Households per 18 Holes						
Total	3,457	2,465	3,101	2,315	3,306	3,754
Public	3,457	3,028	3,101	3,315	5,195	5,256
Premium	7,779	17,662	18,603	30,668	xx	78,835
Standard	15,558	5,578	4,651	5,576	9,092	7,167
Value	10,372	10,597	18,603	11,152	12,122	26,278
Private	xx	13,247	xx	7,667	9,092	13,139

Summary of Demographics and Golf Demand

	Battlecreek		Goodrich		Islands	
	5 Mi	10 Mi	5 Mi	10 Mi	5 Mi	10 Mi
Golfing Household Indices						
Total	280	199	251	187	267	304
Public	203	178	182	195	305	308
Premium	76	174	183	302	xx	775
Standard	394	141	118	141	230	182
Value	244	249	438	262	285	618
Private	xx	294	xx	170	202	292
Estimated Rounds/ In market Courses	38,423	34,848	68,480	53,099	32,544	32,788

Summary of Demographics and Golf Demand

	Keller		Manitou		Ramsey County	Minnesota	US
	5 Mi	10 Mi	5 Mi	10 Mi			
Summary Demographics							
Population 2017	293,760	853,318	160,169	602,634	544,964	5,531,375	324,310,011
Median HH Income	\$55,243	\$64,166	\$68,815	\$66,880	\$62,019	\$67,629	\$59,240
Median Age	34.1	35.4	38.6	36.3	35.2	38.3	38.1
# Households	109,931	337,959	62,421	231,637	211,524	2,196,972	124,506,607
Ethnicity							
% White	57.9%	69.2%	74.6%	68.7%	66.0%	83.0%	70.4%
% African American	13.4%	11.3%	7.1%	10.7%	12.0%	6.1%	13.3%
% Asian	20.3%	11.7%	12.6%	13.7%	14.7%	5.0%	5.7%
% Other	8.4%	7.8%	5.7%	7.0%	7.3%	5.9%	10.6%
% Hispanic	8.6%	7.8%	5.8%	7.2%	7.4%	5.3%	17.5%
Golf Demand							
Golfing Households	20,729	70,543	15,181	51,394	43,075	463,210	17,175,900
% Participation	18.9%	20.9%	24.3%	22.2%	20.4%	21.1%	13.8%
Projected Golfing Households 2022	21,713	74,322	15,922	53,972	44,918	490,001	17,934,830
% Growth	4.7%	5.4%	4.9%	5.0%	4.3%	5.8%	4.4%
Number of Golfers	25,029	86,163	18,353	63,932	52,036	585,580	23,832,510
% Population	8.5%	10.1%	11.5%	10.6%	9.5%	10.6%	7.3%
Rounds Potential	460,475	1,587,497	346,581	1,182,368	973,682	11,849,550	455,965,500
Rounds in market	250,987	872,787	244,371	693,136	481,909	12,511,170	455,965,000
Number of Latent Golfers	46,182	140,105	25,142	95,628	88,238	750,936	40,573,960
% Population	15.7%	16.4%	15.7%	15.9%	16.2%	13.6%	12.5%
Demand Indices							
Household Participation Rate	137	151	176	161	148	153	100
Latent Demand	128	130	124	126	129	109	100
Rounds/Household	114	128	152	139	129	109	100
Golf Supply							

Summary of Demographics and Golf Demand

	Keller		Manitou		Ramsey County	Minnesota	US
	5 Mi	10 Mi	5 Mi	10 Mi			
Total Facilities	7	31	8	24	16	438	14,754
Public	7	23	5	18	13	392	11,006
Private	0	8	3	6	3	46	3,748
Public by Price point							
Premium (>70)	0	1	0	1	0	26	1,393
Standard (\$40-\$69)	5	12	4	11	7	170	4,087
Value (<\$40)	2	10	1	6	6	196	5,526
Golf Holes							
Total	117	486	144	405	243	6,894	250,146
Public	117	342	90	297	189	6,093	181,458
% Public	100.0%	70.4%	62.5%	73.3%	77.8%	88.4%	72.5%
Private	0	144	54	108	54	801	68,688
Non-Regulation (Par 3, Exec)	27	90	18	72	45	801	20,277
% Non-Regulation	23.1%	18.5%	12.5%	17.8%	18.5%	11.6%	8.1%
Net Change							
Percentage Total Holes last 5 yrs.	0.0%	-5.3%	0.0%	-6.3%	0.0%	-5.4%	-5.3%
Percentage Total Holes Last 10 yrs.	-13.3%	-8.5%	-11.1%	-10.0%	-6.9%	-7.9%	-7.1%
supply Demand Ratios							
Golfing Households per 18 Holes							
Total	3,189	2,613	1,898	2,284	3,191	1,209	1,236
Public	3,189	3,713	3,036	3,115	4,102	1,368	1,704
Premium	xx	70,543	xx	51,394	xx	13,827	10,169
Standard	4,146	5,879	3,795	4,469	6,154	2,517	3,946
Value	13,819	11,757	15,181	12,849	12,307	3,828	4,253
Private	0	8,818	5,060	8,566	14,358	10,409	4,501
Golfing Household Indices							
Total	258	211	154	185	258	98	100

Summary of Demographics and Golf Demand							
	Keller		Manitou		Ramsey County	Minnesota	US
	5 Mi	10 Mi	5 Mi	10 Mi			
Public	187	218	178	183	241	80	100
Premium	xx	694	xx	505	xx	136	100
Standard	105	149	96	113	156	64	100
Value	325	277	357	302	289	90	100
Private	xx	196	112	190	319	231	100
Estimated Rounds/ In market Courses	38,613	32,325	30,546	30,806	35,697	32,666	32,809

Appendix C: Infrastructure Life Expectancies

These are the expected life expectancies for various components of a golf course. These have been adjusted for the MSP climate area.

Goodrich

GOLF COURSE INFRASTRUCTURE LIFE EXPECTANCIES							
Goodrich Golf Course							
Project	Qty	Min	Max	Built	Age	Min Left	Max Left
Rebuild greens/collars/surrounds							
USGA/California/sand-based (No. 12, 17)	3	20	35	2008	11	9	24
USGA/California/sand-based (No. 15)	1	20	36	2010	9	11	26
USGA/California/sand-based (No. 6,10)	1	20	35	1997	22	-2	13
Push-up -1960	15	20	50	1960	59	-39	-9
Regrass Greens/collars							
USGA/California/sand-based	5	12	25	2008	11	1	14
Push-up	14	12	25	1960	59	-7	-2
Rebuild tees/surrounds							
-Vintage 2010 (8, 9)	2	15	20	2008	11	4	9
Hole #10	16	15	20	1997	22	-7	-2
Turf							
Tees	12	15	1960	59		-47	-44
Fairways	12	15	1960	59		-47	-44
Approaches	12	15	1960	59		-47	-44
Collection areas	12	15	1960	59		-47	-44
Maintained roughs	20	25	1960	59		-47	-44
Intermediate roughs	12	15	1960	59		-47	-44

GOLF COURSE INFRASTRUCTURE LIFE EXPECTANCIES						
Goodrich Golf Course						
Native roughs/natural areas	20	25	1960	59	-39	-34
Bunkers						
Rebuild bunkers/surrounds	15	20	1960	59	-44	-39
Replace sand	8	12	1960	59	-51	-47
Replace drainage piping/liners	8	12	1960	59	-51	-47
Irrigation system						
Replace controllers/wiring/sprinkler heads/swing joints	10	12	1960	59	-49	-47
Replace PVC piping/valves/fittings	27	30	1960	59	-32	-29
Replace pump station/fertigation	12	15	1960	59	-47	-44
Drainage (fairways/roughs)						
Replace corrugated metal pipe	25	30	1960	59	-34	-29
Replace corrugated single-wall pipe	25	30	1960	59	-34	-29
Replace PVC/double-wall pipe	25	35	1960	59	-34	-29
Cart paths						
Replace asphalt (Piecemeal)	12	15	1990	29	-17	-14
Lakes						
Dredging Off Stream	15	20	2008	11	4	9
Rebuild lake edges	15	25	2008	11	4	14
Replace pine straw/wood mulch						
Replace Mulch	1	2	1990	29	-28	-27

Manitou Ridge**GOLF COURSE INFRASTRUCTURE LIFE EXPECTANCIES****Manitou Ridge Golf Course**

Component	Qty	Min	Max	Built	Age	Min Left	Max Left
Rebuild greens/collars/surrounds							
USGA/California/sand-based							
-Vintage 1978	4	20	35	1978	41	-21	-6
-Vintage 1980-s	5	20	35	1985	34	-14	1
-Vintage 1990's	7	20	35	1995	24	-4	11
Push-up -1927	5	20	50	1927	92	-72	-42
Regrass Greens/collars							
USGA/California/sand-based		12	25	1990	29	-17	-4
Push-up		12	25	1990	29	-17	-4
Rebuild tees/surrounds							
-Vintage 1978	4	15	20	1978	41	-26	-21
-Vintage 1980-s	5	15	20	1985	34	-19	-14
-Vintage 1990's	7	15	20	1995	24	-9	-4
Push-up -1927	5	15	20	1927	92	-77	-72
Turf							
Tees		12	15	1990	29	-17	-14
Fairways		12	15	1978	41	-29	-26
Approaches		12	15	1990	29	-17	-14
Collection areas		12	15	1990	29	-17	-14
Maintained roughs		20	25	1978	41	-21	-16

GOLF COURSE INFRASTRUCTURE LIFE EXPECTANCIES								
Manitou Ridge Golf Course								
Component	Qty	Min	Max	Built	Age	Min Left	Max Left	
Intermediate roughs	12	15	1978	41	-29	-26		
Native roughs/natural areas	20	25	1978	41	-21	-16		
Bunkers								
Rebuild bunkers/surrounds	15	20	2005	14	1	6		
Replace sand	8	12	2005	14	-6	-2		
Replace drainage piping/liners	8	12	2005	14	-6	-2		
Irrigation system								
Replace controllers/wiring/sprinkler heads/swing joints	10	12	1990	29	-19	-17		
Replace PVC piping/valves/fittings	27	30	1990	29	-2	1		
Replace pump station/fertigation	12	15	1990	29	-17	-14		
Drainage (fairways/roughs)								
Replace corrugated metal pipe	25	30	1990	29	-4	1		
Replace corrugated single-wall pipe	25	30	1990	29	-4	1		
Replace PVC/double-wall pipe	25	35	1990	29	-4	6		
Cart paths								
Replace asphalt	12	15	1990	29	-17	-14		
Lakes								
Rebuild lake edges	15	25	1990	29	-14	-4		
Replace pine straw/wood mulch	1	2	1990	29	-28	-27		
Driving range								
Re-level/regrass practice tee	8	12	1978	41	-33	-29		
Rebuild practice tee	12	15	1978	41	-29	-26		

GOLF COURSE INFRASTRUCTURE LIFE EXPECTANCIES

Manitou Ridge Golf Course

Component	Qty	Min	Max	Built	Age	Min Left	Max Left
Regrass practice fairway/rough		12	15	1978	41	-29	-26
Short game practice area							
Regrass greens		12	15	1990	29	-17	-14
Rebuild greens		20	35	1990	29	-9	6
Regrass tees/fairways/roughs		12	15	1990	29	-17	-14
Replace bunker sand		8	12	1990	29	-21	-17
Rebuild bunkers/surrounds		15	20	1990	29	-14	-9

Appendix D: Course Routing Proposals

Appendix E: Cash Flow Projections

MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Parks & Recreation

PROJECT TITLE: Golf Study Project

COMMENTS:

“Support. Keep those golfers spending their money on Ramsey County.”

“Informed by the Golf Study, major investments of \$3.67 million for Manitou and \$2.43 million should only be undertaken after Ramsey County has determined its long term strategic direction for all the golf courses it owns in Ramsey County.”

“Follow study relevancy of golf.”

“Not sure of the value of adding a 4th tee box. In favor of irrigation replacement fund, but not all.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks & Recreation/660000

Project Title or

Item: Vadnais Lake Trail

PROJECT DESCRIPTION: (Attach supporting documents.)

This project would provide valuable trail connections desired by the Parks and Recreation department, and the City of Vadnais Heights. The City of Vadnais Heights had contacted the Parks department in efforts to increase trail connections to the existing trail system within Vadnais Snail Lake Regional Park (Vadnais Lake section) to adjacent neighborhoods on the east and south side of Vadnais Lake along Edgerton Street and Vadnais Lake Boulevard. The proposed 3-mile trail is planned to be an off-road trail that will be designed for a seperated 10-foot wide multiuse trail and bicycle facility consisting of bituminous pavement, potential bridging structure (boardwalk or other bridging structure), fencing, landscaping and restoration, signage, and site amenities. Anticipated costs include design and engineering, implementation costs, and contingencies. Potential partnerships between the County and the City of Vadnais Heights is anticipated for segments of the trail for design and development, and implementation of the trail.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 4,667,120	\$ -	\$ -	\$ -	\$ -	\$ 4,667,120	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 4,667,120	\$ -	\$ -	\$ -	\$ -	\$ 4,667,120	\$ -

PREVIOUS PROJECT FUNDING:

	<u>No</u>	<u>Yes</u>	<u>IF YES:</u>	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
					\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

This project did not request funding in 2020 or 2021.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

This is a new development/asset project. This is a 3-mile project that planned to be located on the east and south side of Vadnais Lake on Edgerton Street and Vadnais Lake Boulevard. This trail project would connect existing neighborhood to the trail system within the Vadnais Lake section of the regional park.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The proposed trail location is located within Vadnais Heights along Edgerton Street and Vadnais Lake Boulevard. Dependent on the final location of the alignment, it is anticipated that the trail would be located within Ramsey County ROW (Vadnais Boulevard), City of Vadnais Heights ROW (Edgerton Street), and with the Vadnais Lake section of the regional park (owned by St. Paul Regional Water Service, operated by the Ramsey County Parks department). It is anticipated an easement may be required along Vadnais Boulevard by the Academy for Science and Agriculture High School to allow trail access due to existing conditions.

3. Are there alternative sites?

Alternative trail alignments for segments of the trail have been conceptually analyzed for areas along Edgerton Street, Vadnais Boulevard, and within the regional park. Additional site investigation and analysis is required for define the preferred trail alignment location.

4. What is the estimated size?

a. Building square footage

N/A

b. Acres of land needed

The extension of trail is approximately 3 miles in length

c. Is parking space required? How much?

N/A

5. How is the space to be utilized?

The space will be utilized for a 3-mile regional trail extension along Edgerton Street and Vadnais Boulevard.

a. Office space square footage

N/A

b. Program space square footage

N/A

6. How many employees will occupy the space?

a. Current Staff

N/A

b. New positions/staff needed

N/A

7. Who provided the cost estimate? When?

Planning and Development staff

a. Describe experience/qualifications of the vendor who prepared cost estimates.

The cost estimate and development concept was prepared by Scott Yonke, Director of Planning and Development and Brett Blumer, staff landscape architect. Both Scott and Brett are Professional Landscape Architects and have over 19 years each of experience in designing public/private recreation facilities.

8. For how long is the cost estimate valid?

The conceptual design estimate was prepared in December 2018. It is anticipated there will be additional costs beyond 2019 for material, construction activities, and potential acquisition. A inflation number of \$179,505 per year beyond 2019 has been incorporated into the overall concept estimate.

9. When does the project need to begin?

Dependent on funding, it is anticipated the project would begin in 2025.

10. Who will oversee the project?

a. County staff - Describe experience

Project oversight/management will be provided by Scott Yonke, Director of Planning and Development and direct project management tasks for site design and construction management will be provided by Brett Blumer, staff Landscape Architect. Both Scott and Brett are Professional Landscape Architects and have over 19 years each of experience in designing public/private recreation facilities.

b. Outside consultant - Describe experience

It is likely a engineering consultant will need to be part of the trail design and construction activities relating to engineering and structural design components for the trail project. County staff will follow Ramsey County procurement policies for selection of outside design/engineering consultants.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land (potential easement)	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Architect & Engineering	\$ 483,503	-	-	-	-	483,503	-
Construction (spring 2025)	\$ 2,485,032	-	-	-	-	2,485,032	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Other (Design & Construction Contingencies)	\$ 571,557	-	-	-	-	571,557	-
Other (Inflation cost)	\$ 1,077,028	-	-	-	-	1,077,028	-
	\$ 4,667,120	\$ -	\$ -	\$ -	\$ -	\$ 4,667,120	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Currently, there is no pedestrail or trail facilities located along Edgerton Street and Vadnais Boulevard. In order to connect neighborhoods on the east and south side of Vadnais Lake to the regional park, a pedestrian/trail facility is needed. This connection has been identified in the Ramsey County Bike and Pedestrian Master Plan and complies with the Ramsey County All-Abilities Transportation Policy.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

There are no safe pedestrian facilities located along Edgerton Street and Vadnais Boulevard. The trail project will provide a multi-modal facility that currently does not exist today and eliminates major gap and significant barrier for residents with the City of Vadnais Heights located east and south of Vadnais Lake.

3. What are the positive aspects of the current building and/or site?

The proposed trail location along Edgerton Street and Vadnais Boulevard is adjacent to Vadnais Snail Lakes Regional Park (Vadnais Lake section). The trail will provide much needed access for residents in neighborhoods to the east and south of Vadnais Lake to the regional park for additional recreational opportunities.

4. Who performed the functional analysis? Qualifications?

The functional analysis has been completed by Planning and Development staff and selected consultants associated with the preliminary design study, and preparation of final construction plans.

5. What other alternatives have been explored? Describe

Other trail alignment segments were explored to provide a trail facility along Edgerton Street and Vadnais Boulevard. Due to existing conditions within both street right-of-ways and within the adjacent regional park, several constraints eliminated segment alternatives. The proposed conceptual alignment takes into account of existing conditions in efforts to provide a functional off-road trail system.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

Residents east and west of Vadnais Lake will not have a safe pedestrian facility to access the regional park. The message sent to residents with Vadnais Heights is perceived negatively that they are not a priority.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

N/A

3. How are current operating costs being affected?

Additional maintenance and operation such as pavement maintenance, trash pickup, snow removal will be required since this is a new trail section. However, operating costs will be similar to the existing trails within the park system.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

This project is planned to start in 2024 for design/engineering, and potential easement acquisition. Construction is anticipated for the 2025 in the spring. This funding request is programmed to align with potential City of Vadnais partnership funding. Additionally, if the project is extended out beyond 2025, additional cost will be incurred in all project aspects.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

The project will not require additional staff positions.

2. Are there any future cost savings?

Future cost savings could be achieved through partnerships with other municipal agencies for implementation, maintenance and operation needs. Additional cost savings may be achieved through sustainable material selection.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

Similar to current cost levels or reduced slightly due to improved conditions for other trail systems within the County Park system.

b. Heating/Cooling/Lighting or other Energy-related costs

N/A

4. Are there any federal/state laws mandating increased operating costs?

No

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

COST	Source	Amount	Year		Source	Amount	Year
a. Design and Construction Costs	Potential Partnership funding by City of Vadnais Heights		2024-2025			\$ -	
b. Maintenance	Potential Partnership funding by City of Vadnais Heights	- TBD				-	
c. Operating Costs	Potential Partnership funding by City of Vadnais Heights	- TBD				-	
d. Staff Costs		-				-	
e. Replacement	Potential Partnership funding by City of Vadnais Heights	- TBD				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

Edgerton Trail Ext Design Estimate

Vadnais-Edgerton Schematic Trail Alignment

Segment A - Potential City Partnership					
Item	Unit	Total Quantity	Unit Price	Total Cost	
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	20,000	\$ 1.00	\$	20,000
Erosion control - silt fence or bio roll	LF	2,000	\$ 2.50	\$	5,000
3" Bit. 10ft wide trail - 2 ft shoulder	TON	185	\$ 120.00	\$	22,200
Trail Base	TON	400	\$ 30.00	\$	12,000
Restoration hydro seeding	SF	20,000	\$ 0.30	\$	6,000
Signage	EA	4	\$ 200.00	\$	800
Subtotal Segment A				\$	66,000
Segment B - Potential City Partnership					
Option A					
Item	Unit	Total Quantity	Unit Price	Total Cost	
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	20,000	\$ 1.00	\$	20,000
Erosion control - silt fence or bio roll	LF	1,000	\$ 2.50	\$	2,500
3" Bit. 10ft wide trail - 2 ft shoulder	TON	130	\$ 120.00	\$	15,600
Trail Base	TON	260	\$ 30.00	\$	7,800
Retaining Wall	SF	10,000	\$ 65.00	\$	650,000
Bike Guardrail	LF	700	\$ 175.00	\$	122,500
Restoration hydro seeding	SF	20,000	\$ 0.30	\$	6,000
Signage	EA	5	\$ 200.00	\$	1,000
Subtotal Segment B, Align A				\$	825,400
Option B					
Item	Unit	Total Quantity	Unit Price	Total Cost	
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	20,000	\$ 1.00	\$	20,000
Erosion control - silt fence or bio roll	LF	1,000	\$ 2.50	\$	2,500
3" Bit. 10ft wide trail - 2 ft shoulder	TON	130	\$ 120.00	\$	15,600
Trail Base	TON	260	\$ 30.00	\$	7,800
Bridge - 100LF	LS	1	\$ 175,000.00	\$	175,000
Bike Guardrail	LF	60	\$ 175.00	\$	10,500
Restoration hydro seeding	SF	20,000	\$ 0.30	\$	6,000
Signage	EA	5	\$ 200.00	\$	1,000
Subtotal Segment B, Align B				\$	238,400
Segment C					
Item	Unit	Total Quantity	Unit Price	Total Cost	
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	20,000	\$ 1.00	\$	20,000
Erosion control - silt fence or bio roll	LF	2,000	\$ 2.50	\$	5,000
3" Bit. 10ft wide trail - 2 ft shoulder	TON	185	\$ 120.00	\$	22,200
Trail Base	TON	400	\$ 30.00	\$	12,000
Boardwalk	LF	150	\$ 750.00	\$	112,500
Structure or boardwalk	LF	130	\$ 800.00	\$	104,000
Restoration hydro seeding	SF	20,000	\$ 0.30	\$	6,000
Signage	EA	2	\$ 200.00	\$	400
Subtotal Segment C				\$	282,100
Segment D					
Item	Unit	Total Quantity	Unit Price	Total Cost	
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	15,000	\$ 1.00	\$	15,000
Erosion control - silt fence or bio roll	LF	1,000	\$ 2.50	\$	2,500
3" Bit. 10ft wide trail - 2 ft shoulder	TON	100	\$ 120.00	\$	12,000
Trail Base	TON	200	\$ 30.00	\$	6,000
Restoration hydro seeding	SF	20,000	\$ 0.30	\$	6,000
Signage	EA	2	\$ 500.00	\$	1,000
Subtotal Segement D				\$	42,500
Segment E					
Item	Unit	Total Quantity	Unit Price	Total Cost	
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	10,000	\$ 1.00	\$	10,000
Erosion control - silt fence or bio roll	LF	500	\$ 2.50	\$	1,250
3" Bit. 10ft wide trail - 2 ft shoulder	TON	60	\$ 120.00	\$	7,200
Trail Base	TON	120	\$ 30.00	\$	3,600
Retaining Wall	SF	1,000	\$ 65.00	\$	65,000
Bike Guardrail	LF	175	\$ 175.00	\$	30,625
Structure or boardwalk	LF	80	\$ 800.00	\$	64,000
Restoration hydro seeding	SF	10,000	\$ 0.30	\$	3,000
Signage	EA	4	\$ 500.00	\$	2,000
Subtotal Segement E				\$	186,675
Segment F					

Item	Unit	Total Quantity	Unit Price	Total Cost
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	14,000	\$ 1.00	\$ 14,000
Erosion control - silt fence or bio roll	LF	2,000	\$ 2.50	\$ 5,000
3" Bit. 10ft wide trail - 2 ft shoulder	TON	145	\$ 120.00	\$ 17,400
Trail Base	TON	300	\$ 30.00	\$ 9,000
Retaining Wall	SF	4,200	\$ 65.00	\$ 273,000
Bike Guardrail	LF	700	\$ 175.00	\$ 122,500
Restoration hydro seeding	SF	14,000	\$ 0.30	\$ 4,200
Signage	EA	2	\$ 500.00	\$ 1,000
Subtotal				\$ 446,100
Segment G - Potential City Partnership				
Item	Unit	Total Quantity	Unit Price	Total Cost
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	30,000	\$ 1.00	\$ 30,000
Erosion control - silt fence or bio roll	LF	2,000	\$ 2.50	\$ 5,000
3" Bit. 10ft wide trail - 2 ft shoulder	TON	275	\$ 120.00	\$ 33,000
Trail Base	TON	600	\$ 30.00	\$ 18,000
Restoration hydro seeding	SF	30,000	\$ 0.30	\$ 9,000
Signage	EA	2	\$ 500.00	\$ 1,000
Subtotal Segment G				\$ 96,000
Segment H				
Item	Unit	Total Quantity	Unit Price	Total Cost
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	20,000	\$ 1.00	\$ 20,000
Erosion control - silt fence or bio roll	LF	2,000	\$ 2.50	\$ 5,000
3" Bit. 10ft wide trail - 2 ft shoulder	TON	201	\$ 120.00	\$ 24,120
Trail Base	TON	400	\$ 30.00	\$ 12,000
Restoration hydro seeding	SF	20,000	\$ 0.30	\$ 6,000
Signage	EA	4	\$ 500.00	\$ 2,000
Subtotal Segment H				\$ 69,120
Segment I				
Item	Unit	Total Quantity	Unit Price	Total Cost
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	50,000	\$ 1.00	\$ 50,000
Erosion control - silt fence or bio roll	LF	8,000	\$ 2.50	\$ 20,000
3" Permeable Bit. 10ft wide trail - 2 ft shoulder	TON	775	\$ 135.00	\$ 104,625
Trail Base	TON	1,800	\$ 30.00	\$ 54,000
Restoration hydro seeding	SF	52,000	\$ 0.30	\$ 15,600
Signage	EA	2	\$ 500.00	\$ 1,000
Subtotal Segment I				\$ 245,225
		Subtotal all segments		\$ 2,259,120
		Mobilization		\$ 225,912
Total Construction (inclds Segment B Option A)				\$ 2,485,032
Project Design and Overhead				
Civil Site Design, Engineering consultant				\$ 100,000
Internal design costs staff overhead 5%				\$ 124,252
Site investigation - Soils				\$ 30,000
Survey - Topographic				\$ 40,000
Permits				\$ 5,000
Tree Removal- trimming				\$ 25,000
Archeological study				\$ 15,000
Stormwater mitigation - 5%				\$ 124,252
Construction testing - conc., compaction, soils verification, etc				\$ 20,000
Sub-Total Overhead Design				\$ 483,503
Design Contingency 3%				\$ 74,551
Construction Contingency 20% of Total Construction				\$ 497,006
Potential easement acquisition				\$ 50,000
Total Project Complete				\$ 3,590,093
Yearly inflation costs				\$ 179,505
Yearly inflation costs total for year 2025				\$ 1,077,028
Total Project Cost including inflation for 2025				\$ 4,667,120





RAMSEY COUNTY

RAMSEY COUNTY PARKS AND RECREATION

2015 N. VAN DYKE STREET
MAPLEWOOD, MN 55109
TEL (651) 748-2500
FAX (651) 748-2508

CONTACT INFORMATION:

B. Gus Blumer, Landscape Architect
2015 N. Van Dyke Street
Maplewood, MN 55109
brett.blumer@co.ramsey.mn.us
651.748.2500

I hereby certify that this plan, specification or report was prepared by me or under my direct supervision and that I am a duly Licensed Landscape Architect under the laws of the State of Minnesota.

Registration: Landscape Architect
State: Minnesota
Number: 42944
Signature: B. Gus Blumer

NO.	DATE:	DESCRIPTION:
1	4/18/12	XX DOCUMENTS

DESIGN PHASE:

REVIEW DOCUMENTS

EAST VADNAIS LAKE TRAIL - EDGERTON EXTENSION

VADNAIS LAKE TRAIL DEVELOPMENT PROJECT

RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT

VADNAIS - SNAIL REGIONAL PARK

DATE: NOVEMBER 2017

DESIGNED BY: BGB
DRAWN BY: BGB
CHECKED BY: SAY



TITLE

OVERALL CONCEPT PLAN

RW 1.0

SHEET 1 OF 5

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Parks & Recreation

PROJECT TITLE: Vadnais Lakes Trail

COMMENTS:

“This 3-mile trail around Vadnais Lake is a great project but approval of the \$4.67 million funding should wait until a partnership with the City of Vadnais Heights and state funding are explored and structured. The funding required may be significantly revised as a result of these negotiations.”

“Trial improvements/extensions are always good. This is a relatively low foot-traffic area, but road is curvy & little shoulder.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks & Recreation/660000

Project Title or

Item: Arena Regulatory Compliance

PROJECT DESCRIPTION: (Attach supporting documents.)

This project consists of capital life-cycle replacements, infrastructure for new refrigerant systems required due to environmental regulations, and Americans with Disabilities Act ("ADA") required modifications to Shoreview, and White Bear Lake arenas. Specific components include: Shoreview Arena - exterior cladding to address masonry wall system at the end of its useful life (cracked masonry walls, failing foundation walls on northwest side, and water intrusion issues); overlay of membrane roofing system over existing, leaky metal roof at the end of useful life; piping and infrastructure for refrigerant system replacement; remodel of lobby and locker room spaces for ADA compliance. White Bear Lake Arena - paving of gravel parking lot; piping and infrastructure for refrigerant system replacement; remodel of lobby and locker room spaces for ADA compliance.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING									
		2020		2021		2022		2023		2024	2025
County Funds	\$ 4,138,818	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,138,818
Federal Funds	\$ -	-	-	-	-	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-	-	-	-	-
Total Project Funding	\$ 4,138,818	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,138,818

PREVIOUS PROJECT FUNDING:

Place a Check mark in the Correct Box:	No	Yes	IF YES:	Year(s)	Amount	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
		x		2018-2019	\$ 3,254,450	County Funds
				2018-2019	\$ 600,000	potential State Funds
					\$ -	

CIPAC Comments Attached.

County Manager Comments:

This project did not request funding in 2020 or 2021.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

This project is a major renovation of 2 existing ice arenas to bring them up to code and regulatory compliance, complete scheduled maintenance projects, and modernize the level of service provided to arena users and the public.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The County owns both arena sites: Shorview Arena, at 877 Highway 96 in Shoreview; White Bear Lake Arena, at 2160 Orchard Lane in White Bear Lake.

3. Are there alternative sites?

n/a

4. What is the estimated size?

a. Building square footage

Both arenas are approximately 26,000 square feet.

b. Acres of land needed

n/a

c. Is parking space required? How much?

No additional parking spaces will be required as a result of this project.

5. How is the space to be utilized?

Locker rooms, common spaces (lobbies and restrooms), mechanical rooms, administrative spaces, ice rink.

a. Office space square footage

n/a

b. Program space square footage

n/a

6. How many employees will occupy the space?

a. Current Staff

During hours of operation there are between 1 and 2 full-time staff on each site.

b. New positions/staff needed

none

7. Who provided the cost estimate? When?

Estimates were provided in January 2017 by McKinstry-Essention, Inc., RAK Construction, and Parks staff. These estimates were updated in January 2019 to reflect current understanding and escalation for the project being pushed out.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

McKinstry is a full-service national energy efficiency contractor. Their Minnesota office specializes in ice arena projects, with a particular focus on refrigeration and energy-efficiency retrofits. Relevant recent projects include City of New Hope ice arena, City of Brooklyn Park ice arena, City of Rochester Civic Center. McKinstry was the selected contractor for the Department's Aldrich Arena HVAC conversion project, completed in November 2017.

8. For how long is the cost estimate valid?

Construction anticipated for 2025-26.

9. When does the project need to begin?

Design work needs to begin in summer 2025 so that construction can begin spring 2026 (arena off-season)

10. Who will oversee the project?

a. County staff - Describe experience

Ryan Ries will serve as project manager. He is the Department's Facilities and Sustainability Direction and has managed several large construction projects for the Department, as well as many projects in the private sector prior to coming to the County.

b. Outside consultant - Describe experience

A design build contractor, selected through a competitive solicitation process, would have construction management responsibilities.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 413,882	-	-	-	-	-	413,882
Construction	\$ 3,724,936	-	-	-	-	-	3,724,936
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 4,138,818	\$ -	\$ -	\$ -	\$ -	\$ -	4,138,818

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

This project is necessary for several reasons. First, the refrigerant currently used in all but one Ramsey County arenas, R-22, will no longer be manufactured as of 2020 per EPA regulations. The County is recommending a natural refrigerant, ammonia, as a replacement. Any replacement refrigerant requires significant revisions to the refrigeration plant. Second, the County hired a consultant to assess its facilities for ADA compliance, and significant deficiencies were identified across the arena system. Third, there are several capital maintenance items that have reached the end of their useful life and need to be replaced.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

Both facilities have significant accessibility deficiencies. This project would make each facility ADA compliant. Also, the facilities currently utilize HFC (hydrofluorocarbon) refrigerants, which have negative impacts on the environment and are being phased out by the EPA.

3. What are the positive aspects of the current building and/or site?

The facilities are clean, safe, and well-maintained.

4. Who performed the functional analysis? Qualifications?

The County has been analyzing the R-22 phaseout for several years. In 2015 The Board of Commissioners created an Arena Task Force to study the current state and long-term feasibility of the County arena system. This task force spent 2016 studying issues around the arena system, including the R-22 phaseout and capital needs. Department staff participated in these discussions as appropriate, and worked with industry experts to develop estimates. Additionally, another consultant, Recreation Accessibility Consultants, provided the in-depth ADA compliance study and report of recommendations.

5. What other alternatives have been explored? Describe

The Arena Task Force explored scenarios around alternative refrigerants, prioritization of arenas, consolidation/expansion of arena system, phasing of projects, and other alternatives. The work proposed in this project follows the ultimate recommendations made by the Task Force, in their recommended order of priority.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

As a result of its ADA noncompliance, the County is open to the risk of a claim or suit from the Department of Justice. Supply of R-22 will continue to dwindle in anticipation of the 2020 phaseout, and costs will increase. Deferring scheduled maintenance will increase maintenance costs.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

n/a

3. How are current operating costs being affected?

R-22 will no longer be manufactured after 2020. The price of R-22 in 2016 tripled vs. 2015, so the market is already responding to the upcoming phase-out. The longer this project is deferred, the more expensive it will be to operate current facilities.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

Continued non-compliance with ADA subjects the County to complaints and possible Department of Justice investigations. R-22 will no longer be manufactured, so the supply will drastically decrease and in the case of an emergency, the Department may not be able to procure R-22 in a timely fashion which could lead to the inability to make ice. This negatively

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS

1. Estimated cost of new staff positions needed. When? Is/will funding be available?

n/a

2. Are there any future cost savings?

n/a

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:

- a. Maintenance/Custodial

no change

- b. Heating/Cooling/Lighting or other Energy-related costs

no change

4. Are there any federal/state laws mandating increased operating costs?

n/a

E. IMPACT ON FUTURE REVENUES

1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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Ramsey County Parks & Recreation

Arena Regulatory Compliance Estimates

Shoreview

Regulatory Compliance	<u>Size (sq ft)</u>	<u>Unit cost</u>	<u>Cost</u>
Façade	14,000	\$20	\$280,000
Lobby - ADA updates	875	\$170	\$148,750
Locker rooms - ADA updates	1,260	\$100	\$126,000
Roofing	33,000	\$7.00	\$231,000
Refrigerant Upgrade			\$1,000,000
<i>Building Modernization Subtotal - 2019 dollars</i>			<i>\$1,785,750</i>
<i>Building Modernization Subtotal - 2025 dollars</i>			<i>\$2,393,076</i>

White Bear Lake

Regulatory Compliance	<u>Size (sq ft)</u>	<u>Unit cost</u>	<u>Cost</u>
Parking lot	33,000	\$3	\$112,200
Lobby - ADA updates	550	\$170	\$93,500
Locker rooms -ADA updates	970	\$100	\$97,000
Refrigerant Upgrade			\$1,000,000
<i>Building Modernization Subtotal - 2019 dollars</i>			<i>\$1,302,700</i>
<i>Building Modernization Subtotal - 2025 dollars</i>			<i>\$1,745,743</i>

	<u>Total Cost</u>
Regulatory Compliance Package	\$4,138,818

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Parks & Recreation

PROJECT TITLE: Arena Regulatory Compliance

COMMENTS:

“Need to bring up to code - Hockey arenas bring on and provide popular sport for boys and girls!!”

“There will be expenses for these projects in the future and should not be delayed for too long.”

“Need to move forward to stay current.”

“30% cost increase from 2019 to 2025? Update refrigerant & foundation maintenance.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation/660000

Project Title or

Item: Bituminous Pavement Maintenance Project

PROJECT DESCRIPTION: (Attach supporting documents.)

Bituminous repair and replacement is an ongoing need of the Parks and Recreation Department that needs a consistent ongoing funding source. State funding is available for repair and maintenance of parking lots and trails of regional parks, but there is not a similar funding source for county parks, golf courses and arenas bituminous needs. There are 40 acres of parking lots, four miles of county park trails and 5 miles of golf cart paths. These should all be repaired and replaces based on a replacement schedule. Maintenance includes seal coating, crack sealing, mill and overlay, and patching of existing bituminous parking lots, trails, and drive areas. The maintenance needs were assessed in 2014 using the Pacer index rating system to determine life cycle. This request reflects the facilities and the maintenance schedule. This request will include all the backlog of bituminous needs and then annual funding would be required to meet the maintenance schedule. Funding is requested beginning in 2019 and ongoing, as the request for the Aldrich Arena Watermain and Pavement Maintenance project is requested in 2018.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 2,395,938	\$ -	\$ 1,396,485	\$ 260,974	\$ 105,688	\$ 259,512	\$ 373,279
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 2,395,938	\$ -	\$ 1,396,485	\$ 260,974	\$ 105,688	\$ 259,512	\$ 373,279

PREVIOUS PROJECT FUNDING:

	<u>No</u>	<u>Yes</u>	<u>IF YES:</u>	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:	<input checked="" type="checkbox"/>	<input type="checkbox"/>			\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$1,000,000 in 2021.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

This project is a renovation/maintenance of existing facilities with bituminous pavements.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The sites are located across the County at multiple Parks and Recreation facilities. The sites included in this request are at County Park and Golf Course facilities. Pavements at Regional Parks & Trails are funded through state and other sources.

3. Are there alternative sites?

NA

4. What is the estimated size?

a. Building square footage

NA

b. Acres of land needed

NA

c. Is parking space required? How much?

NA

5. How is the space to be utilized?

Bituminous pavements included here serve as parking lots at golf course clubhouses and driving ranges; in-park trails used for walking, bicycling, and other recreational uses; boat launch parking lots; picnic shelter parking lots; beach parking lots; park and golf course entrance roads; and other miscellaneous paving.

a. Office space square footage

N/A

b. Program space square footage

N/A

6. How many employees will occupy the space?

a. Current Staff

None

b. New positions/staff needed

None

7. Who provided the cost estimate? When?

The cost estimate and development concept was provided by Planning and Development staff in January 2017.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

The cost estimate and development concept was prepared by Scott Yonke, Director of Planning and Development and Brett Blumer, staff landscape architect. Both Scott and Brett are Professional Landscape Architects and have over 15 years each of experience in designing public/private recreation facilities.

8. For how long is the cost estimate valid?

The cost estimate has been prepared anticipating construction in 2018. The estimate may need to be updated for years beyond 2018 for current construction pricing. Any estimate updates will be provided by Planning and Development staff.

9. When does the project need to begin?

The project is anticipated to begin in 2018

10. Who will oversee the project?

a. County staff - Describe experience

Project oversight/management will be provided by Scott Yonke, Director of Planning and Development and direct project management tasks for site design and construction management will be provided by Brett Blumer, staff Landscape Architect. Both Scott and Brett are Professional Landscape Architects and have over 15 years each of experience in designing public/private recreation facilities.

b. Outside consultant - Describe experience

NA

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 239,593		139,648	26,097	10,569	25,951	37,328
Construction	\$ 2,156,345		1,256,837	234,877	95,119	233,561	335,951
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Other: Owner Site Amenity Items			-	-	-	-	-
	\$ 2,395,938	\$ -	\$ 1,396,485	\$ 260,974	\$ 105,688	\$ 259,512	\$ 373,279

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

In 2014, Ramsey County staff conducted a bituminous condition survey using the Paving PASER Index to rate the existing bituminous pavements at all parks and recreation facilities in the county. The survey took into account when the facilities were constructed and when the last known maintenance was performed. A lifecycle was then assigned to each pavement, including a schedule for conducting maintenance. The Projects listed in this request are taken from the survey and encompass the maintenance backlog (pre-2019) as well as scheduled 2019 projects.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

Failing pavement can damage cars, create hazards for pedestrians and bicyclists. Having a maintenance program for bituminous that is funded based on a maintenance plan and life cycle will eliminate damage and accidents. It will also extend the overall life span of the pavement.

3. What are the positive aspects of the current building and/or site?

N/A

4. Who performed the functional analysis? Qualifications?

The functional analysis has been completed by Planning and Development staff.

5. What other alternatives have been explored? Describe

N/A

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

If the projects are not funded, the bituminous condition will worsen and the maintenance type to fix the pavement issues will become more intrusive and require more funding. The County's image will suffer as a result of not being able to provide clean, safe, well-maintained facilities.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

N/A

3. How are current operating costs being affected?

Deteriorating pavements which pose a safety risk are temporarily patched by staff and/or contractors, which is costly, labor-intensive and only provides temporary relief. By investing in bituminous maintenance according to accepted life cycles and condition rating practices, maintenance and operations staff will be able to focus on more value-added tasks and projects.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

Further maintenance costs. Additionally, with the amount of bituminous under Department management, by not committing consistent funding to maintenance, the backlog of projects increases, which has a negative impact on capital needs in future needs.

D. IMPACT ON FUTURE OPERATING COSTS

1. Estimated cost of new staff positions needed. When? Is/will funding be available?

The project will not require additional staff positions.

2. Are there any future cost savings?

Completing regular pavement maintenance will extend the life cycle of the pavement.

3. Estimated annual maintenance costs:

a. Maintenance/Custodial

b. Heating/Cooling/Lighting

NA

4. Are there any federal/state laws mandating increased operating costs?

NA

E. IMPACT ON FUTURE REVENUES

1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		\$ -				\$ -	
c. Operating Costs		\$ -				\$ -	
d. Staff Costs		\$ -				\$ -	
e. Replacement		\$ -				\$ -	
f. Debt Costs (bonds)		\$ -				\$ -	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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Segment Id	Facility Type	Name	Classification	Cycle	Approx. Size in SF	Trail/Rd Length LF	Year Built	Last maint. Year	2014 Paser index	Total Replacement	Backlog	2019	2020	2021	2022	2023
Arenas, Golf, and Administration																
A1	Arena	Aldrich	parking lot	5	354,860		1960	2013	7	\$ 1,774,300.00						
A2	Arena	Biff Adams	parking lot	5	28,136		1973	2009	5	\$ 140,680.00						
A6	Arena	Ken Yackel-West Side	parking lot	5	17,960		1973	2009	4	\$ 89,800.00				\$89,800.00		
A8	Arena	Pleasant	parking lot	5	34,537		1973	2009	4	\$ 172,685.00					\$172,685.00	
A9	Arena	Shoreview	parking lot	5	40,784		1971	2009	10	\$ 203,920.00						
A10	Arena	Vadnais Sports Center	parking lot	5	195,497		2010		7	\$ 977,485.00						
A11	Arena	White Bear	parking lot	5	33,000		1972			\$ 165,000.00						
GD1	Golf Course	Goodrich main parking lot	parking lot	5	35,841		2001	2008	7	\$ 179,205.00		\$23,296.65				
GD2	Golf Course	Goodrich cart lot	parking lot	5	2,568		2001	2008	7	\$ 12,840.00		\$1,669.20				
GD3	Golf Course	Goodrich Clubhouse - 1st Tee - 18 - PG - 10Tee	cart paths	6		1,429	1995	2011		\$ 35,725.00	\$5,716.00				\$5,716.00	
	Golf Course	Goodrich - 9Tee to 8Tee	cart paths	6		700	1995	2008		\$ 17,500.00				\$2,800.00		
	Golf Course	Goodrich - 10Green to 11Tee	cart paths	6		80	1995	2008		\$ 2,000.00				\$320.00		
	Golf Course	Goodrich - 17Green to 18Tee	cart paths	6		498	1995	2011		\$ 12,450.00	\$1,992.00				\$1,992.00	
	Golf Course	Goodrich - 13Green to 14Tee	cart paths	6		290	1995	2008		\$ 7,250.00				\$1,160.00		
	Golf Course	Goodrich - 1Green to 2Tee	cart paths	6		590	1995	2008		\$ 14,750.00				\$2,360.00		
	Golf Course	Goodrich - 3Green to 4Tee	cart paths	6		257	1995	2008		\$ 6,425.00				\$1,028.00		
	Golf Course	Goodrich - 4Green to 5Tee	cart paths	6		190	1995	2008		\$ 4,750.00				\$760.00		
	Golf Course	Goodrich - 6Green to 7Tee	cart paths	6		520	1995	2008		\$ 13,000.00				\$2,080.00		
	Golf Course	Goodrich - 5Green to 6Tee	cart paths	6		385	1995	2008		\$ 9,625.00				\$1,540.00		
	Golf Course	Goodrich - 6TW - 6Tee	cart paths	6		215	1995	2008		\$ 5,375.00				\$860.00		
	Golf Course	Goodrich - 14Green to 15Tee	cart paths	6		370	1995	2011		\$ 9,250.00	\$1,480.00				\$1,480.00	
	Golf Course	Goodrich - 7Green to 8Tee	cart paths	6		140	1995	2008		\$ 3,500.00				\$560.00		
	Golf Course	Goodrich - 12Green to 13Tee	cart paths	6		80	1995	2008		\$ 2,000.00				\$320.00		
	Golf Course	Goodrich - 11Green to 12Tee	cart paths	6		275	1995	2008		\$ 6,875.00				\$1,100.00		
	Golf Course	Goodrich - 17Green to 16Green	cart paths	6		900	1995	2011		\$ 22,500.00	\$3,600.00				\$3,600.00	
	Golf Course	Goodrich - 15Green to 16Tee	cart paths	6		250	1995	2008		\$ 6,250.00				\$1,000.00		
	Golf Course	Island Lake	parking lot	5						\$ -						
	Golf Course	Island Lake	cart paths	6						\$ -						
KG1	Golf Course	Keller - Clubhouse main	parking lot	5	72,959		2013		10	\$ 364,795.00	\$47,423.35					\$47,423.35
KG2	Golf Course	Keller - Clubhouse lower	parking lot	5	11,479		2013		10	\$ 57,395.00	\$7,461.35					\$7,461.35
KG3	Golf Course	Keller - Overflow	parking lot	5	24,522		2013		10	\$ 122,610.00	\$15,939.30					\$15,939.30
KG4	Golf Course	Keller - Driving range lot and drive	parking lot	5	10,013		1980		4	\$ 50,065.00	\$40,000.00				\$6,508.45	
KG5	Golf Course	Keller - Maintenance	parking lot	5	22,887		2002		6	\$ 114,435.00			\$14,876.55			
KG6	Golf Course	Keller - Maintenance	park road	5	20,525		2002		7	\$ 102,625.00			\$13,341.25			
KG7	Golf Course	Keller - Entrance	park road	5	17,633		1990	2007	8	\$ 88,165.00			\$11,461.45			
KG8	Golf Course	Keller - cart paths	cart paths	6		18,723	2013		10	\$ 468,075.00		\$74,892.00				
MT1	Golf Course	Manitou - Main	parking lot	5	63,870			2002	10	\$ 319,350.00	\$127,740.00				\$41,515.50	
MT2	Golf Course	Manitou - Overflow	parking lot	5					10	\$ -						
MT3	Golf Course	Manitou - Entrance	park road	5	23,870			2005		\$ 119,350.00	\$47,740.00				\$15,515.50	
MT4	Golf Course	Manitou	cart paths	6				2013		\$ -						
PD1	Golf Course	The Ponds - Maintenance yard	parking lot	5	10,607		2007		8	\$ 53,035.00			\$6,894.55			
PD2	Golf Course	The Ponds - Cart Lot	parking lot	5	3,155		2002		8	\$ 15,775.00			\$2,050.75			
PD3	Golf Course	The Ponds - Parking Lot and entrance rd	parking lot	5	35,877		2002		7	\$ 179,385.00			\$23,320.05			
PD4	Golf Course	The Ponds - 1Tee	cart paths	6		393	2002	2003		\$ 9,825.00			\$1,572.00			
	Golf Course	The Ponds - 1Green to 3Tee	cart paths	6		1,456	2002	2003		\$ 36,400.00			\$5,824.00			
	Golf Course	The Ponds - 3Green to 5Tee	cart paths	6		2,611	2002	2003		\$ 65,275.00			\$10,444.00			
	Golf Course	The Ponds - 5Green to 7Tee	cart paths	6		1,611	2002	2003		\$ 40,275.00			\$6,444.00			
	Golf Course	The Ponds - 7Green to 9Tee	cart paths	6		1,430	2002	2003		\$ 35,750.00			\$5,720.00			
	Golf Course	The Ponds - 9Green to Clubhouse	cart paths	6		289	2002	2003		\$ 7,225.00			\$1,156.00			
PD5	Golf Course	The Ponds - PG and Range	cart paths	6		1,078	2002	2003		\$ 26,950.00			\$4,312.00			
PK1	Regional	Admin Bldg - East Yard	parking lot	5	40,899		1985	2015	10	\$ 204,495.00			\$122,697.00			
PK2		Admin Bldg - West Lot	parking lot	5	14,058		1985	2012	10	\$ 70,290.00	\$9,137.70				\$9,137.70	
PK3		Admin Bldg - Front Lot	parking lot	5	2,096		1985	2012	10	\$ 10,480.00	\$1,362.40				\$1,362.40	
County Parks																
BV1	County	Beaver Lake	parking lot	5	12,989		1990	2010	7	\$ 64,945.00		\$38,967.00				
BV2	County	Beaver Lake	in park trail	6		4,984	2000		7	\$ 124,600.00	\$19,936.00					\$19,936.00
IS1	County	Island Lake - Shelter 1 lot	parking lot	5	47,040		1990	2013	8	\$ 235,200.00	\$94,080.00					\$30,576.00
IS2	County	Island Lake - Shelter 2 lot	parking lot	5	30,816		1990	2013	8	\$ 154,080.00	\$61,632.00					\$20,030.40
IS3	County	Island Lake - Shelter 3 lot	parking lot	5	16,166		1990	2013	8	\$ 80,830.00	\$32,332.00					\$10,507.90
IS4	County	Island Lake - Park road	park road	5	36,473		1990	2013	7	\$ 182,365.00	\$72,946.00					\$23,707.45
IS5	County	Island Lake - Boat Launch road	park road	5	24,771		1990	2013	7	\$ 123,855.00	\$49,542.00					\$16,101.15
IS6	County	Island Lake - Boat launch lot	parking lot	5	9,673		1990	2013	7	\$ 48,365.00	\$19,346.00					\$6,287.45
IS7	County	Island Lake - Trails east side of lake	in park trail	6		5,320	2012		8	\$ 133,000.00	\$21,280.00					\$3,458.00
IS8	County	Island Lake - Trail west side of lake	in park trail	6		3,414	2010		8	\$ 85,350.00		\$13,656.00				
LG1	County	Lake Gervais - Parking lot	parking lot	5	33,880		2003	2011	8	\$ 169,400.00			\$22,022.00			
LG2	County	Lake Gervais - Entrance road	park road	5	13,598		2003		8	\$ 67,990.00			\$8,838.70			
LG3	County	Lake Gervais - Trail	in park trail	6		1,308	2003		7	\$ 32,700.00	\$5,232.00					\$5,232.00
LJ1	County	Lake Josephine - Beach lot	parking lot	5	38,536		2005	2011	7	\$ 192,680.00	\$25,048.40					\$25,048.40
LJ2	County	Lake Josephine - Overflow lot	parking lot	5	8,084		1990	2011	7	\$ 40,420.00		\$16,168.00				
LJ3	County	Lake Josephine - Boat launch lot	parking lot	5	17,544		1990	2011	7	\$ 87,720.00		\$35,088.00				
LJ4	County	Lake Josephine- Fishing Pier Trail	in park trail	6		110	2016		6	\$ 8,800.00						

LJ5	County	Lake Josephine - Park road	park road	5	7,903		1990		6	\$	39,515.00	\$15,806.00				
LJ6	County	Lake Josephine- Trails	in park trail	6		360	2005		6	\$	9,000.00	\$1,440.00				
LM1	County	Lake McCarrons - Beach lot	parking lot	5	60,320		1997	2011	6	\$	301,600.00	\$39,208.00				\$39,208.00
LM2	County	Lake McCarrons - Boat launch lot	parking lot	5	8,546		1970	1998	6	\$	42,730.00	\$17,092.00				\$5,554.90
LM3	County	Lake McCarrons - Trails	in park trail	6		1,457	2012		9	\$	36,425.00	\$5,828.00				\$5,828.00
LO1	County	Lake Owasso-Wabasso - Boat launch lot - Owasso	parking lot	5	8,613		1970	2011				\$43,065.00				
LO2	County	Lake Owasso-Wabasso - Boat launch lot - Wabasso	parking lot	5			2008	2008								
LO3	County	Lake Owasso-Wabasso - Trailer overflow lot - Owasso	parking lot	5			1970	2006								
LO4	County	Lake Owasso-Wabasso - Beach lot - Owasso	parking lot	5			1970									
LO5	County	Lake Owasso-Wabasso - Picnic lot - Wabasso	parking lot	5			2008									
LO6	County	Lake Owasso-Wabasso - Trails	in park trail	6			2008									
TL1	County	Turtle Lake - Entrance road	park road	5	18,020		1996	2012	9	\$	90,100.00		\$11,713.00			
TL2	County	Turtle Lake - Upper picnic lot	parking lot	5	19,174		1970	2012	9	\$	95,870.00		\$12,463.10			
TL3	County	Turtle Lake - Lower beach lot	parking lot	5	22,573		1970	2012	9	\$	112,865.00		\$14,672.45			
TL4	County	Turtle Lake - Boat Launch lot	parking lot	5	28,041		1987	2013	8	\$	140,205.00	\$56,082.00				\$18,226.65
TL5	County	Turtle Lake - Trails	in park trail	6		1,357	2012		10	\$	33,925.00	\$5,428.00				\$5,428.00
WB1	County	White Bear Lake - Beach lot	parking lot	5	96,611		1980	2010	6	\$	483,055.00	\$193,222.00				\$62,797.15
WB2	County	White Bear Lake - Boat launch lot	parking lot	5	48,692		2009		7	\$	243,460.00		\$31,649.80			
WB3	County	White Bear Lake - Trails	in park trails	6		1,132	2012		9	\$	28,300.00	\$4,528.00				\$4,528.00
Special Facilities																
WV1	County	Woodview OLDA	parking lot	5	7,804		2000		7	\$	39,020.00		\$5,072.60			
WV2	County	Woodview OLDA	in park trail	6		1,612	2000		7	\$	40,300.00	\$6,448.00				
MD1	County	Marsden Archery Range	parking lot	5	9,032		1985		6	\$	45,160.00	\$18,064.00				
											\$1,117,178	\$279,308	\$260,974	\$105,688	\$259,513	\$373,279

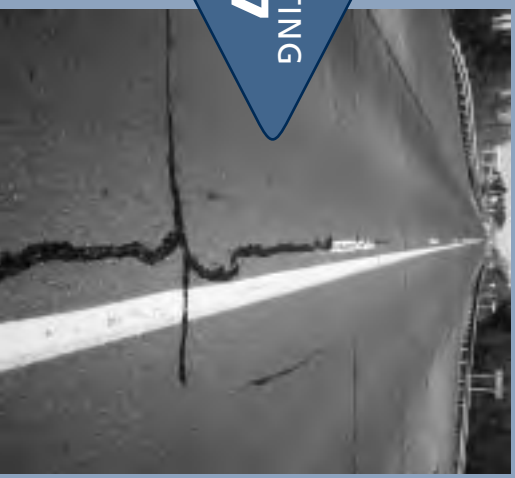
2018/19 Total **\$1,396,485**

PASER Asphalt Roads Manual

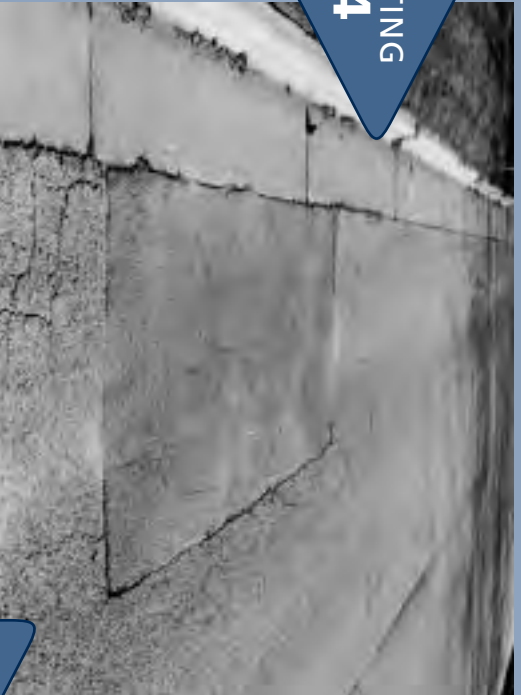
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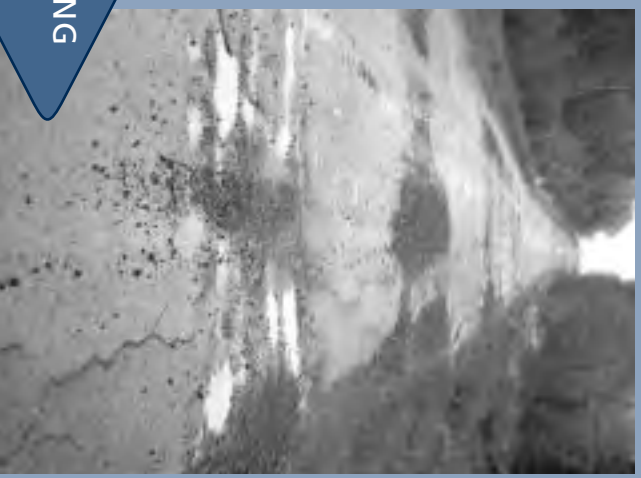
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RATING
4



RATING
1



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This manual is intended to assist local officials in understanding and rating the surface condition of asphalt pavement. It describes types of defects and provides a simple system to visually rate pavement condition. The rating procedure can be used as condition data for the Wisconsin DOT local road inventory and as part of a computerized pavement management system like PAsERWARE.

The PAsER system described here and in other T.I.C. publications is based in part on a roadway management system originally developed by Phil Scherer, transportation planner, Northwest Wisconsin Regional Planning Commission.

Produced by the T.I.C. with support from the Federal Highway Administration, the Wisconsin Department of Transportation, and the University of Wisconsin-Extension. The T.I.C., part of the nationwide Local Technical Assistance Program (LTAP), is a Center of the College of Engineering. Department of Engineering Professional Development, University of Wisconsin–Madison.

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Wisconsin Transportation Information Center

432 North Lake Street
Madison, WI 53706

phone 800/442-4615

fax 608/263-3160

e-mail tic@epd.engr.wisc.edu

URL <http://tic.engr.wisc.edu>



Printed on recycled paper.

Pavement Surface Evaluation and Rating

PAVER Asphalt Roads Manual

Donald Walker, T.I.C. Director, *author*

Lynn Entine, Entine & Associates, *editor*

Susan Kummer, Artifax, *designer*

Pavement Surface Evaluation and Rating

Asphalt PASER Manual

A local highway agency's major goal is to use public funds to provide a comfortable, safe and economical road surface—no simple task. It requires balancing priorities and making difficult decisions in order to manage pavements. Local rural and small city pavements are often managed informally, based on the staff's judgment and experience. While this process is both important and functional, using a slightly more formalized technique can make it easier to manage pavements effectively.

Experience has shown that there are three especially useful steps in managing local roads:

1. Inventory all local roads and streets.
2. Periodically evaluate the condition of all pavements.
3. Use the condition evaluations to set priorities for projects and select alternative treatments.

A comprehensive pavement management system involves collecting data and assessing several road characteristics: roughness (ride), surface distress (condition), surface skid characteristics, and structure (pavement strength and deflection). Planners can combine this condition data with economic analysis to develop short-range and long-range plans for a variety of budget levels. However, many local agencies lack the resources for such a full-scale system.

Since surface condition is the most vital element in any pavement management system, local agencies can use the simplified rating system presented in this *Asphalt PASER Manual* to evaluate their roads. The PASER ratings combined with other inventory data (width, length, shoulder, pavement type, etc.) from the WisDOT local roads inventory (WISLR) can be very helpful in planning future budgets and priorities.

WISLR inventory information and PASER ratings can be used in a computerized pavement management system, PASERWARE, developed by the T.I.C and WisDOT. Local officials can use PASERWARE to evaluate whether their annual road budgets are adequate to maintain or improve current road conditions and to select the most cost-effective strategies and priorities for annual projects.

PASER Manuals for gravel, concrete, and other road surfaces, with compatible rating systems are also available (page 29). Together they make a comprehensive condition rating method for all road types. PASER ratings are accepted for WISLR condition data.

Asphalt pavement distress

PASER uses visual inspection to evaluate pavement surface conditions. The key to a useful evaluation is identifying different types of pavement distress and linking them to a cause. Understanding the cause for current conditions is extremely important in selecting an appropriate maintenance or rehabilitation technique.

There are four major categories of common asphalt pavement surface distress:

Surface defects

Raveling, flushing, polishing.

Surface deformation

Rutting, distortion—ripping and shoving, settling, frost heave.

Cracks

Transverse, reflection, slippage, longitudinal, block, and alligator cracks.

Patches and potholes

Deterioration has two general causes: environmental due to weathering and aging, and structural caused by repeated traffic loadings.

Obviously, most pavement deterioration results from both environmental and structural causes. However, it is important to try to distinguish between the two in order to select the most effective rehabilitation techniques.

The rate at which pavement deteriorates depends on its environment, traffic loading conditions, original construction quality, and interim maintenance procedures. Poor quality materials or poor construction procedures can significantly reduce the life of a pavement. As a result, two pavements constructed at the same time may have significantly different lives, or certain portions of a pavement may deteriorate more rapidly than others. On the other hand, timely and effective maintenance can extend a pavement's life. Crack sealing and seal coating can reduce the effect of moisture in aging of asphalt pavement.

With all of these variables, it is easy to see why pavements deteriorate at various rates and why we find them in various stages of disrepair. Recognizing defects and understanding their causes helps us rate pavement condition and select cost-effective repairs. The pavement defects shown on the following pages provide a background for this process.

Periodic inspection is necessary to provide current and useful evaluation data. It is recommended that PASER ratings be updated every two years, and an annual update is even better.

SURFACE DEFECTS

Raveling

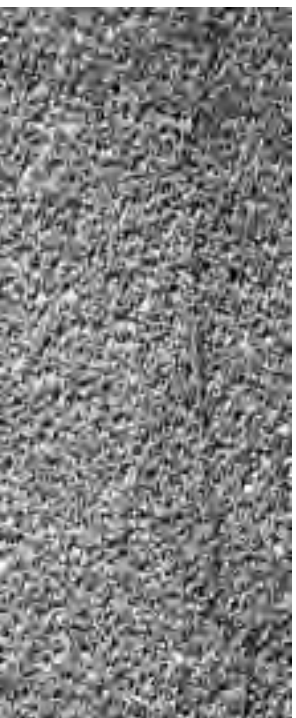
Raveling is progressive loss of pavement material from the surface downward, caused by: stripping of the bituminous film from the aggregate, asphalt hardening due to aging, poor compaction especially in cold weather construction, or insufficient asphalt content. Slight to moderate raveling has loss of fines. Severe raveling has loss of coarse aggregate. Raveling in the wheelpaths can be accelerated by traffic. Protect pavement surfaces from the environment with a sealcoat or a thin overlay if additional strength is required.

Flushing

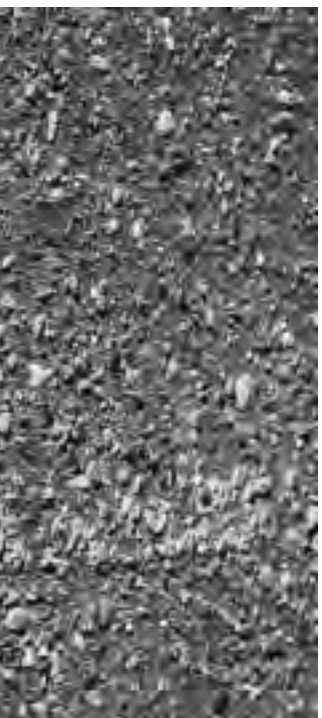
Flushing is excess asphalt on the surface caused by a poor initial asphalt mix design or by paving or sealcoating over a flushed surface. Repair by blotting with sand or by overlaying with properly designed asphalt mix.

Polishing

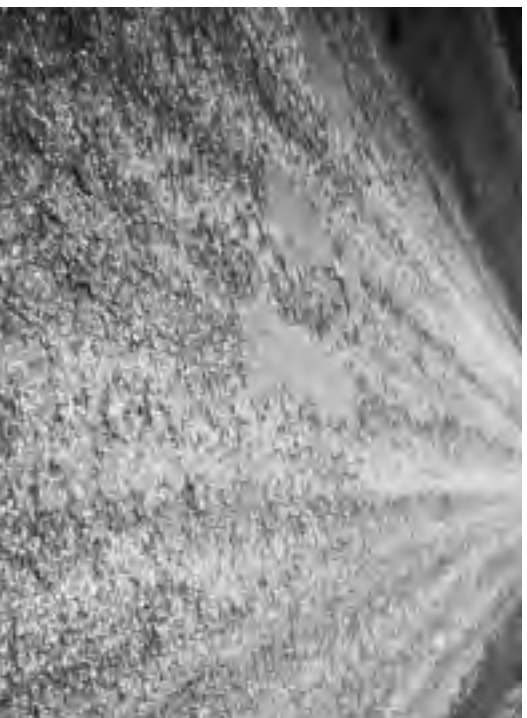
Polishing is a smooth slippery surface caused by traffic wearing off sharp edges of aggregates. Repair with sealcoat or thin bituminous overlay using skid-resistant aggregate.



▶ Slight raveling. Small aggregate particles have worn away exposing tops of large aggregate.



▶ Moderate to severe raveling. Erosion further exposes large aggregate.



▶ Severe raveling and loss of surface material.



▶ Flushing. Dark patches show where asphalt has worked to surface.



Polished, worn aggregate needs repair. ▶

SURFACE DEFORMATION

Rutting

Rutting is displacement of material, creating channels in wheelpaths. It is caused by traffic compaction or displacement of unstable material. Severe rutting (over 2") may be caused by base or subgrade consolidation. Repair minor rutting with overlays. Severe rutting requires milling the old surface or reconstructing the roadbed before resurfacing.



- ▶ Even slight rutting is evident after a rain.



- ▶ Severe rutting over 2" caused by poor mix design.



- ▶ Severe rutting caused by poor base or subgrade.

Distortion

Shoving or rippling is surfacing material displaced crossways to the direction of traffic. It can develop into washboarding when the asphalt mixture is unstable because of poor quality aggregate or improper mix design. Repair by milling smooth and overlaying with stable asphalt mix.

Other pavement distortions may be caused by settling, frost heave, etc. Patching may provide temporary repair. Permanent correction usually involves removal of unsuitable subgrade material and reconstruction.

▼ Heavy traffic has shoved pavement into washboard ripples and bumps.



▼ Severe settling from utility trench.



▼ Frost heave damage from spring break-up.



CRACKS

▼ Widely spaced, well-sealed cracks.



Transverse cracks

A crack at approximately right angles to the center line is a transverse crack. They are often regularly spaced. The cause is movement due to temperature changes and hardening of the asphalt with aging.

Transverse cracks will initially be widely spaced (over 50'). Additional cracking will occur with aging until they are closely spaced (within several feet). These usually begin as hairline or very narrow cracks; with aging they widen. If not properly sealed and maintained, secondary or multiple cracks develop parallel to the initial crack. The crack edges can further deteriorate by raveling and eroding the adjacent pavement.

Prevent water intrusion and damage by sealing cracks which are more than 1/4" wide.

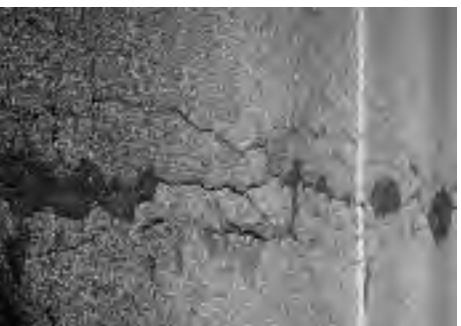
▼ Sealed cracks, a few feet apart.



▲ Tight cracks less than 1/4" in width.



▲ Open crack – 1/2" or more in width.



▲ Water enters unsealed cracks softening pavement and causing secondary cracks.



▲ Pavement ravel and erodes along open cracks causing deterioration.

Reflection cracks

Cracks in overlays reflect the crack pattern in the pavement underneath. They are difficult to prevent and correct. Thick overlays or reconstruction is usually required.

► Concrete joints reflected through bituminous overlay.



Slippage cracks

Crescent or rounded cracks in the direction of traffic, caused by slippage between an overlay and an underlying pavement. Slippage is most likely to occur at intersections where traffic is stopping and starting. Repair by removing the top surface and resurfacing using a tack coat.

► Crescent-shaped cracks characteristic of slippage.



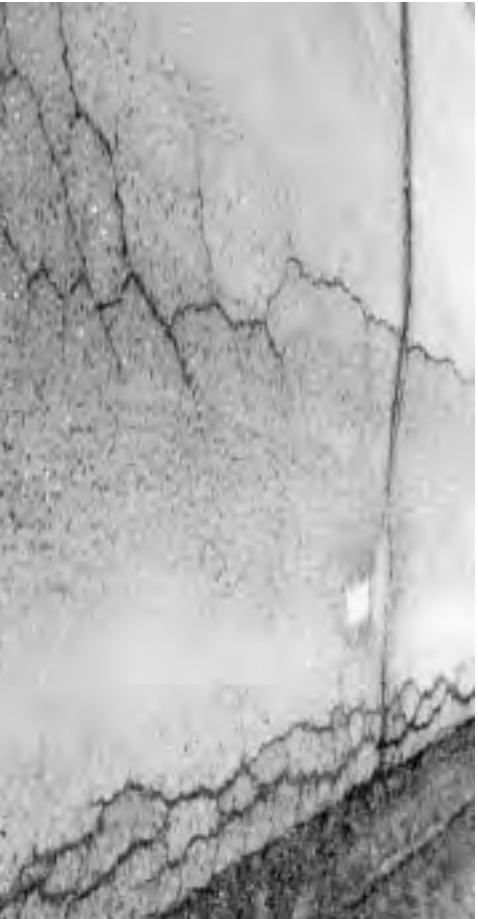
► Loss of bond between pavement layers allows traffic to break loose pieces of surface.



**Centerline crack
(still tight).** ▶



**Edge cracking
from weakened
subbase and
traffic loads.** ▼



▶ **First stage
of wheelpath
cracking caused by
heavy traffic loads.**



**Load-related cracks
in wheel path plus
centerline cracking.** ▼



Longitudinal cracks

Cracks running in the direction of traffic are longitudinal cracks. Center line or lane cracks are caused by inadequate bonding during construction or reflect cracks in underlying pavement. Longitudinal cracks in the wheel path indicate fatigue failure from heavy vehicle loads. Cracks within one foot of the edge are caused by insufficient shoulder support, poor drainage, or frost action. Cracks usually start as hairline or very narrow and widen and erode with age.

Without crack filling, they can ravel, develop multiple cracks, and become wide enough to require patching.

Filling and sealing cracks will reduce moisture penetration and prevent further subgrade weakening. Multiple longitudinal cracks in the wheel path or pavement edge indicate a need for strengthening with an overlay or reconstruction.

**Multiple open
cracks at center
line, wheelpaths
and lane center.** ▼



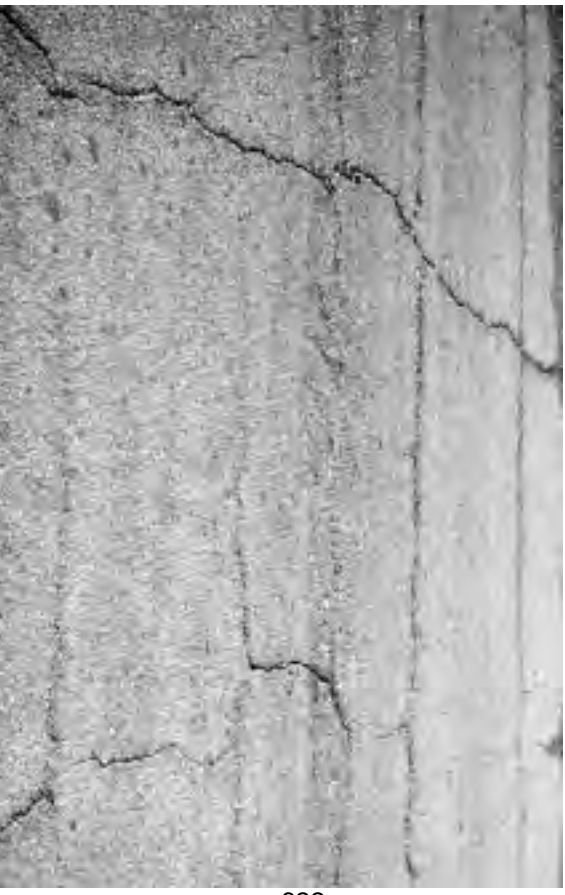
Block cracks

Block cracking is interconnected cracks forming large blocks. Cracks usually intersect at nearly right angles. Blocks may range from one foot to approximately 10' or more across. The closer spacing indicates more advanced aging caused by shrinking and hardening of the asphalt over time. Repair with sealcoating during early stages to reduce weathering of the asphalt. Overlay or reconstruction required in the advanced stages.

▶ **Large blocks, approximately 10' across.**



▶ **Intermediate-size block cracking, 1'-5' across with open cracks.**



▶ **Extensive block cracking in an irregular pattern.**

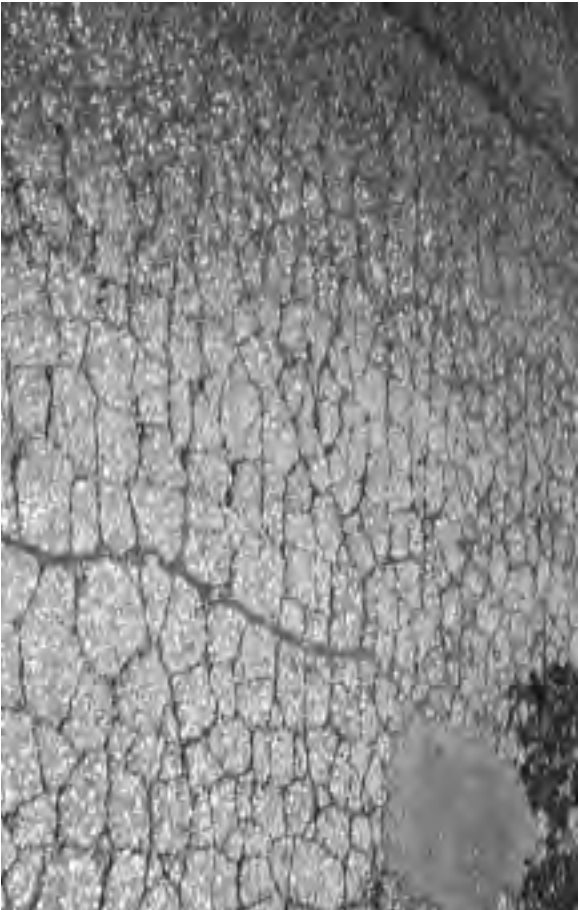


▶ **Severe block cracking – 1' or smaller blocks. Tight cracks with no raveling.**

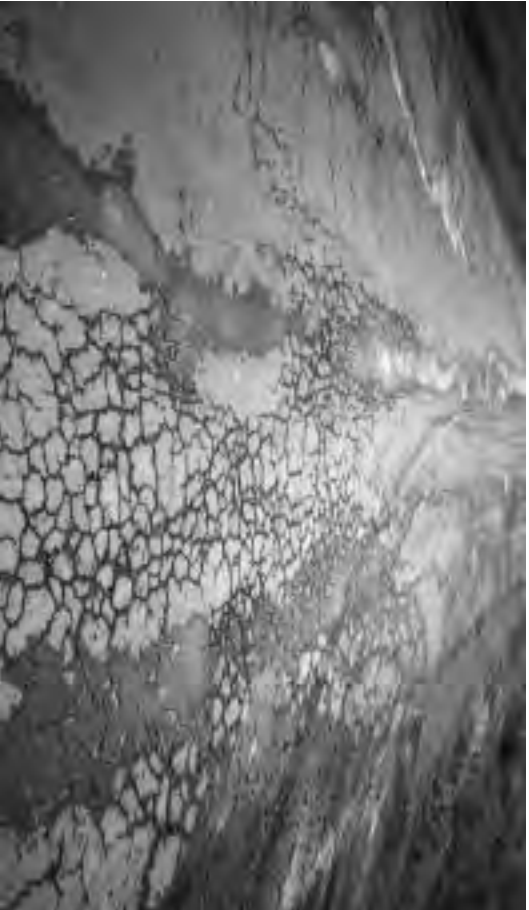


Alligator cracks

Interconnected cracks forming small pieces ranging in size from about 1" to 6". This is caused by failure of the surfacing due to traffic loading (fatigue) and very often also due to inadequate base or subgrade support. Repair by excavating localized areas and replacing base and surface. Large areas require reconstruction. Improvements in drainage may often be required.



▼
Alligator crack pattern. Tight cracks and one patch.



▼
Characteristic "chicken wire" crack pattern shows smaller pavement pieces and patching.



▼
Open raveled alligator cracking with settlement along lane edge most likely due to very soft subgrade.

PATCHES AND POTHOLES

Patches

Original surface repaired with new asphalt patch material. This indicates a pavement defect or utility excavation which has been repaired. Patches with cracking, settlement or distortions indicate underlying causes still remain. Recycling or reconstruction are required when extensive patching shows distress.

▼
Typical repair of utility excavation. Patch in fair to good condition.



▼
Edge wedging. Pavement edges strengthened with wedges of asphalt. Patch is in very good condition.



▼
Extensive patching in very poor condition.



Potholes

Holes and loss of pavement material caused by traffic loading, fatigue and inadequate strength. Often combined with poor drainage. Repair by excavating or rebuilding localized potholes. Reconstruction required for extensive defects.



▼
Small pothole
where top course
has broken away.



▼
Multiple potholes
show pavement
failure, probably
due to poor
subgrade soils,
frost heave, and
bad drainage.



▼
Large, isolated
pothole, extends
through base.
Note adjacent
alligator cracks
which commonly
deteriorate into
potholes.

Rating pavement surface condition

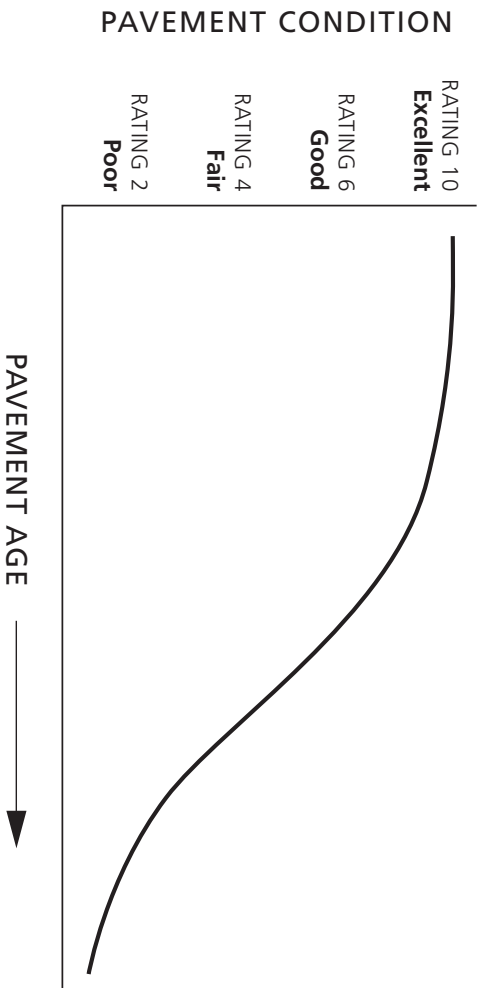
With an understanding of surface distress, you can evaluate and rate asphalt pavement surfaces. The rating scale ranges from **10—excellent** condition to **1—failed**. Most pavements will deteriorate through the phases listed in the rating scale. The time it takes to go from excellent condition (10) to complete failure (1) depends largely on the quality of the original construction and the amount of heavy traffic loading.

Once significant deterioration begins, it is common to see pavement decline rapidly. This is usually due to a combination of loading and the effects of additional moisture. As a pavement ages and additional cracking develops, more moisture can enter the pavement and accelerate the rate of deterioration.

Look at the photographs in this section to become familiar with the descriptions of the individual rating categories. To evaluate an individual pavement segment, first determine its general condition. Is it relatively new,

toward the top end of the scale? In very poor condition and at the bottom of the scale? Or somewhere in between? Next, think generally about the appropriate maintenance method. Use the rating categories outlined below.

Finally, review the individual pavement distress and select the appropriate surface rating. Individual pavements will **not** have all of the types of distress listed for any particular rating. They may have only one or two types.



RATINGS ARE RELATED TO NEEDED MAINTENANCE OR REPAIR

Rating 9 & 10	No maintenance required
Rating 8	Little or no maintenance
Rating 7	Routine maintenance, cracksealing and minor patching
Rating 5 & 6	Preservative treatments (sealcoating)
Rating 3 & 4	Structural improvement and leveling (overlay or recycling)
Rating 1 & 2	Reconstruction

In addition to indicating the surface condition of a road, a given rating also includes a recommendation for needed maintenance or repair. This feature of the rating system facilitates its use and enhances its value as a tool in ongoing road maintenance.

Rating system

<i>Surface rating</i>	<i>Visible distress*</i>	<i>General condition/ treatment measures</i>
10 Excellent	None.	New construction.
9 Excellent	None.	Recent overlay. Like new.
8 Very Good	No longitudinal cracks except reflection of paving joints. Occasional transverse cracks, widely spaced (40' or greater). All cracks sealed or tight (open less than 1/4").	Recent sealcoat or new cold mix. Little or no maintenance required.
7 Good	Very slight or no raveling, surface shows some traffic wear. Longitudinal cracks (open 1/4") due to reflection or paving joints. Transverse cracks (open 1/4") spaced 10' or more apart, little or slight crack raveling. No patching or very few patches in excellent condition.	First signs of aging. Maintain with routine crack filling.
6 Good	Slight raveling (loss of fines) and traffic wear. Longitudinal cracks (open 1/4" – 1/2"), some spaced less than 10'. First sign of block cracking. Slight to moderate flushing or polishing. Occasional patching in good condition.	Shows signs of aging. Sound structural condition. Could extend life with sealcoat.
5 Fair	Moderate to severe raveling (loss of fine and coarse aggregate). Longitudinal and transverse cracks (open 1/2") show first signs of slight raveling and secondary cracks. First signs of longitudinal cracks near pavement edge. Block cracking up to 50% of surface. Extensive to severe flushing or polishing. Some patching or edge wedging in good condition.	Surface aging. Sound structural condition. Needs sealcoat or thin non-structural overlay (less than 2")
4 Fair	Severe surface raveling. Multiple longitudinal and transverse cracking with slight raveling. Longitudinal cracking in wheel path. Block cracking (over 50% of surface). Patching in fair condition. Slight rutting or distortions (1/2" deep or less).	Significant aging and first signs of need for strengthening. Would benefit from a structural overlay (2" or more).
3 Poor	Closely spaced longitudinal and transverse cracks often showing raveling and crack erosion. Severe block cracking. Some alligator cracking (less than 25% of surface). Patches in fair to poor condition. Moderate rutting or distortion (1" or 2" deep). Occasional potholes.	Needs patching and repair prior to major overlay. Milling and removal of deterioration extends the life of overlay.
2 Very Poor	Alligator cracking (over 25% of surface). Severe distortions (over 2" deep) Extensive patching in poor condition. Potholes.	Severe deterioration. Needs reconstruction with extensive base repair. Pulverization of old pavement is effective.
1 Failed	Severe distress with extensive loss of surface integrity.	Failed. Needs total reconstruction.

* Individual pavements will not have all of the types of distress listed for any particular rating. They may have only one or two types.

Rating pavement surface condition

RATING 10 & 9

EXCELLENT — No maintenance required

Newly constructed or recently overlaid roads are in excellent condition and require no maintenance.

▶ **RATING 10**
New construction.



▶ **RATING 9**
Recent overlay, rural.



▶ **RATING 9**
Recent overlay, urban.



RATING 8

VERY GOOD — Little or no maintenance required

This category includes roads which have been recently sealcoated or overlaid with new cold mix. It also includes recently constructed or overlaid roads which may show longitudinal or transverse cracks. All cracks are tight or sealed.

▶ **Recent chip seal.**



▶ **Recent slurry seal.**



▼ **Widely spaced, sealed cracks.**



▲ **New cold mix surface.**



Rating pavement surface condition

RATING 7

GOOD —

Routine sealing recommended

Roads show first signs of aging, and they may have very slight raveling. Any longitudinal cracks are along paving joint. Transverse cracks may be approximately 10' or more apart. All cracks are 1/4" or less, with little or no crack erosion. Few if any patches, all in very good condition. Maintain a crack sealing program.

► **Tight and sealed transverse and longitudinal cracks. Maintain crack sealing program.**



► **Tight and sealed transverse and longitudinal cracks.**



► **Transverse cracks about 10' or more apart. Maintain crack sealing program.**



RATING 6

GOOD —

Consider preservative treatment

Roads are in sound structural condition but show definite signs of aging. Seal-coating could extend their useful life. There may be slight surface raveling. Transverse cracks can be frequent, less than 10' apart. Cracks may be 1/4–1/2" and sealed or open. Pavement is generally sound adjacent to cracks. First signs of block cracking may be evident. May have slight or moderate bleeding or polishing. Patches are in good condition.

- ▶ Slight surface raveling with tight cracks, less than 10' apart.



- ▶ Transverse cracking less than 10' apart; cracks well-sealed.



- ▶ Moderate flushing.



- ▶ Large blocks, early signs of raveling and block cracking.



- ▶ Open crack, 1/2" wide; adjoining pavement sound.



Rating pavement surface condition

RATING 5

▼ Block cracking with open cracks.



FAIR — Preservative maintenance treatment required

Roads are still in good structural condition but clearly need sealcoating or overlay. They may have moderate to severe surface raveling with significant loss of aggregate. First signs of longitudinal cracks near the edge. First signs of raveling along cracks. Block cracking up to 50% of surface. Extensive to severe flushing or polishing. Any patches or edge wedges are in good condition.

▼ Moderate to
severe raveling in
wheel paths.



▼ Severe flushing.



▼ Wedges and patches extensive
but in good condition.



RATING 4

FAIR —

Structural improvement required

Roads show first signs of needing strengthening by overlay. They have very severe surface raveling which should no longer be sealed. First longitudinal cracking in wheel path. Many transverse cracks and some may be raveling slightly. Over 50% of the surface may have block cracking. Patches are in fair condition. They may have rutting less than 1/2" deep or slight distortion.



Severe raveling with
▼ extreme loss of aggregate.



Load cracking and slight
▼ rutting in wheel path.

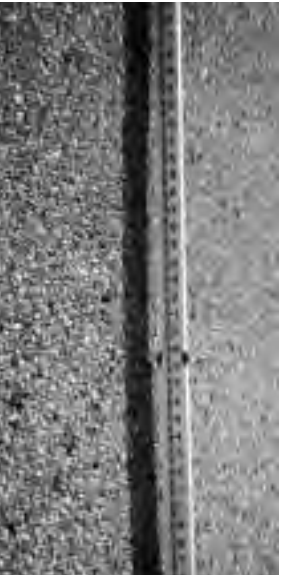


▼ Longitudinal cracking;
early load-related
distress in wheel path.
Strengthening needed.

▼ Slight rutting; patch
in good condition.



▼ Extensive block cracking.
Blocks tight and sound.
▼ Slight rutting in
wheel path.



RATING 3

POOR—

Structural improvement required

Roads must be strengthened with a structural overlay (2" or more). Will benefit from milling and very likely will require pavement patching and repair beforehand. Cracking will likely be extensive. Raveling and erosion in cracks may be common. Surface may have severe block cracking and show first signs of alligator cracking. Patches are in fair to poor condition. There is moderate distortion or rutting (1-2") and occasional potholes.

▶ **Many wide and raveled cracks indicate need for milling and overlay.**



▶ **2" ruts need mill and overlay.**



▶ **Open and raveled block cracks.**



RATING 3

POOR — (continued)
Structural improvement required

◀ Alligator cracking.
Edge needs repair
and drainage needs
improvement prior
to rehabilitation.

▼ Distortion with patches
in poor condition. Repair
and overlay.



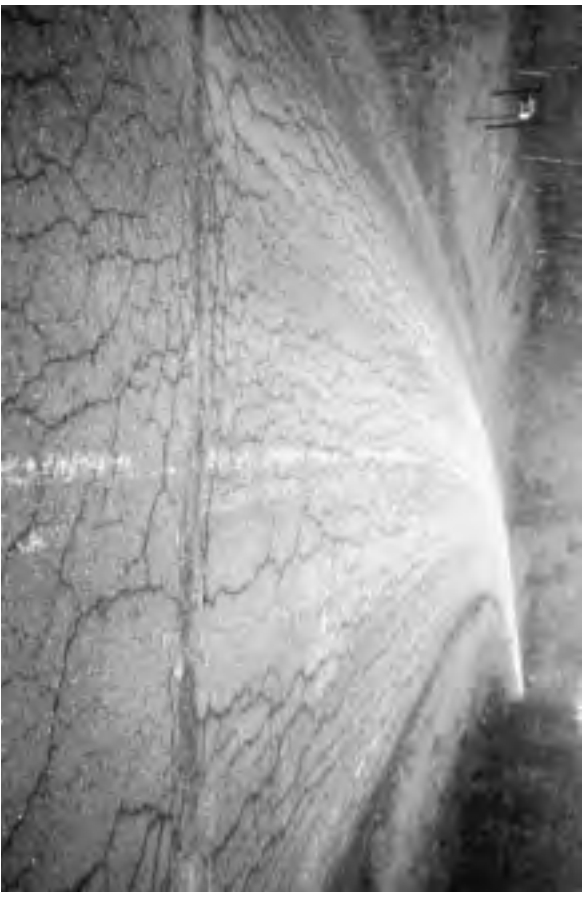
Rating pavement surface condition

RATING 2

VERY POOR—

Reconstruction required

Roads are severely deteriorated and need reconstruction. Surface pulverization and additional base may be cost-effective. These roads have more than 25% alligator cracking, severe distortion or rutting, as well as potholes or extensive patches in poor condition.



▶ Extensive alligator cracking. Pulverize and rebuild.



▶ Severe rutting. Strengthen base and reconstruct.



▶ Patches in poor condition, wheelpath rutting. Pulverize, strengthen and reconstruct.

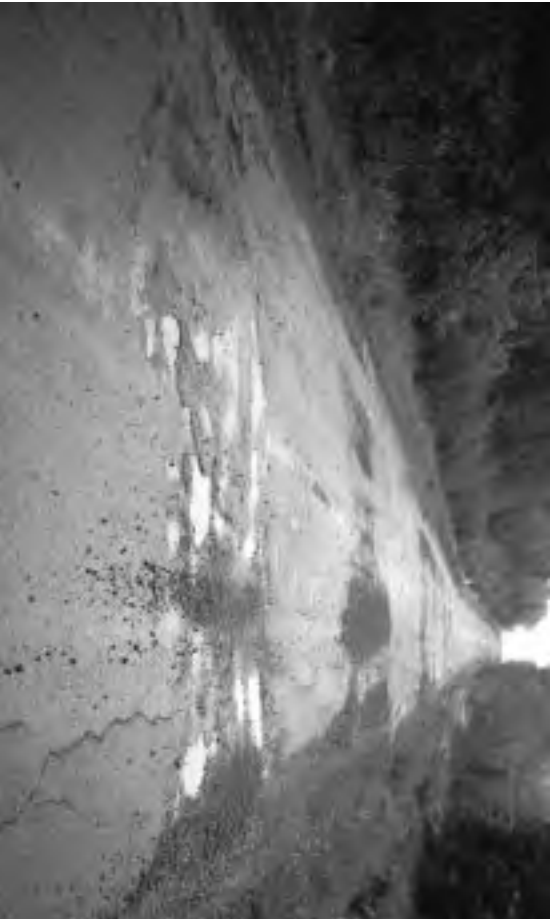
▶ Severe frost damage. Reconstruct.

RATING 1

FAILED — Reconstruction required

Roads have failed, showing severe distress and extensive loss of surface integrity.

▼
Potholes from frost damage. Reconstruct.



▼
Potholes and severe alligator cracking. Failed pavement. Reconstruct.



▼
Extensive loss of surface. Rebuild.



Practical advice on rating roads

Inventory and field inspection

Most agencies routinely observe roadway conditions as a part of their normal work and travel. However, an actual inspection means looking at the entire roadway system as a whole and preparing a written summary of conditions. This inspection has many benefits over casual observations. It can be helpful to compare segments, and ratings decisions are likely to be more consistent because the roadway system is considered as a whole within a relatively short time.

An inspection also encourages a review of specific conditions important in roadway maintenance, such as drainage, adequate strength, and safety.

A simple written inventory is useful in making decisions where other people are involved. You do not have to trust your memory, and you can usually answer questions in more detail. Having a written record and objective information also improves your credibility with the public.

Finally, a written inventory is very useful in documenting changing roadway conditions. Without records over several years it is impossible to know if road conditions are improving, holding their own, or declining.

Annual budgets and long range planning are best done when based on actual needs as documented with a written inventory.

The Wisconsin DOT local road inventory (WISLR) is a valuable resource for managing your local roads. Adding PASER surface condition ratings is an important improvement.

Averaging and comparing sections

For evaluation, divide the local road system into individual segments which are similar in construction and condition. Rural segments may vary from

1/2 mile to a mile long, while sections in urban areas will likely be 1-4 blocks long or more. If you are starting with the WISLR Inventory, the segments have already been established. You may want to review them for consistent road conditions.

Obviously, no roadway segment is entirely consistent. Also, surfaces in one section will not have all of the types of distress listed for any particular rating. They may have only one or two types. Therefore, some averaging is necessary.

The objective is to rate the condition that represents the majority of the roadway. Small or isolated conditions should not influence the rating. It is useful to note these special conditions on the inventory form so this information can be used in planning specific improvement projects. For example, some spot repairs may be required.

Occasionally surface conditions vary significantly within a segment. For example, short sections of good condition may be followed by sections of poor surface conditions. In these cases, it is best to rate the segment according to the worst conditions and note the variation on the form.

The overall purpose of condition rating is to be able to compare each

segment relative to all the other segments in your roadway system. On completion you should be able to look at any two pavement segments and find that the better surface has a higher rating.

Within a given rating, say 6, not all pavements will be exactly the same. However, they should all be considered to be in better condition than those with lower ratings, say 5. Sometimes it is helpful in rating a difficult segment to compare it to other previously rated segments. For example, if it is better than one you rated 5 and worse than a typical 7, then a rating of 6 is appropriate. Having all pavement segments rated in the proper relative order is most important and useful.

Assessing drainage conditions

Moisture and poor pavement drainage are significant factors in pavement deterioration. Some assessment of drainage conditions during pavement rating is highly recommended. While you should review drainage in detail at the project level, at this stage simply include an overview drainage evaluation at the same time as you evaluate surface condition.



**Urban
drainage.
RATING:
Excellent**

Practical advice on rating roads

Good rural ditch and driveway culvert. Culvert end needs cleaning.

RATING: Good



High shoulder and no ditch lead to pavement damage. Needs major ditch improvement for a short distance.

RATING: Fair



No drainage leads to failed pavement.

RATING: Poor



Consider both pavement surface drainage and lateral drainage (ditches or storm sewers). Pavement should be able to quickly shed water off the surface into the lateral ditches. Ditches should be large and deep enough to drain the pavement and remove the surface water efficiently into adjacent waterways.

Look at the roadway crown and check for low surface areas that permit ponding. Paved surfaces should have approximately a 2% cross slope or crown across the roadway. This will provide approximately 3" of fall on a 12' traffic lane. Shoulders should have a greater slope to improve surface drainage.

A pavement's ability to carry heavy traffic loads depends on both the pavement materials (asphalt surfacing and granular base) and the strength of the underlying soils. Most soils lose strength when they are very wet. Therefore, it is important to provide drainage to the top layer of the subgrade supporting the pavement structure.

In rural areas, drainage is provided most economically by open ditches that allow soil moisture to drain laterally. As a rule of thumb, the bottom of the ditch ought to be at least one foot below the base course of the pavement in order to drain the soils. This means that minimum ditch depth should be about 2' below the center of the pavement. Deeper ditches, of course, are required to accommodate roadway culverts and maintain the flow line to adjacent drainage channels or streams.

You should also check culverts and storm drain systems. Storm drainage systems that are silted in, have a large accumulation of debris, or are in poor structural condition will also degrade pavement performance.

The T.I.C. publication, *Drainage Manual: Local Road Assessment and Improvement*, describes the elements of drainage systems, depicts them in detailed photographs, and explains how to rate their condition. Copies are available from the Transportation Information Center.

Practical advice on rating roads

Planning annual maintenance and repair budgets

We have found that relating a normal maintenance or rehabilitation procedure to the surface rating scheme helps local officials use the rating system. However, an individual surface rating should not automatically dictate the final maintenance or rehabilitation technique.

You should consider future traffic projections, original construction, and

pavement strength since these may dictate a more comprehensive rehabilitation than the rating suggests. On the other hand, it may be appropriate under special conditions to do nothing and let the pavement fully deteriorate, then rebuild when funds are available.

Summary

Using local road funds most efficiently requires good planning and accurate identification of appropriate rehabili-

tation projects. Assessing roadway conditions is an essential first step in this process. This asphalt pavement surface condition rating procedure has proved effective in improving decision making and using highway funds more efficiently. It can be used directly by local officials and staff. It may be combined with additional testing and data collection in a more comprehensive pavement management system.

Transportation Information Center Publications

Pavement Surface Evaluation and Rating (PASER) Manuals

- Asphalt PASER Manual**, 2002, 28 pp.
- Brick and Block PASER Manual**, 2001, 8 pp.
- Concrete PASER Manual**, 2002, 28 pp.
- Gravel PASER Manual**, 2002, 20 pp.
- Sealcoat PASER Manual**, 2000, 16 pp.
- Unimproved Roads PASER Manual**, 2001, 12 pp.

Drainage Manual

Local Road Assessment and Improvement, 2000, 16 pp.

SAFER Manual

Safety Evaluation for Roadways, 1996, 40 pp.

Flagger's Handbook (pocket-sized guide), 1998, 22 pp.

Work Zone Safety, Guidelines for Construction, Maintenance, and Utility Operations, (pocket-sized guide), 1999, 55 pp.

Wisconsin Transportation Bulletins

- #1 Understanding and Using Asphalt
- #2 How Vehicle Loads Affect Pavement Performance
- #3 LCC—Life Cycle Cost Analysis
- #4 Road Drainage
- #5 Gravel Roads
- #6 Using Salt and Sand for Winter Road Maintenance
- #7 Signing for Local Roads
- #8 Using Weight Limits to Protect Local Roads
- #9 Pavement Markings
- #10 Seal Coating and Other Asphalt Surface Treatments
- #11 Compaction Improves Pavement Performance
- #12 Roadway Safety and Guardrail
- #13 Dust Control on Unpaved Roads
- #14 Mailbox Safety
- #15 Culverts-Proper Use and Installation
- #16 Geotextiles in Road Construction/Maintenance and Erosion Control
- #17 Managing Utility Cuts
- #18 Roadway Management and Tort Liability in Wisconsin
- #19 The Basics of a Good Road
- #20 Using Recovered Materials in Highway Construction
- #21 Setting Speed Limits on Local Roads



**Transportation
Information Center**

University of Wisconsin—Madison

432 North Lake Street
Madison, WI 53706
phone 800/442-4615
fax 608/263-3160
e-mail tic@epd.engr.wisc.edu
URL <http://tic.engr.wisc.edu>

CONTACT INFORMATION:
B. Gus Blumer, Landscape Architect
2015 Van Dyke Street
Maplewood, MN 55109
brett.blumer@co.ramsey.mn.us
651.748.2500

I hereby certify that this plan, specification or report was prepared by me or under my direct supervision and that I am a duly Licensed Landscape Architect under the laws of the State of Minnesota.

Registration: Landscape Architect
State: Minnesota
Number: 42944
Signature: B. Gus Blumer

NO.	DATE	DESCRIPTION:
1	2/22/13	BID DOCUMENTS

DESIGN PHASE:

REVIEW
DOCUMENTS

ISLAND LAKE COUNTY PARK BITUMINOUS AREAS
RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT
ISLAND LAKE COUNTY PARK

DATE: JANUARY 2017
DESIGNED BY: BGB
DRAWN BY: BGB
CHECKED BY: SAY



TITLE
ISLAND LAKE
COUNTY PARK

RW 1.0

SHEET 1 OF 1





hereby certify that this plan,
specification or report was prepared by
me or under my direct supervision and
that I am a duly Licensed Landscape
Architect under the laws of the State of
Minnesota.

Registration:	Landscape Architect
State:	Minnesota
Number:	42944
Signature:	B. Gus Blume

NO.	DATE:	DESCRIPTION:
1	2/22/13	BID DOCUMENTS

DESIGN PHASE:

REVIEW
DOCUMENTS

MANITOU RIDGE GOLF COURSE BITUMINOUS AREAS
RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT
MANITOU RIDGE GOLF COURSE

DATE: JANUARY 2017

DESIGNED BY:	BGB
DRAWN BY:	BGB
CHECKED BY:	SAY



TITLE

ANITOU RIDGE

RW 1.0

SHEET 1 OF 1





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B. Gus Blumer, Landscape Architect
2015 Van Dyke Street
Maplewood, MN 55109
brent.blumer@co.ramsey.mn.us
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DESIGN PHASE:

REVIEW
DOCUMENTS

LAKE McCARRONS COUNTY PARK BITUMINOUS AREAS
RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT
LAKE McCARRONS COUNTY PARK

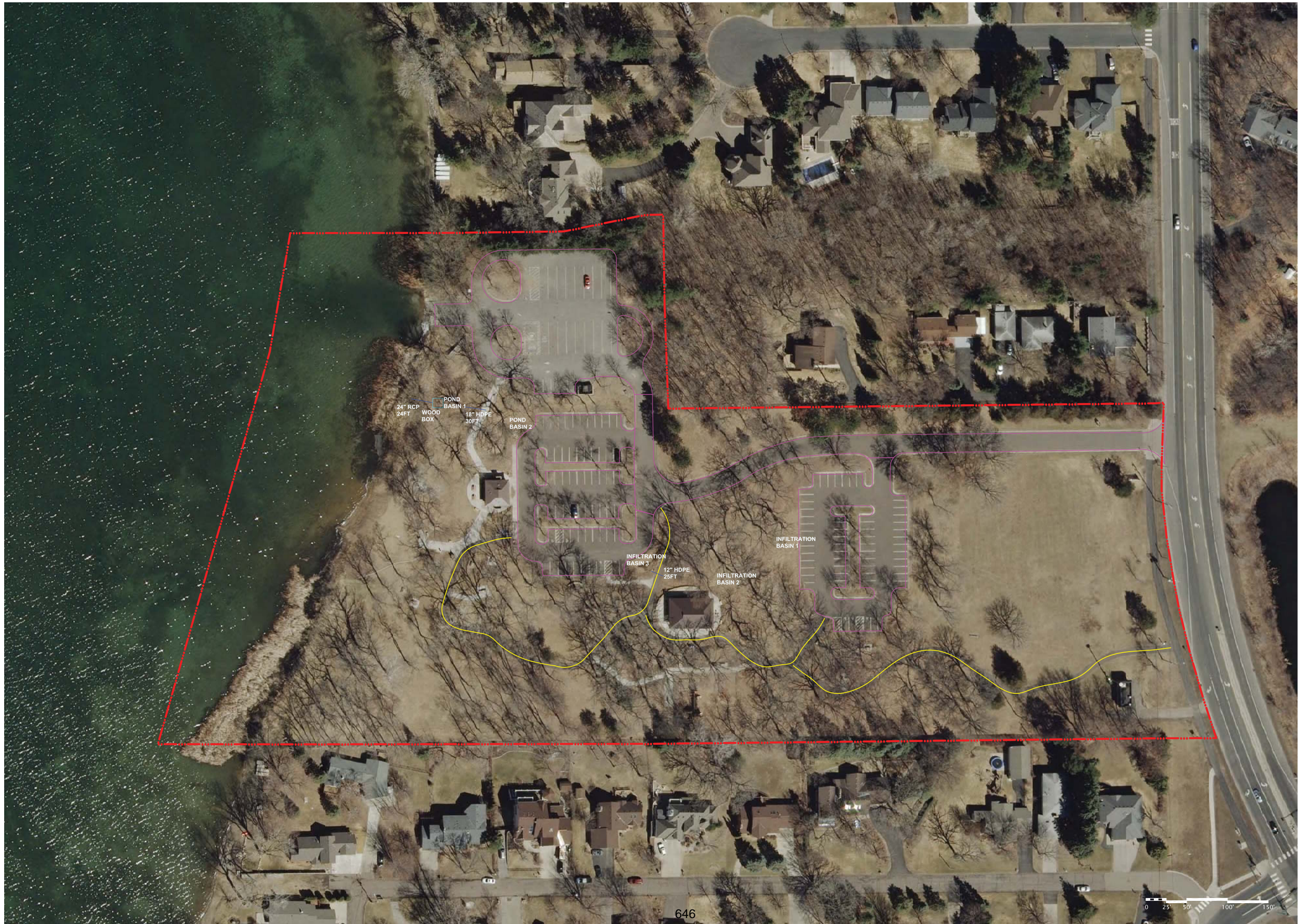
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CHECKED BY: SAY



TITLE
MCCARRONS

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SHEET 1 OF 1





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Maplewood, MN 55109
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DESIGN PHASE:

REVIEW DOCUMENTS

TURTLE LAKE COUNTY PARK BITUMINOUS AREAS
RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT
TURTLE LAKE COUNTY PARK

DATE:	JANUARY 2017
DESIGNED BY:	BGB
DRAWN BY:	BGB
CHECKED BY:	SAY



TITLE

TURTLE LAKE

RW 1.0

SHEET 1 OF 1



CONTACT INFORMATION:
B. Gus Blumer, Landscape Architect
2015 Van Dyke Street
Maplewood, MN 55109
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DESIGN PHASE:

REVIEW
DOCUMENTS

WHITE BEAR LAKE COUNTY PARK BITUMINOUS AREAS
RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT
WHITE BEAR LAKE COUNTY PARK

DATE: JANUARY 2017

DESIGNED BY: BGB
DRAWN BY: BGB
CHECKED BY: SAY



TITLE

WHITE BEAR LAKE

RW 1.0

SHEET 1 OF 1

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Parks & Recreation

PROJECT TITLE: Bituminous Pavement Maintenance Project

COMMENTS:

“Yes – Safety for users.”

“\$1.4 million in 2021. This is an ongoing expense which cannot be deferred for too long without causing bigger problems.”

“Mill/overlay is better than complete base reconstruction. Do \$1.4m.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks & Recreation/660000

Project Title or

Item: Highland Parking Lot

PROJECT DESCRIPTION: (Attach supporting documents.)

Reconstruct existing parking lots, curb & gutter, add parking lot islands, and improve stormwater drainage. Expand parking near the building and improve site circulation that accommodates buses and additional parking. Improve stormwater drainage run-off from existing buildings. Sitework to include, providing accessible and safe routes to facilities, upgrading site lighting, updating stormwater management and enhancing the landscaping. This plan supports the future direction of the St. Paul Regional Water Services site after the large reservoir is removed, but does not assume that land will be utilized for future ice sheets or parking lots.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 2,175,809	\$ 2,175,809	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 2,175,809	\$ 2,175,809	\$ -	\$ -	\$ -	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

Place a Check mark in the Correct Box:	No	Yes	IF YES:	Year(s)	Amount
	<input type="checkbox"/>	<input type="checkbox"/>		2016	\$ 890,300
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$275,000 in 2020 for design costs and \$1,900,809 in 2021 for construction costs.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

This project is a renovation and expansion of the parking lot and associated site work to improve parking capacity, traffic flow, stormwater management, accessibility, lighting, and landscaping.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The existing site is 800 Snelling Avenue South in St. Paul. Ramsey County leases the land from St. Paul Regional Water Services.

3. Are there alternative sites?

No

4. What is the estimated size?

a. Building square footage

n/a

b. Acres of land needed

n/a - existing land

c. Is parking space required? How much?

This is an expansion of an existing parking lot. Per codes Ramsey County is required to provide 150 parking spots on site: this plan provides 153.

5. How is the space to be utilized?

Parking, lighting, stormwater management, landscaping

a. Office space square footage

n/a

b. Program space square footage

n/a

6. How many employees will occupy the space?

a. Current Staff

Typically, one superintendent, one janitor, and one maintenance and operations worker are on site

b. New positions/staff needed

no

7. Who provided the cost estimate? When?

Cost estimate was prepared by Parks & Recreation staff, incorporating historical contractor cost information, in January 2019.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

n/a

8. For how long is the cost estimate valid?

Cost estimate assumes design beginning in summer/fall 2020 with construction beginning in spring 2021.

9. When does the project need to begin?

Design work immediately upon receipt of funding (anticipated July 2020)

10. Who will oversee the project?

a. County staff - Describe experience

Ryan Ries (Facilities & Sustainability Director) and Gus Blumer (Landscape Architect/Project Manager) have experience managing projects of this scale both with the County and in private industry prior to coming to the County.

b. Outside consultant - Describe experience

Contractor selected through competitive solicitation process would have construction management responsibilities

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 182,605	182,605	-	-	-	-	-
Construction	\$ 1,993,204	1,993,204	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 2,175,809	\$ 2,175,809	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The existing parking lot, curbs and drainage infrastructure is degraded and failing. Water has begun running into the building causing interior water damage. Facility expansion in the past has added to the drainage issues and site circulation problems. Parking capacity is not sufficient to meet current facility programs and events. The facility parking lots and sidewalks do not meet current requirements for ADA accessibility.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

The existing parking lot and related infrastructure is failing, does not provide adequate parking for events, does not provide adequate access or safety for customers.

3. What are the positive aspects of the current building and/or site?

The facility is one of the heaviest used arenas in the Ramsey County system.

4. Who performed the functional analysis? Qualifications?

n/a

5. What other alternatives have been explored? Describe

After this project was originally funded, Ramsey County was notified that St. Paul Regional Water Services was going to decommission the water reservoir to the immediate west and south of the existing parking lot and was seeking proposals for future usage of the land. So the CIP project was put on hold while SPRWS determined the future of the site.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

The condition of the pavement, and the parking shortages, present significant safety risks.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

This is a renovation project.

3. How are current operating costs being affected?

Ramsey County is spending significant money every summer to patch potholes and other pavement deficiencies.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

Potential safety and accessibility risks, poor image for the County.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS

1. Estimated cost of new staff positions needed. When? Is/will funding be available?

n/a

2. Are there any future cost savings?

Savings from reduced ongoing pavement maintenance costs.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:

- a. Maintenance/Custodial

n/a

- b. Heating/Cooling/Lighting or other Energy-related costs

n/a

4. Are there any federal/state laws mandating increased operating costs?

no

E. IMPACT ON FUTURE REVENUES

1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

Highland Arena Design Estimate

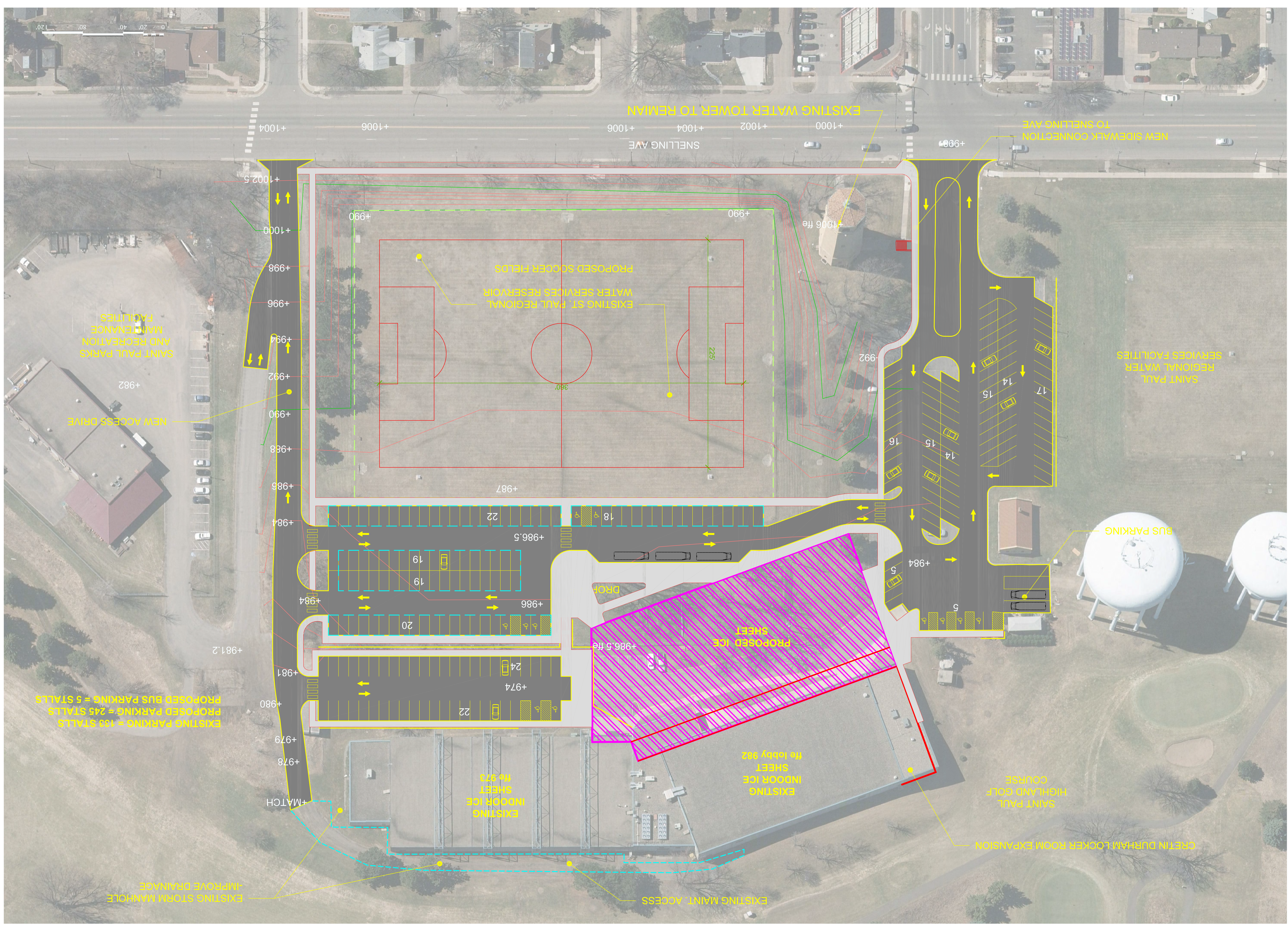
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Highland Arena Design Estimate

Date 2/25/2019

Site Plan Estimate					Notes
Item	Unit	Total Quantity	Unit Price	Total Cost	
Mobilization	LS	1	\$ 80,000	\$ 80,000	
Earthwork (rough, finish grade for parking lot and turf and infiltration areas)	SF	75,000	\$ 0.75	\$ 56,250	
Erosion control - silt fence or bio roll	LF	750	\$ 2.50	\$ 1,875	
Electrical - Site lights & poles	EA	1	\$ 50,000.00	\$ 50,000	
Remove concrete sidewalk, concrete stair	LS	1	\$ 10,000.00	\$ 10,000	
Reclaim and remove parking area	SY	7,888	\$ 2.50	\$ 19,720	
Stone pavement drainbase - 30" avg.	CY	1,000	\$ 65.00	\$ 65,000	
Permeable pavement - pavers	SF	6,000	\$ 18.00	\$ 108,000	
Bituminous Pavement parking and road -4" Standard section	Ton	1,800	\$ 110.00	\$ 198,000	
Retaining Wall - Modular Block	SF	2,000	\$ 75.00	\$ 150,000	
6" Class V Base for Standard Pavement	CY	1,300	\$ 28.00	\$ 36,400	
Parking Lot Striping - paint	LS	1	\$ 7,500.00	\$ 7,500	
Curb & Gutter (B6-24)	LF	2,200	\$ 30.00	\$ 66,000	
Concrete sidewalk	SF	7,200	\$ 9.00	\$ 64,800	
Concrete sidewalk stair	SF	200	\$ 60.00	\$ 12,000	
HC Parking signs w/post	EA	8	\$ 250.00	\$ 2,000	
Storm water management piping, structures	LS	1	\$ 400,000.00	\$ 400,000	
Player Entrance Vestibule	LS	1	\$ 100,000.00	\$ 100,000	
Enhanced landscaping and site amenities	LS	1	\$ 30,000.00	\$ 30,000	
Site Restoration	SF	20,000	\$ 0.50	\$ 10,000	
Subtotal				\$ 1,467,545	
Internal design services				\$ 73,377	5%
Archttecture, engineering, lighting % stormwater design				\$ 102,728	
Site investigation - Soils				\$ 6,500	
Permits				\$ 2,500	
General conditions				\$ 146,755	supervision, project management, overhead
Construction testing - conc., compaction, soils verification, etc				\$ 10,000	
Sub-Total Project				\$ 1,809,405	
Construction Contingency				\$ 180,940	10%
Escalation for 2021 construction				\$ 185,464	
Total Project Complete				\$ 2,175,809	

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Parks & Recreation

PROJECT TITLE: Highland Parking Lot

COMMENTS:

“Again – Safety issues.”

“\$2.2 million for improvements to the parking lot, sidewalk from Snelling to the arena, bus turnaround, and water mitigation are all good ideas and necessary improvements. If possible a deal with Saint Paul should be negotiated within will permit busses to use the south side of the property to exit.

This project raises the question of income inequality. While the improvements to Highland are a good idea, are the other arenas in other neighborhoods also needful? We should make sure we are not under-investing in lower income neighborhoods.”

“Yes, do it. \$2.1m. Circle turnaround @ south end seems like a good idea... keep traffic on existing site. Special care needs to be given during the landscape design process with respect to stormwater mgmt. consult MNLA.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Building Improvements - Additional Funds

PROJECT DESCRIPTION: (Attach supporting documents.)

Property Management provides the operation and maintenance of twenty-three County owned buildings to ensure the delivery of the County's services to it's residents. This project will address building deficiencies in the following areas: landscape and site improvements, hazardous material abatement, preservation of building interiors and exteriors, renewal and replacement of electrical, mechanical and plumbing systems.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 36,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 36,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000

PREVIOUS PROJECT FUNDING:

	<u>No</u>	<u>Yes</u>	<u>IF YES:</u>	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:	<input checked="" type="checkbox"/>	<input type="checkbox"/>			\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$2,500,000 in 2020 and \$2,500,000 in 2021.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The project scope includes the repair and replacement of existing building interior, exterior and infrastructure.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The work will be performed at twenty-three of Ramsey County's owned sites.

3. Are there alternative sites?

N/A

4. What is the estimated size?

a. Building square footage

Varies by property.

b. Acres of land needed

As this is the maintenance of existing, no additional land is required.

c. Is parking space required? How much?

This project will include the maintenance of existing parking, no additional parking is included in this project.

5. How is the space to be utilized?

N/A

a. Office space square footage

N/A

b. Program space square footage

N/A

6. How many employees will occupy the space?

a. Current Staff

N/A

b. New positions/staff needed

N/A

7. Who provided the cost estimate? When?

Cost estimates have been developed by Property Management's Senior Building Managers and their professional consultants.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Senior Building managers are seasoned County professionals drawing on there past facilities management experience to estimate costs. The Building Managers have also drawn on the experience of professional licensed contractors and engineers for expertise in cost estimating.

8. For how long is the cost estimate valid?

Cost estimates are valid until 2021.

9. When does the project need to begin?

In the first quarter of 2020.

10. Who will oversee the project?

a. County staff - Describe experience

The Department of Property Management will assign a project manager from it's department to manager the entire project delivery process.

b. Outside consultant - Describe experience

11. Provide a breakdown of project costs by year, by category:

See Property Management's Building Improvement Plan.

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ -	-	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Historically Property Management has been funded approximately \$1.50/SF per year to maintain the County owned facilities that it is responsible for. Current cost estimates for both building maintenance and industry standards show that this fund amount is approximately 1/3 of what is actually required to maintain these facilities. This project will be used to meet maintenance needs of property sites, buildings and infrastructure systems that cannot be met with \$1.50/SF per year.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

N/A

3. What are the positive aspects of the current building and/or site?

N/A

4. Who performed the functional analysis? Qualifications?

N/A

5. What other alternatives have been explored? Describe

N/A

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

N/A

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

N/A

3. How are current operating costs being affected?

Increased maintenance costs due to frequent breakdown of system components.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

There is the potential of unattended maintenance needs to become emergency needs. When planned preventive maintenance activity is postponed, the consequence is unfunded emergency repair activity. Emergency repair items can put County employees and guests in danger depending on the repair need or could disrupt service to a portion of or an entire building if the emergency is large enough.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

N/A

2. Are there any future cost savings?

Addressing facility maintenance needs in a proactive manner is more cost effective than reacting to maintenance need as a result of a system failure. This project allows for the replacement of systems prior to failure and continued maintenance to prevent failure.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

N/A

b. Heating/Cooling/Lighting or other Energy-related costs

This project includes replacement and repair of mechanical, electrical and plumbing systems. These maintenance activities all have a positive impact on reducing energy usage.

4. Are there any federal/state laws mandating increased operating costs?

N/A

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Property Management

PROJECT TITLE: County Building Improvements

COMMENTS:

“Keep systems up to date for staff and visitors.”

“This is a \$6 million/year request for the next six years for a variety of improvements to county buildings. Investment in these older building is necessary and improvements will enhance county services delivery. However, two thoughts about the process:

1. Studies should be conducted, designs completed, costs estimated, and the projects prioritized before the money is authorized. The recommendation here is to allocate money to property management without identifying specific projects and costs.
2. The projects should be broken out individually, probably by building, then prioritized, and then recommended to CIPAC for review. A rating process, either the one we are using or a similar one, should be employed.

To simply allocate large amounts of funding to property management as contemplated by this proposal will reduce the relevance of CIPAC and the citizen advisory process.”

“Prioritize preventative maint. No. cost breakdowns on p. 493. \$6m/yr thru 2025. Hmmm. Yes, fund but perhaps reduce annual \$?”

“High priority needed.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

**Department Name &
Code #:** Property Management

**Project Title or
Item:** Economic Development Initiative

PROJECT DESCRIPTION: (Attach supporting documents.)

Ramsey County's strategic plan outlines priorities which align with the vision of the Ramsey County Board of Commissioners. These priorities guide work throughout the County to achieve the four identified goals: 1) strengthen well-being; 2) cultivate prosperity; 3) enhance opportunity; and 4) model accountability. Two of the County's strategic priorities are "Comprehensive Economic Development to Build Prosperity" and "Accessible Service Delivery and Facilities". These priorities include multi-year economic development infrastructure projects whose project costs are not known yet. The initiative will focus on near term projects that include, but are not limited to, Riverfront Properties, Rice Creek Commons, and Accessible Service Delivery and Facilities.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 60,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 60,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ -	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

	<u>No</u>	<u>Yes</u>	<u>IF YES:</u>	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:	<input type="checkbox"/>	<input checked="" type="checkbox"/>		2013 & 2015*	\$ 211,000
				2017*	\$ 400,000
				2018	\$ 256,565
				2018*	\$ 1,652,743

CIPAC Comments Attached.

*Funding sources not through CIP

County Manager Comments:

The County Manager does not propose financing this project in 2020 or 2021. Funding should be reconsidered at such time as these economic development projects are ready to move forward.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The project is a new initiative for development and implantation of fiscally responsible and sustainable programs for Comprehensive Economic Development to Build Prosperity and for Accessible Service Delivery and Facilities.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The project will encompass Ramsey County geographic area and will include Ramsey County's existing sites and facilities and may include new land and/or facility acquisitions.

3. Are there alternative sites?

Not known at this time.

4. What is the estimated size?

a. Building square footage

To be defined at a later date.

b. Acres of land needed

To be defined at a later date.

c. Is parking space required? How much?

To be defined at a later date.

5. How is the space to be utilized?

To be defined at a later date.

a. Office space square footage

To be defined at a later date.

b. Program space square footage

To be defined at a later date.

6. How many employees will occupy the space?

a. Current Staff

To be defined at a later date.

b. New positions/staff needed

Not known at this time.

7. Who provided the cost estimate? When?

Cost estimates will be developed, verified, and provided by the Project Team that will be comprised of Finance and EGCi service team staff, with input by other county departments and external consultants prior to implementation of individual Projects.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Cost estimates will be prepared by subject matter experts that are established and experienced in economic development, accessible service delivery, space programming and design, and other project-related areas.

8. For how long is the cost estimate valid?

One calendar year, after which inflationary costs will need to be accounted for in the Project budget and provided in any future installments of funding.

9. When does the project need to begin?

The project will begin in the first quarter of 2020.

10. Who will oversee the project?

a. County staff - Describe experience

Ramsey County Finance and Property Management departments will own the Project. The Project will be assigned to a project management team. Finance and Property Management will consult with other county departments as required by the Project to assure alignment with the county goals and strategies.

b. Outside consultant - Describe experience

Services of consultants with expertise in space utilization, architecture, human experience, and other design elements for facilities will be procured.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ -	-	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe) Unknown at this time	\$ 60,000,000	20,000,000	20,000,000	20,000,000	-	-	-
	\$ 60,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION**1. Why is this project needed? Reasons**

This project aligns with the Ramsey County Board of Commissioners vision and Ramsey County priorities of multi-year economic development infrastructure projects.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

Not applicable.

3. What are the positive aspects of the current building and/or site?

Not applicable.

4. Who performed the functional analysis? Qualifications?

Project Team to include Ramsey County employees and subject matter experts as required by the project.

5. What other alternatives have been explored? Describe

Not applicable.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT**1. How long can existing space/situation be continued?**

Not applicable.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

Not applicable.

3. How are current operating costs being affected?

Unknown at this time.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

Failure to provide funding for this project in the year requested will delay the implementation of the vision of Board of Commissioners and Ramsey County's strategic priorities.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

Unknown at this time.

2. Are there any future cost savings?

Unknown at this time.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

Unknown at this time.

b. Heating/Cooling/Lighting or other Energy-related costs

Unknown at this time.

4. Are there any federal/state laws mandating increased operating costs?

Not applicable.

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Property Management

PROJECT TITLE: Economic Development Initiative

COMMENTS:

“\$20 million/year for four years. Here again, a better process will include reviews and recommend specific projects rather than approving a lump sum to be allocated to economic development.”

“Yes allocate funds towards Economic Development’s highest priorities RCC, Riverfront. \$20m over 3 yrs.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Extension Barn Remodel

PROJECT DESCRIPTION: (Attach supporting documents.)

Convert the existing two-story 22,213 SF barn building into a multi-functional facility that would include County office and conferencing spaces as well as a community space. Remodeling would be sensitive to the historic nature of the barn, would preserve and highlight the exposed wood trusses in the upper level, and would meet all current and applicable city and state codes.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING									
		2020	2021	2022	2023	2024	2025				
County Funds	\$ 9,200,000	\$ 9,200,000	\$ -	\$ -	\$ -	\$ -	\$ -				
Federal Funds	\$ -	-	-	-	-	-	-				
State Funds	\$ -	-	-	-	-	-	-				
Other (Specify):	\$ -	-	-	-	-	-	-				
Total Project Funding	\$ 9,200,000	\$ 9,200,000	\$ -	\$ -	\$ -	\$ -	\$ -				

PREVIOUS PROJECT FUNDING:

Place a Check mark in the Correct Box:	No	Yes	IF YES:	Year(s)	Amount	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>		2015	\$ 200,000	Fire Prevention Additions
					\$ -	
					\$ -	

CIPAC Comments Attached.

County Manager Comments:

The County Manager does not propose financing this project in 2020 or 2021.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The project is a major renovation.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The Extension Barn is ideally situated on the east side of Ramsey County making it capable of offering County services to residents living in the eastern portion of the County more conveniently. It sits just south of the Ramsey County Suburban Courts facility and as the entrance to the Ramsey County campus which includes Ramsey County Parks and Recreation, Ramsey County Care Center, Family Service Center and Aldrich Ice Arena.

3. Are there alternative sites?

N/A.

4. What is the estimated size?

a. Building square footage

22,213 SF

b. Acres of land needed

None.

c. Is parking space required? How much?

N/A.

5. How is the space to be utilized?

The proposed project renovates the two levels into a multi-functional facility with office space, conference rooms and community gathering space.

a. Office space square footage

The amount of office space is variable and is dependent on the County's needs and if the County decides to rent office space to other entities.

b. Program space square footage

22,213 SF.

6. How many employees will occupy the space?

a. Current Staff

Varies, please refer to question 5.a above.

b. New positions/staff needed

No additional staff is required because of this project.

7. Who provided the cost estimate? When?

Cost estimates will be developed, verified, and provided by the Project Team that will be comprised of Department of Property Management with input by other county staff and external consultants prior to implementation of individual phases of the Project.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Cost estimates will be prepared by subject matter experts that are established and experienced in space utilization, architectural design and historic preservation.

8. For how long is the cost estimate valid?

One calendar year, after which inflationary costs will need to be accounted for in the Project budget and provided in any future installments of funding.

9. When does the project need to begin?

The project will begin in the first quarter of 2020.

10. Who will oversee the project?

a. County staff - Describe experience

The Department of Property Management will own the Project. The Project will be assigned to a Property Management Project Manager. Property Management shall engage and consult with other county departments as required by the Project to assure alignment with the county goals and strategies.

b. Outside consultant - Describe experience

Services of consultants with expertise in space utilization, architectural design and historic preservation will be procured.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 707,500	707,500	-	-	-	-	-
Construction	\$ 7,075,000	7,075,000	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ 1,200,000	1,200,000	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe) Technology	\$ 217,500	217,500	-	-	-	-	-
	\$ 9,200,000	\$ 9,200,000	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Ramsey County's Accessible Service Delivery and Facilities initiative states services should be accessible, welcoming, efficient, and cost-effective while aligning with our "Residents First" approach. There are three primary elements to delivery of a welcoming facility: signage, quality aesthetics and ease of access both in the form of location as well as ADA compliance. The Extension Barn is ideally situated on the east side of Ramsey County making it capable of offering County services to residents living in the eastern portion of the County more conveniently. It sits just south of the Ramsey County Suburban Courts facility and as the entrance to the Ramsey County campus which includes Ramsey County Parks and Recreation, Ramsey County Care Center, Family Service Center and Aldrich Ice Arena. The main level is currently used as an office space by the University of MN Extension program and the Ramsey County Master Gardener program. The upper level is empty most of the year since the perimeter walls are not weather tight or insulated and the space has no mechanical systems for heating and cooling. It is used mainly in the autumn for Fright Farm by the Ramsey County Sheriff's department. This level is mainly wide open with few interior partitions and no ceiling plane; leaving the space open to the wood trusses above and high "ceilings". Insulating the exterior walls, adding mechanical systems (including heating and cooling, fire suppression, and vertical transportation) and remodeling the upper level into a multi-use space with offices, conference rooms and community spaces would meet residents and County needs and make better use of a historical County facility.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

The upper level currently is uninsulated and not weather tight making it uninhabitable; the upper level is also accessible only by stairs unless one walks outside rendering it non-ADA compliant and not very guest friendly. The renovation would alleviate these issues as well as make the entire facility desirable and beneficial for all residents.

3. What are the positive aspects of the current building and/or site?

The Extension Barn is ideally situated on the east side of Ramsey County making it capable of offering County services to residents living in the eastern portion of the County more conveniently.

4. Who performed the functional analysis? Qualifications?

Ramsey County Property Management

5. What other alternatives have been explored? Describe

N/A.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

The space can continue in its current state, but not fully serve to capacity the County or its residents.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

N/A.

3. How are current operating costs being affected?

The current operating costs will need to be adjusted according to the Project specifications and the ultimate use of the facility.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

By not funding this project, the facility's upper level will continue to deteriorate caused by the combination of tempered space on the lower level (offices) and non-tempered space on the upper level. Aside from the physical consequences to the building, the County would be limiting its ability to offer services to its residents, additional conference rooms for County employees and a location for community members and neighborhood groups to use and enjoy.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

N/A.

2. Are there any future cost savings?

Enhancing the public's access to services creates efficiency for the individual, families and the County as an enterprise by reducing the time it takes to make service connections.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

There will be an increase in operational cost because the entire facility will be occupied and utilized for the entire year. Currently only the main level is occupied as an office space and maintained as such. The upper level, which is empty and not tempered, is minimally maintained.

b. Heating/Cooling/Lighting or other Energy-related costs

By renovating this facility, it would be meeting all current and applicable energy codes which it currently does not. The facility also would be capable of using renewable energy systems and highlight how a historic building can be renovated while also being sustainably conscious.

4. Are there any federal/state laws mandating increased operating costs?

N/A.

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Property Management

PROJECT TITLE: Extension Barn Remodel

COMMENTS:

“Yes, facility needs to meet ADA. Barn is an asset to Ramsey County.”

“The price tag of \$9.8 million works out to \$418/square foot for the barn. No use has yet been determined. A decision on remodeling the barn should wait until the Maplewood campus master plan has been completed, and a use for the building is determined.”

“As mentioned last meeting, sq. ft. cost projected is way too much. “Cost estimates to be developed & proposed” means this project is not for enough along to be receiving funds.”

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

Project # (CM Use Only)

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Metro Square Escalator/Staircase - Removal/Installation

PROJECT DESCRIPTION: (Attach supporting documents.)

On October 6, 2009, by Resolution 2009-343, the County Board approved the final purchase agreement for the Metro Square, and the Metro Square estimated purchase, remodeling, and operational costs; project schedule; and financing plan. The remodeling project did not include any work to the escalators serving the floors 1 through 3. The 1st to 2nd floor escalators are not in service and have been shut down because replacement parts are no longer available. The 2nd to 3rd floor escalators are currently working, however, Ramsey County's elevator consultant has confirmed that these escalators are beyond their useful life, are obsolete and, due to unavailability of repair parts, should be shut down and removed from service. This request is to remove the escalators that serve 1st floor through 3rd floor (4 total) and install a new open staircase to provide continuous access between 1st, 2nd and 3rd floors at Metro Square.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 1,121,280	\$ 1,121,280	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 1,121,280	\$ 1,121,280	\$ -	\$ -	\$ -	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

	<u>No</u>	<u>Yes</u>	<u>IF YES:</u>	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
					\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$1,121,280 in 2020.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

This is request for major renovation and removal of non-functioning, non-code compliant escalators and replace with new staircase.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Ramsey County owns the Metro Square Building.

3. Are there alternative sites?

Not applicable.

4. What is the estimated size?

a. Building square footage

Metro Square is 386,854 square foot facility housing Ramsey County, State of Minnesota and private tenants.

b. Acres of land needed

Not applicable.

c. Is parking space required? How much?

Not applicable.

5. How is the space to be utilized?

The new design and construction will create an open staircase that will be installed once escalators are removed.

a. Office space square footage

Not applicable.

b. Program space square footage

The proposed construction area is approximately 3,078 square feet.

6. How many employees will occupy the space?

a. Current Staff

Not applicable.

b. New positions/staff needed

None.

7. Who provided the cost estimate? When?

Cost estimates are based on reports that have been supplied to Ramsey County. They include CB Richard Report - 2008, Property Condition Assessment Report - 2009, Public Circulation Study - 2014 and Elevator Consulting Services Recommendation Report - 2018.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Information received has been from qualified vendors specializing in real estate, architectural, structural and vertical transportation.

8. For how long is the cost estimate valid?

Estimate was calculated for a begin date of 2020.

9. When does the project need to begin?

The Project proposes a design phase to be complete in 2020 and construction to begin in mid 2020 and continue through completion in 2021.

10. Who will oversee the project?

a. County staff - Describe experience

Ramsey County Property Management.

b. Outside consultant - Describe experience

To be determined using available contracts and references.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 119,280	119,280	-	-	-	-	-
Construction	\$ 984,000	984,000	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ 18,000	18,000	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 1,121,280	\$ 1,121,280	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Four escalators at Metro Square are beyond their expected life and two have been removed from service due to safety and code violations. This has created poor pedestrian traffic flow patterns for occupants and visitors accessing services, exits and skyway. Appearance of non-functioning escalators have a negative impact on how visitor and occupants view Ramsey County operated buildings.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

One stairwell available for use on east end of building, poor visitor, employee and tenant flow pattern.

3. What are the positive aspects of the current building and/or site?

Existing elevators can handle current population of building occupancy as long as elevators stay functioning.

4. Who performed the functional analysis? Qualifications?

WOLD Architects & Engineers and Elevators Consulting Services Inc.

5. What other alternatives have been explored? Describe

Three other options were explored in this process: One - make repairs to escalators to meet safety and current codes. Two - replace units with new escalators. Three - do nothing and leave in place.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

The two operational escalators, upon failure or lack of code compliance, will not be repaired due to cost. Poor traffic flow and reduced accessibility are not acceptable options.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

Remodeling or other work cannot extend the time. If escalator equipment remain in place, decommissioning would be required on all equipment and shaft walls installed to enclose the area. Estimated cost for this work is as follows: Decommissioning, Engineering and Construction \$140,000, Mechanical (HVAC) \$64,000, and Electrical \$28,000.

3. How are current operating costs being affected?

To extend the use of the two operating escalators, \$33,000 will be needed for code compliance. Any future parts, if found in after-markets, will be billed as a separate expense and not covered by the maintenance contract with vendor - obsolescent clause. Rather than incur these costs the escalators will be shut down.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

The consequences of not beginning the project in the year requested include: poor public perception of Ramsey County with regards to asset preservation because of the existence of broken-down equipment, poor flow of visitors and employees, and poor delivery of county services due to wayfinding difficulties throughout the facility.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

Not applicable.

2. Are there any future cost savings?

Yes, energy and monthly escalator maintenance contract and any expense not covered by contract will no longer be needed.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

The annual maintenance cost/energy cost saving is estimated to be \$17,470 per year.

b. Heating/Cooling/Lighting or other Energy-related costs

The Heating/Cooling/Lighting or other Energy-related cost saving is estimated at \$8,928 per year.

4. Are there any federal/state laws mandating increased operating costs?

None.

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Property Management

PROJECT TITLE: Metro Square Escalators/Staircase – Removal/Installation

COMMENTS:

“Use of the site will expand stairs and still have elevators, is good idea.”

“Since the escalators are not working and can no longer be repaired some action is indicated. The current escalator system could be replaced with new escalators for a cost comparable to the cost of converting to stairs. The stair replacement project should only be undertaken if the capacity of the elevator system is sufficient to accommodate building occupants and visitors.”

“Ummm, Yes – fix the escalator/staircase issue. \$1.12m – Ok.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Metro Square Exterior Envelop Assessment and Repair Project

PROJECT DESCRIPTION: (Attach supporting documents.)

On October 6, 2009, by Resolution 2009-343, the County Board approved the final purchase agreement for the Metro Square, and the Metro Square estimated purchase, remodeling, and operational costs; project schedule; and financing plan. The 2009 remodeling project did not include any exterior envelop work. Property Management has determined that some components of the Metro Square's exterior envelop are approaching the end of their useful life and are in need of a condition assessment and repair to insure the facility's exterior structural integrity. The Metro Square Exterior Envelop Assessment and Repair Project work will include tuck-pointing, interior/exterior wall repairs, sheet metal fascia repair/replacement, and gasket replacement for all exterior glass panels.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING									
		2020	2021	2022	2023	2024	2025				
County Funds	\$ 5,131,800	\$ 265,000	\$ 4,866,800	\$ -	\$ -	\$ -	\$ -				
Federal Funds	\$ -	-	-	-	-	-	-				
State Funds	\$ -	-	-	-	-	-	-				
Other (Specify):	\$ -	-	-	-	-	-	-				
Total Project Funding	\$ 5,131,800	\$ 265,000	\$ 4,866,800	\$ -	\$ -	\$ -	\$ -				

PREVIOUS PROJECT FUNDING:

	<u>No</u>	<u>Yes</u>	<u>IF YES:</u>	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
					\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project over three years using bond proceeds of \$265,000 in 2020 for design costs and \$2,500,000 in 2021 for construction costs. Bond proceeds of \$2,366,800 in 2022 for the remaining construction costs will be proposed in the next budgeting cycle.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The Project is major renovation. The exterior envelop is in need of a complete condition assessment and repairs need be made to insure its integrity. The scope of remedial work will include tuck-pointing, interior/exterior wall repairs, sheet metal fascia repair/replacement, and gasket replacement for all exterior glass panels .

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Ramsey County owns the Metro Square Facility, the Project does not include site acquisition.

3. Are there alternative sites?

Not applicable.

4. What is the estimated size?

a. Building square footage

Metro Square is a 386,854 square foot facility housing Ramsey County, State of Minnesota and private tenants.

b. Acres of land needed

Not applicable.

c. Is parking space required? How much?

Not applicable.

5. How is the space to be utilized?

Not applicable.

a. Office space square footage

Not applicable.

b. Program space square footage

Not applicable.

6. How many employees will occupy the space?

a. Current Staff

Not applicable.

b. New positions/staff needed

None.

7. Who provided the cost estimate? When?

Cost estimates were based on CB Richard Ellis report in 2008 and Karges-Faulconbridge, Inc and Minneapolis Glass Company.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Project information and cost estimates have been provided by expert consultants and vendors with proven field experience and expertise with similar projects.

8. For how long is the cost estimate valid?

Project cost estimate was calculated for a begin date of 2020.

9. When does the project need to begin?

Structural assessment would begin in 2020 to determine scope and specifications of the remedial work, development of a detailed budget, and schedule for the Project for 2021 through 2023.

10. Who will oversee the project?

a. County staff - Describe experience

Ramsey County Property Management

b. Outside consultant - Describe experience

Ramsey County Property Management plans to procure services of industry-recognized consultants with superior field expertise to provide required professional services for the Project.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 265,000	265,000	-	-	-	-	-
Construction	\$ 4,821,800	-	4,821,800	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ 45,000	-	45,000	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 5,131,800	\$ 265,000	\$ 4,866,800	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Several issues have occurred due to water infiltrating the building envelop. The project is needed to insure the structural integrity of the Metro Square exterior envelop; to restore original building envelop walls, sheet metal fascia, and exterior glass panel seals; and to prevent water and air infiltration to the interior of the facility. If not corrected, issues could result in health hazards and potential injuries due to falling glass, interior mold growth, and work environment related issues such as poor indoor air quality and substandard temperature control.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

Since the exterior envelop of the Metro Square building is partially covered by glass panels, extent of required work to address the deficiencies related to the compromised exterior components has not been fully documented. The Project scope does not include acquisition of new site/building.

3. What are the positive aspects of the current building and/or site?

Metro Square building houses the current business needs of multiple Ramsey County departments and is connected to several other Ramsey County facilities through the skyway system.

4. Who performed the functional analysis? Qualifications?

In 2008 CB Richard Ellis Report suggested \$100,000 be budgeted for rigging and close-up inspections and immediate repairs. In 2013 Karges-Faulconbridge, Inc (KFI) provided a report on the condition of the original building envelope and suggested improvements of \$650,000 to address some of deficiencies. CB Richard Ellis and KFI firms are considered as high-quality experts by the industry. Ramsey County established a master contract with KFI for Special Inspection and Building Commissioning Services in 2018.

5. What other alternatives have been explored? Describe

There are no other sound alternatives to address the deficiencies than what is included in the proposed Project.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

The existing space/situation may be continued for a short while until this Project is evaluated and hopefully funded. This condition can only be resolved with invasive inspections and phasing construction to correspond with structural findings and remedial work to correct the deficiencies.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

Remodeling work will not mitigate the potential health hazard, but will provide a temporary solution to address substandard temperature control of interior spaces. Interior steel fin tube radiation cabinet heaters have been installed replacing the sheetrock boxes that are in place around the interior perimeter of the building, this provides extra heat necessary for office spaces.

3. How are current operating costs being affected?

During the winter season, heating water temperatures need to be increased to compensate for air infiltration. During summer season, coil discharge temperatures need to be decreased to compensate for warm air infiltration and higher interior humidity levels. These temporary solutions have resulted in additional expenditures in facility's operating budget for utilities.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

Not beginning the project in the year requested will result in higher risk and potential for health hazard to staff and visitors, in addition to, creating a poor public image for the County for not preserving county's physical asset and addressing and correcting a known, potentially hazardous facility condition.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS

1. Estimated cost of new staff positions needed. When? Is/will funding be available?

No new staff will be needed.

2. Are there any future cost savings?

Yes, future cost savings will be realized as a result of better environmental controls and more efficient energy usage, in addition to, cost avoidance for mold mitigation and larger scope of exterior/interior repairs caused by water damage.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:

a. Maintenance/Custodial

These estimates will be available once the scope of work for this project has been identified.

b. Heating/Cooling/Lighting or other Energy-related costs

Potential savings of 15% winter energy consumption could be as high as \$4,508 annually and 8% or \$2,940 annually for summer.

4. Are there any federal/state laws mandating increased operating costs?

Not applicable.

E. IMPACT ON FUTURE REVENUES

1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Property Management

PROJECT TITLE: Metro Square Exterior Envelope

COMMENTS:

“County owns it, should be kept structurally sound.”

“This project sounds like a nightmare. Cost estimate from a 2008 report? “structural assessment” to begin 2020 to determine scope, etc. Seems to be a lot of unknowns.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Welcoming Facilities Project

PROJECT DESCRIPTION: (Attach supporting documents.)

Ramsey County's Accessible Service Delivery and Facilities initiative states services should be accessible, welcoming, efficient, and cost-effective while aligning with our "Residents First" approach. There are three primary elements to delivery of a welcoming facility: signage, quality aesthetics and ease of access both in the form of location as well as ADA compliance. Ramsey County has forty-seven (47) County-owned facilities and twenty (20) leased spaces in other buildings. The department of Property Management has identified the need to improve the quality of the aesthetic through the development of design principles and a strategy for the ongoing upkeep and refresh for interior finishes and furniture in all public-facing and common area spaces in county-owned and selected areas in the leased facilities. Implementation of design principles to public-facing common area spaces will be done through a multi-phased, priority-based approach and in conjunction with the Public Facing Building Signage Program and ADA Compliance initiatives. This Quality Aesthetics initiative is worthy of capital funding investment because it focuses on creating welcoming environments by enhancing convenient, comfortable, reliable, dignified and equitable experiences when visiting and receiving services in all county facilities. Doing so also directly promotes county goals of enhancing access to opportunity and strengthening individual, family and community health, safety and well-being thereby promoting "Residents First".

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 30,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 30,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000

PREVIOUS PROJECT FUNDING:

	No	Yes	IF YES:	Year(s)	Amount
Place a Check mark in the Correct Box:	<input checked="" type="checkbox"/>	<input type="checkbox"/>			
					\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager recommends financing this project using bond proceeds of \$5,000,000 in 2020 and \$2,500,000 in 2021. Project priorities should be established through the Residents First Program.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The Welcoming Facilities Project is a new multi-phased, priority-based initiative that focuses on creating welcoming environments that are respectful, advocate autonomy, maintain privacy and promote dignity for all who seek county services, are employed by the county, and/or conduct business with Ramsey County. The work to be completed will vary from facility to facility to achieve the desired welcoming environment.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The Welcoming Facilities Project will included all county-owned facilities and selected areas in the county-leased facilities.

3. Are there alternative sites?

Not applicable.

4. What is the estimated size?

a. Building square footage

Varies by facility.

b. Acres of land needed

Not applicable.

c. Is parking space required? How much?

Not applicable.

5. How is the space to be utilized?

Not applicable.

a. Office space square footage

Not applicable.

b. Program space square footage

Not applicable.

6. How many employees will occupy the space?

a. Current Staff

Not applicable.

b. New positions/staff needed

None.

7. Who provided the cost estimate? When?

Cost estimates will be developed, verified, and provided by the Project Team that will be comprised of Department of Property Management with input by other county staff and external consultants prior to implementation of individual phases of the Project.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Cost estimates will be prepared by subject matter experts that are established and experienced in space utilization, architecture, human experience, and other design elements for facilities.

8. For how long is the cost estimate valid?

One calendar year, after which inflationary costs will need to be accounted for in the Project budget and provided in any future installments of funding.

9. When does the project need to begin?

The project will begin in the first quarter of 2020.

10. Who will oversee the project?

a. County staff - Describe experience

The Department of Property Management will own the Project. The Project will be assigned to a Property Management project manager. Property Management shall engage and consult with other county departments as required by the Project to assure alignment with the county goals and strategies and achieve improvements in service delivery.

b. Outside consultant - Describe experience

Services of consultants with expertise in space utilization, architecture, human experience, and other design elements for facilities will be procured.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 3,000,000	500,000	500,000	500,000	500,000	500,000	500,000
Construction	\$ 21,000,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
Furniture, Fixtures & Equipment	\$ 6,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 30,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Ramsey County facilities and spaces in leased facilities do not currently promote a welcoming environment nor the county's "Residents First" approach. Their aesthetics vary from building to building making it difficult for residents seeking services to readily know they are in a county facility. These factors adversely impact the county's delivery of service, the county's image within the community, and the perception with county employees and business partners. The Project is needed because thru a common design language it will create welcoming environments that respect all people, maintain privacy and promote dignity for all who seek county services, are employed by the county, and/or conduct business with Ramsey County. This initiative promotes the Residents First approach and embraces county goals of enhancing access to opportunity and strengthening individual, family and community health, safety and well-being. A county wide design strategy will ensure existing and new facilities achieve and are maintained as welcoming environments.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

Not applicable.

3. What are the positive aspects of the current building and/or site?

Not applicable.

4. Who performed the functional analysis? Qualifications?

Not applicable.

5. What other alternatives have been explored? Describe

Not applicable.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

No longer if the existing conditions are to be corrected.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

Remodeling will extend the time and will be a part of the implementation of the Project. Estimated costs will vary per site due to Project design and existing conditions.

3. How are current operating costs being affected?

The current operating costs may need to be adjusted according to the Project specifications for each site. Energy savings may be achieved at some facilities as a byproduct of the design or equipment upgrades implemented.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

Failure to provide accessible, welcoming, efficient, and cost-effective while aligning with our "Residents First" approach and will adversely impact the county's delivery of service, county's perception in the community, and county employees and business partners.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

Not applicable.

2. Are there any future cost savings?

Enhancing the public's access to services creates efficiency for the individual, families and the county as an enterprise by reducing the time it takes to make service connections.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

Unknown at this time.

b. Heating/Cooling/Lighting or other Energy-related costs

Unknown at this time as the Project could result in changes in lighting levels and other environmental factors. These costs may also be reduced as a result of using higher energy efficiency equipment and products than the existing.

4. Are there any federal/state laws mandating increased operating costs?

Not applicable.

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Property Management

PROJECT TITLE: Welcoming Facilities

COMMENTS:

“Clear signage outside of buildings and inside.”

“Great idea. Ramsey County has a number of older buildings with deferred maintenance. However, this approach of allocating \$5 million/year for the next six years presents the same problems identified with the County Building Improvements projects above.

“There is another important consideration with the County Building Improvements and Welcoming Facilities proposals. Why are the recommendations to fund these projects going through the Major Project review process? Why not raise the rent paid by the departments? Or increase the levy for CCAMP? Or revise a CIPAC-type rating system?”

“Again, “cost est. to be developed...” need more substance for \$ approved. I don’t disagree updates are beneficial – but more details & firmer costs.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Tax, Records and Election Services

Project Title or

Item: Voting System Replacement

PROJECT DESCRIPTION: (Attach supporting documents.)

The contract for the current voting system will expire on November 10, 2020. In preparation for the next decade, a replacement voting system is recommended. It is anticipated that the next voting system would be in use for 8-10 years. There has been discussion in Congress this year on the authorization of federal funds for the purpose of voting system upgrades and security and it is possible that such funds may be available as early as 2021. This request is for equipment only and does not include election space remodeling.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING											
		2020		2021		2022		2023		2024		2025	
County Funds	\$ 2,800,000	\$	-	\$	2,800,000	\$	-	\$	-	\$	-	\$	-
Federal Funds	\$ -		-		-		-		-		-		-
State Funds	\$ -		-		-		-		-		-		-
Other (Specify):	\$ -		-		-		-		-		-		-
Total Project Funding	\$ 2,800,000	\$	-	\$	2,800,000	\$	-	\$	-	\$	-	\$	-

PREVIOUS PROJECT FUNDING:

Place a Check mark in the Correct Box:	No	Yes	IF YES:	Year(s)	Amount
	<input type="checkbox"/>	<input checked="" type="checkbox"/>		2015	\$ 2,250,000
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager does not propose financing this project in 2020 or 2021. Federal or state funding should be pursued for project funding.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

This would be a replacement of the current voting system.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The voting system would be housed at the Elections Office warehouse in the Plato Building.

3. Are there alternative sites?

Not at the moment, but an alternative site is a possibility.

4. What is the estimated size?

a. Building square footage

The Elections warehouse is approximately 2,100 square feet, which is barely adequate to meet the needs of the Elections Office.

b. Acres of land needed

c. Is parking space required? How much?

5. How is the space to be utilized?

a. Office space square footage

b. Program space square footage

6. How many employees will occupy the space?

a. Current Staff

b. New positions/staff needed

7. Who provided the cost estimate? When?

Estimate provided by Joseph Mansky, Ramsey County Elections Manager, on December 24, 2018.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Mansky was involved with the previous voting system acquisition in 2015.

8. For how long is the cost estimate valid?

This estimate is likely accurate through 2020.

9. When does the project need to begin?

The acquisition and deployment of the new voting system would need to begin in April, 2021.

10. Who will oversee the project?

a. County staff - Describe experience

1. Elections manager; 2. Voting systems supervisor, who was involved with the acquisition and deployment of the current voting ssytem in 2015.

b. Outside consultant - Describe experience

n/a

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ -	-	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (equipment acquisition)	\$ 2,800,000	-	2,800,000	-	-	-	-
	\$ 2,800,000	\$ -	\$ 2,800,000	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The contract for the current voting system will expire after the 2020 presidential election. The Elections staff believes that a new voting system right-sized for the new voting environment, with more voters voting prior to election day in-person and by mail and the likely reduction in the number of precincts and polling places resulting from redistricting in the 2021-2022 biennium would provide the logical opportunity to acquire and deploy a successor voting system.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

The floor space available for storage and maintenance of voting equipment at the Plato Building, as currently configured, is somewhat limited and provides little opportunity to accommodate the growth in the county voting system function that will likely result when the new voting system is acquired and deployed. In addition, voter parking is at a premium.

3. What are the positive aspects of the current building and/or site?

The Plato Building floor space currently occupied by the Elections Office on the first floor is an excellent location for voting purposes and is easily accessible to the voters.

4. Who performed the functional analysis? Qualifications?

5. What other alternatives have been explored? Describe

There has been discussion of reconfiguring the office and warehouse space on the first floor of the Plato Building to better accommodate the Elections Office's needs.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

With some expansion of both office and warehouse space, and with agreements with neighboring landowners to provide off-site parking for Plato Building staff during peak voting periods, the Plato Building should be able to minimally serve the needs of the Elections Office through 2028.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

Yes, with some additional first floor warehouse space and with additional space for seasonal elections staff, the Plato Building can be configured to meet the needs of the Elections Office.

3. How are current operating costs being affected?

It is expected that the county will own, store and maintain all the voting equipment with the new voting system. As a consequence, additional warehouse floor space will be needed to house the voting equipment.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

The Elections Office strongly recommends the implementation of new voting technology in an odd-numbered year, to mitigate the risks to the county of deploying the new technology.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

The voting system operations can be administered with the current budget, but some reconfiguration of the staff complement may be necessary in 2021 and future years.

2. Are there any future cost savings?

Yes, since it is anticipated that there will be fewer precincts and polling places in which to conduct elections following the conclusion of redistricting in 2022, it is likely that fewer precinct ballot counters and assistive devices will be needed, which both reduces the county's acquisition and annual operating costs.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

Not a significant factor.

b. Heating/Cooling/Lighting or other Energy-related costs

Not a significant factor.

4. Are there any federal/state laws mandating increased operating costs?

Both state and federal laws require both the type of ballot counters and assistive devices that are used for elections but also the manner in which this equipment is used, in great detail.

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

Federal/state funds are possible but not known at this point in time.

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Property Tax, Records & Election Services

PROJECT TITLE: Voting System Replacement

COMMENTS:

“Voted at the Plato Office last election. Good parking, system efficient, once entered building.”

“This \$2.8 million funding request may be needed sooner (2020) or later (2025) depending on contract extension negotiations. If there is sufficient time, the equipment purchased should reflect the need needs of the citizens of Ramsey County, taking into account the 2020 census and changes in demand due to voting behavior with early voting, etc.”

“Not in favor of voting sys. Replacement our accuracy is v. high. Wait till after census 2020 & re-district. This is not necessary.”

“Timing need not cheer changes in voting trends and future needs of equipment and placement.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Public Works - 550000

Project Title or

Item: Public Works Facility Improvements

PROJECT DESCRIPTION: (Attach supporting documents.)

A comprehensive space study is currently underway, being led by HCM Architects, to assess the space utilization and operational needs of the Public Works site in Arden Hills. The study is expected to be completed in June 2019 providing short, medium and long-range recommendations. Details about what the recommendations will be are not known at this time. This project funding proposal is being submitted for planning purposes to acknowledge that there will be some recommendations from the space study to make improvements to the PW site in the future. The size, scope and timing of those improvements are not known at this time.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING									
		2020		2021		2022		2023		2024	2025
County Funds	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-	-	-	-	-
Total Project Funding	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

	No	Yes	IF YES:	Year(s)	Amount
Place a Check mark in the Correct Box:	<input type="checkbox"/>	<input checked="" type="checkbox"/>		2018	\$ 100,000
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

This project did not request funding in 2020 or 2021.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The results from the study will help determine the level of effort needed to address the PW space needs.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The Public Works site is in Arden Hills, north of County Road 96 and west of Hamline Avenue (1425 Paul Kirkwold Drive). The county does own this site

3. Are there alternative sites?

The focus of the space study is on the Arden Hills site.

4. What is the estimated size?

a. Building square footage

b. Acres of land needed

The current site is 29 acres.

c. Is parking space required? How much?

Yes.

5. How is the space to be utilized?

To be determined by the space study.

a. Office space square footage

b. Program space square footage

6. How many employees will occupy the space?

a. Current Staff

Approximately 135.

b. New positions/staff needed

Being determined as part of the space study. Includes possible relocation of off-site staff to the Arden Hills site.

7. Who provided the cost estimate? When?

The estimate provided was put in for planning purposes only by Ted Schoenecker, Ramsey County Public Works Director. The consultant team leading the space study will provide more detailed costs estimates as a part of their work task requirements.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

8. For how long is the cost estimate valid?

9. When does the project need to begin?

10. Who will oversee the project?

a. County staff - Describe experience

TBD

b. Outside consultant - Describe experience

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ 5,000,000	-	-	-	5,000,000	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 5,000,000	\$ -	\$ -	\$ -	5,000,000	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The 29 acre Public Works Facility was designed and constructed for the current staff and equipment complement. The building and site also has Arden Hills Public Works, Ramsey County Sheriff and Mounds View School District staff as tenants that share the space on the 29 acre site. Significant growth in our transportation program and related services over the past 3-5 years has created workloads exceeding the capabilities of existing staff, necessitating a growing reliance on costly outsourced engineering and operations services. The department is evaluating current staff levels and department program size in an effort to better match in-house capabilities to ongoing program delivery requirements.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

3. What are the positive aspects of the current building and/or site?

4. Who performed the functional analysis? Qualifications?

5. What other alternatives have been explored? Describe

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

3. How are current operating costs being affected?

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS

1. Estimated cost of new staff positions needed. When? Is/will funding be available?

--

2. Are there any future cost savings?

--

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:

- a. Maintenance/Custodial

--

- b. Heating/Cooling/Lighting or other Energy-related costs

--

4. Are there any federal/state laws mandating increased operating costs?

--

E. IMPACT ON FUTURE REVENUES

1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:

COST	Source	Amount	Year		Source	Amount	Year
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Public Works

PROJECT TITLE: Facility Improvements

COMMENTS:

“The need for this facility will depend on the amount of maintenance performed by Ramsey County, or the cities and state. Also, a review of the site plan should be undertaken to ensure the yard is large enough relative to the size of an expanded building.”

“In-favor of. Whatever makes Public Works work best, do it. – Is it possible to expand west? – Nice that this is a shared space --- make user friendly as possible.”

“Stay on top of it.”

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2025)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

**Department Name &
Code #:** Sheriff's Office (480000)

**Project Title or
Item:** Radio Replacement

PROJECT DESCRIPTION: (Attach supporting documents.)

This project is requested to replace the 800 MHz radios used by deputies across the county. Radios provide a critical communications link between all public safety agencies, including the emergency communications center and the community.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2020	2021	2022	2023	2024	2025
County Funds	\$ 900,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 900,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

		<u>No</u>	<u>Yes</u>	IF YES:	<u>Year(s)</u>	<u>Amount</u>
Place a Check mark in the Correct Box:		<input type="checkbox"/>	<input checked="" type="checkbox"/>		2018	\$ 700,000
					2019	\$ 700,000
						\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$900,000 in 2020, to complete the third and final phase of funding this project.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

Replacement.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

N/A

3. Are there alternative sites?

N/A

4. What is the estimated size?

a. Building square footage

N/A

b. Acres of land needed

N/A

c. Is parking space required? How much?

N/A

5. How is the space to be utilized?

N/A

a. Office space square footage

N/A

b. Program space square footage

N/A

6. How many employees will occupy the space?

a. Current Staff

N/A

b. New positions/staff needed

N/A

7. Who provided the cost estimate? When?

Motorola. January 2017.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Motorola is a well established for two-way radio solutions that reliably connect command centers and first responders.

8. For how long is the cost estimate valid?

N/A

9. When does the project need to begin?

This project is needed to begin in 2018 and take place over three years (2018, 2019, 2020).

10. Who will oversee the project?

a. County staff - Describe experience

This project will be managed by the Commander responsible for information and technology services at the Sheriff's Office. Additional implementation support will be provided by the Commander for patrol services and the Deputy assigned to fleet services. Combined, these employees have a total of 45 years of experience.

b. Outside consultant - Describe experience

11. Provide a breakdown of project costs by year, by category:

COST	Total	2020	2021	2022	2023	2024	2025
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ -	-	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ 900,000	900,000	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 900,000	\$ 900,000	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Like all public safety organizations in the United States, the Sheriff's Office utilizes portable (handheld) and mobile (in-car) radios to communicate critical information with the emergency communications center and public safety agencies as well as between responding officers. Radio communications are the backbone of the county's first responder and public safety network. The radios used today are 12 years old and reaching their end of life. At any given time, many radios are being repaired and failing at increasing rates.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

Continued: When the county first implemented 800 MHz radio, all radios were purchased using federal grant funding. No federal funds are available for replacement radios. Over the next three years, the radios used today will no longer be serviced by the manufacturer and repair parts will not be available. As a result, the county will need to replace the current decade old radios over the next three years to ensure that emergency communications, emergency management, police, sheriff, fire,

3. What are the positive aspects of the current building and/or site?

N/A.

4. Who performed the functional analysis? Qualifications?

N/A

5. What other alternatives have been explored? Describe

Unfortunately, there are no other alternatives available as this is driven by current market conditions.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

The Sheriff's Office has 362 portable and 160 mobile radios. Based on current repair and failure rates, the remaining life on these radios is estimated up to three years. Radio replacement can take place over three years to lessen the demand for funds while still ensuring the county's public safety communications network remains intact.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

N/A

3. How are current operating costs being affected?

N/A

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

Radio replacement can take place over three years to lessen the demand for funds. If this request is not funded in 2018, there will be additional needs for funding and radios will continue to fail.

D. IMPACT ON FUTURE OPERATING COSTS/ENERGY COSTS**1. Estimated cost of new staff positions needed. When? Is/will funding be available?**

N/A

2. Are there any future cost savings?

Yes. Repair costs for radios will be decreased as replacement radios are implemented.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

N/A

b. Heating/Cooling/Lighting or other Energy-related costs

N/A

4. Are there any federal/state laws mandating increased operating costs?

N/A

E. IMPACT ON FUTURE REVENUES**1. List sources and amounts by year of any reimbursements available (I.e. federal, state, grant) for:**

<u>COST</u>	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
a. Construction Costs		\$ -				\$ -	
b. Maintenance		-				-	
c. Operating Costs		-				-	
d. Staff Costs		-				-	
e. Replacement		-				-	
f. Debt Costs (bonds)		-				-	

F. ATTACH ALL OTHER SUPPORTING DOCUMENTS

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MAJOR PROJECT REQUEST – COMMITTEE COMMENTS

DEPARTMENTS: Sheriff

PROJECT TITLE: Radios Replacement

COMMENTS:

“Yes – Fully support.”

“This \$900,000 request is the third year and necessary to complete the upgrade of the 2007 radios. Good communication is essential to the operation of the sheriff’s office.”

“Obvious need for aging equipment and life safety.”

“Yes – Upgrade radios ... high priority – multi-level comm. \$900k – longer range, better batt, clearer, etc.”

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