

PROPOSED CAPITAL IMPROVEMENT PROGRAM

BUDGET 2022 - 2023

PLAN 2022 - 2027

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August 24, 2021

The following recommendation for the proposed 2022-2023 Capital Improvement Program (CIP) Budget and 2022-2027 CIP Plan are presented for your review. All budget materials are also available www.ramseycounty.us/budget for our community to review, and all areas of the budget will be discussed in greater detail during the public meetings scheduled with the Board of Commissioners during the coming months.

The proposed 2022-2023 CIP Budget and 2022-2027 CIP Plan reflects the same strategic foundation that guided the development of the proposed 2022-2023 operating budget. The proposed CIP budget demonstrates a commitment to maintaining our shared community assets, supporting those entrusted in our care, and planning for our community's future in an equitable and sustainable way.

The proposed 2022-2023 CIP budget increases the funding available for projects. This recommendation comes after careful analysis and consideration, recognizing the needs of our community both for safe and well-maintained assets and for jobs and economic opportunity. This increase fits within our existing debt levy, meaning we can further invest in our community without an additional debt levy burden in 2022 and 2023. Interest rates are also at historic lows, making this an ideal time to maximize available bonding resources to support this important work.

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. A discussion of the impact of these projects on the county's operating budget is also included to help draw specific connections between the investments made here and the long-term impacts on the services we provide.

Ultimately, the proposed capital budget seeks to maximize our investment in our assets and our community, and reflects our commitment to responsible, sustainable, and intentional care for those we serve and the spaces used to serve the community.

PROPOSED BUDGET

MAJOR PROJECTS

A. Building Automation Systems

This project for replacing aging and unsupported building automation systems at multiple County facilities. The building automation systems controls and reports on various building components within a building's structure, primarily HVAC and lighting and in some cases life safety. Funding for this project is proposed to be financed with \$3,484,721 of County Bonds in 2022 and with \$700,000 of County Bonds in 2023.

B. Building Exterior Envelope Restoration

This project is for the replacement and significant repairs to the exterior envelope of five buildings in priority order: Family Service Center, Water Patrol Station, Suburban Courts, Law Enforcement Center, and City Hall / Courthouse. This project will remove and replace the existing roof, stucco wall/external insulation finishing systems, and the replacement of damaged bricks and leaking windows. Funding for this project is proposed to be financed with \$350,000 of County Bonds in 2023.

C. Care Center - Heating, Ventilation, and Air Conditioning (HVAC)

This project is for the replacement of the existing outdated HVAC system and its components at the Ramsey County Care Center. Funding for this project is proposed to be financed with \$162,800 of County Bonds in 2022 and with \$1,464,367 of County Bonds in 2023.

D. City Hall/Courthouse Roof and Rooftop Ductwork

This project is for the replacement of the roof and the mechanical ductwork systems on the City Hall/Courthouse. Funding for this project is proposed to be financed with \$2,150,300 of County Bonds in 2023.

E. Goodrich and Manitou Ridge Golf Course Improvements

This project is for 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 \$4,054,235 of County Bonds in 2022 and with \$2,682,311 of County Bonds in 2023.

F. Metro Square Exterior Envelope Assessment and Repair

This project is for the exterior envelope work at Metro Square which will includes 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 with \$3,559,552 of County Bonds in 2022.

G. 90 West Plato Building Exterior Envelope Renovation

This project is for the replacement and significant repairs to the exterior envelope of the 90 West Plato Building. This project will remove and replace the existing roof, stucco wall/external insulation finishing systems, and the replacement of damaged bricks and leaking windows. Funding for this project is proposed to be financed with \$232,510 of County Bonds in 2022 and with \$3,996,481 of County Bonds in 2023.

H. Safety & Security Enhancements at the Adult Detention Center

This project is for the additional safety and security enhancements, including suicide prevention barriers, at the Adult Detention Center. This project will fund outfitting additional pods with either security glass and controlled access doors or a security mesh on the upper levels. Funding for this project is proposed to be financed with \$1,411,800 of County Bonds in 2022 and with \$1,545,921 of County Bonds in 2023.

I. Strategic Development Opportunities

This project is for development opportunities throughout the County including Riversedge (Riverfront) development and Rice Creek Commons (formerly Twin Cities Army Ammunition Plant-TCAAP) development. Funding for this project is proposed to be financed with \$20,000,000 of County Bonds in 2022 and with \$20,000,000 of County Bonds in 2023.

REGULAR PROJECTS

Regular projects proposed for funding in the 2022-2023 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 \$6,000,000 in 2022 and \$6,000,000 in 2023 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 2022 and \$1,100,000 in 2023 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.

2022-2023 CIP FINANCING SOURCES

	<u>2022</u>	<u>2023</u>
<u>Bonds</u>		
Major Projects	\$32,905,618	\$32,889,380
Bond Issuance Costs-Major Projects	94,382	110,620
Regular Projects	5,917,799	5,917,799
Bond Issuance Costs-Regular Projects	<u>82,201</u>	<u>82,201</u>
Total Bonds	39,000,000	39,000,000
 <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	81,990,000	77,880,000
State Funds	9,515,210	1,025,750
Municipal/Other Funds	128,812,510	131,742,443
Other County Funds	<u>4,589,622</u>	<u>3,709,622</u>
Total Other	<u>224,907,342</u>	<u>214,357,815</u>
 TOTAL PROPOSED CIP FINANCING	 <u>\$265,007,342</u>	 <u>\$254,457,815</u>

The Debt Service levy and Capital Improvement levy amounts necessary to finance these approved funding levels are included in the 2022-2023 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. Building Automation Systems

There will be future annual maintenance/energy costs savings which may be in the range of 8% to 10% for heating/cooling/lighting and other energy costs.

B. Building Exterior Envelope Restoration

There will be some future heating and cooling energy costs savings to the operations of the five buildings and future savings in select repair and replacement avoidance.

C. Care Center - Heating, Ventilation, and Air Conditioning (HVAC)

The impact on the 2022 and 2023 operating budgets is unknown, but there will be a reduction in annual maintenance costs for one year as a result of manufacturer and contractor warranties. Other cost savings will be due to the installation of new, more reliable equipment.

D. City Hall/Courthouse Roof and Rooftop Ductwork

The impact on the 2023 operating budget is unknown, but costs for patching and repair work will be decreased.

E. Goodrich and Manitou Ridge Golf Course Improvements

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%.

F. Metro Square Exterior Envelope 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.

G. 90 West Plato Building Exterior Envelope Renovation

There will be future heating and cooling energy cost savings to the operations of the 90 West Plato Building.

H. Safety & Security Enhancements at the Adult Detention Center

There will be future cost savings as there will be a reduction in the cost of litigation (lawsuits) and legal settlements with the reduction of suicides and self-injuries.

I. Strategic Development Opportunities

There will be no impact on the 2022 and 2023 operating budgets as this project involves future development opportunities.

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, 2020 was 3% of \$57,022,509,300 or \$1,710,675,279. Ramsey County's debt subject to this limit was \$136,710,000, leaving a Legal Debt Margin of \$1,573,965,369.

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 3.9% for the 2019 bond rating. Ramsey County's projections of this measurement for budget years 2021, 2022, and 2023 are 3.58%, 2.93%, and 2.98%.

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 2019 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 24.2% 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 2019 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 .30%.

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, 2021):

Gary Bank	District II	(Mary Jo McGuire)
Logan Beere	District VI	(Jim McDonough)
Barbara Garn	District II	(Mary Jo McGuire)
Sue Hauwiler	District VI	(Jim McDonough)
Dennis Larson	District VII	(Victoria Reinhardt)
Shaun McClary	District III	(Trista MatasCastillo)
James Miller	District V	(Rafael Ortega)
Devon Pohlman	District I	(Nicole Joy Fretham)
Thomas Rupp	District IV	(Toni Carter)
Lawrence Sagstetter	District I	(Nicole Joy Fretham)
Gary Unger	District VII	(Victoria Reinhardt)
Lue Vang	District V	(Rafael Ortega)
Vacant	District III	(Trista MatasCastillo)
Vacant	District IV	(Toni Carter)

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TO: Ramsey County Board of Commissioners

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

DATE: June 28, 2021

SUBJECT: Evaluation and Recommendations of Capital Projects for 2022 and 2023

The Ramsey County Capital Improvement Program Advisory Citizens' Committee (CIPAC) is pleased to present its recommendation of the 2022 and 2023 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 29 projects requesting \$10,454,598 in bond funding for 2022-2023.

CIPAC recommends a total of 23 projects for \$8,000,000 be funded in 2022-2023 with bonds.

The following projects, totaling \$4,000,000 of bonding, are recommended to be funded in 2022:

- a. Combined Rank #1, Lake Owasso Residence, Fire Alarm System & Device Replacement - \$80,000;
- b. Combined Rank #2, Property Management, Landmark Center Fire System Update - \$239,400;
- c. Combined Rank #3, Central Fleet, Hoist Replacement - \$200,000;
- d. Combined Rank #4, Care Center, Plumbing System Update - \$290,000;
- e. Combined Rank #5, Parks & Recreation, Bituminous Projects - \$621,071;
- f. Combined Rank #6, Care Center, Card Access and Camera System - \$52,000;
- g. Combined Rank #7, Lake Owasso Residence, Residence Houses Bathroom Repairs - \$108,760;
- h. Combined Rank #8, Sheriff, Water Patrol Search, Rescue, and Recovery Equipment - \$87,856;
- i. Combined Rank #9, Lake Owasso Residence, Heating, Ventilation, and Air Conditioning - \$188,851;

- j. Combined Rank #11, Property Management, Building Security System Panel Controls - \$364,000;
- k. Combined Rank #12, Sheriff, Water Patrol Station Security - \$478,900;
- l. Combined Rank #13, Care Center, Exterior Tuckpointing and Brick Repair - \$95,250;
- m. Combined Rank #14, Parks & Recreation, Capital Asset Management-Arenas - \$425,000;
- n. Combined Rank #15, Sheriff, Patrol Station Security - \$686,711;
- o. Not Ranked, County Manager, Bond Issuance Costs - \$82,201.

The following projects, totaling \$4,000,000 of bonding, are recommended to be funded in 2023:

- a. Combined Rank #5, Parks & Recreation, Bituminous Projects - \$219,989;
- b. Combined Rank #6, Care Center, Card Access and Camera System - \$50,000;
- c. Combined Rank #10, Care Center, Roof Replacement - \$73,444;
- d. Combined Rank #11, Property Management, Building Security System Panel Controls - \$266,000;
- e. Combined Rank #14, Parks & Recreation, Capital Asset Management-Arenas - \$425,000;
- f. Combined Rank #15, Sheriff, Patrol Stations Security - \$211,789;
- g. Combined Rank #16, Central Fleet, Heavy Duty Mobile Column Lifts - \$200,000;
- h. Combined Rank #17, Parks & Recreation, Playground Replacements - \$700,000;
- i. Combined Rank #18, Lake Owasso Residence, Roof and Gutter Systems Replacement - \$428,577;
- j. Combined Rank #19, Property Management, Landmark Center Basement & 5th Floor Restrooms - \$665,000;
- k. Combined Rank #20, Parks & Recreation, ADA Implementation at County Facilities - \$200,000;
- l. Combined Rank #21, Parks & Recreation, Natural Resource Habitat Restoration - \$200,000;
- m. Combined Rank #22, Care Center, Building System Automation Upgrade - \$178,000;
- n. Combined Rank #23, Property Management, Landmark Center Vertical Heat Pipe System - \$100,000;
- o. Not Ranked, County Manager, Bond Issuance Costs - \$82,201.

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 2022 and 2023 Capital Improvement Projects for Ramsey County.

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/21)

CIP YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	FUNDING SOURCES				TOTAL BUDGET	(Unexpended)	TOTAL	TOTAL	REMAINING
			BONDS	+	LEVY	+		OTHER	=	Encumbered 06/30/21	-
	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	0.00
2012		<u>17301-210180-P031101</u>	0.00		0.00		8,000,000.00	8,000,000.00	0.00	8,000,000.00	0.00
2013		<u>17133-210180-P031101</u>	12,000,000.00		0.00		0.00	12,000,000.00	0.00	12,000,000.00	0.00
2014		<u>17134-210180-P031101</u>	9,404,912.50		0.00		0.00	9,404,912.50	0.00	9,404,912.50	0.00
2015		<u>17301-210180-P031101</u>	0.00		0.00		2,700,000.00	2,700,000.00	0.00	2,700,000.00	0.00
		The project is in progress.	21,404,912.50		0.00		11,295,087.50	32,700,000.00	0.00	32,700,000.00	0.00
	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	0.00
2013		<u>17133-210180-P031103</u>	2,000,000.00		0.00		0.00	2,000,000.00	41,401.70	1,958,188.98	409.32
2015		<u>17301-210180-P031103</u>	0.00		0.00		3,421,565.69	3,421,565.69	0.00	3,421,565.69	0.00
2018		<u>17301-210180-P031103</u>	0.00		0.00		1,291,850.03	1,291,850.03	675.00	1,289,100.24	2,074.79
2019		<u>17139-210180-P031109</u>	1,500,000.00		0.00		0.00	1,500,000.00	19,394.73	231,237.50	1,249,367.77
		The project is in progress.	3,500,000.00		0.00		6,413,415.72	9,913,415.72	61,471.43	8,600,092.41	1,251,851.88
	CO. MANAGER	<u>ACCESSIBLE SERVICE DELIVERY and FACILITIES</u>									
2018		<u>17301-210180-P031108</u>	0.00		0.00		810,893.00	810,893.00	77,604.78	720,224.55	13,063.67
		Project approved on 12/18/2018.	0.00		0.00		810,893.00	810,893.00	77,604.78	720,224.55	13,063.67
	CORRECTIONS	<u>BOYS TOTEM TOWN</u>									
2012		<u>17132-350180-P032144</u>	159,304.28		0.00		0.00	159,304.28	0.00	159,304.28	0.00
2019		<u>17139-350180-P032144</u>	100,000.00		0.00		0.00	100,000.00	0.00	75,083.28	24,916.72
		The scope of the project is to be determined.	259,304.28		0.00		0.00	259,304.28	0.00	234,387.56	24,916.72
	COMMUNITY & ECON. DEVELOPMENT	<u>AFFORD HOUSING INVESTMENTS</u>									
2020		<u>17140-800780-P032284</u>	3,677,311.00		0.00		0.00	3,677,311.00	0.00	0.00	3,677,311.00
2021		<u>17141-800780-P032284</u>	5,201,940.00		0.00		0.00	5,201,940.00	0.00	0.00	5,201,940.00
		2020-2021 project	8,879,251.00		0.00		0.00	8,879,251.00	0.00	0.00	8,879,251.00
	COMMUNITY & ECON. DEVELOPMENT	<u>BOYS TOTEM TOWN</u>									
2021		<u>17301-800480-P070117</u>	0.00		0.00		75,000.00	75,000.00	0.00	0.00	75,000.00
		2021 project	0.00		0.00		75,000.00	75,000.00	0.00	0.00	75,000.00
	COMMUNITY & ECON. DEVELOPMENT	<u>MAPLEWOOD PROPERTIES</u>									
2021		<u>17301-800480-P070118</u>	0.00		0.00		125,000.00	125,000.00	0.00	0.00	125,000.00
		2021 project	0.00		0.00		125,000.00	125,000.00	0.00	0.00	125,000.00
	COMMUNITY & ECON. DEVELOPMENT	<u>RIVERFRONT DEVELOPMENT</u>									
2021		<u>17301-800480-P070119</u>	0.00		0.00		550,000.00	550,000.00	0.00	5,656.27	544,343.73
		2021 project	0.00		0.00		550,000.00	550,000.00	0.00	5,656.27	544,343.73

CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS in Progress Report (as of 6/30/21)

CIP YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	FUNDING SOURCES				TOTAL BUDGET	(Unexpended) TOTAL Encumbered 06/30/21	TOTAL EXPENDED 06/30/21	REMAINING FUNDING AVAILABLE 06/30/21
			BONDS	+	LEVY	+	OTHER	=		
	EMERGENCY	<u>COMPUTER AIDED DISPATCH REPLACEMENT</u>								
2015	COMMUNICATIONS	<u>14001-490180-P032234</u>	0.00		0.00		800,000.00	800,000.00	1,750.00	148,920.66
2016		<u>14001-490180-P032234</u>	0.00		0.00		807,641.00	807,641.00	0.00	758,770.92
2017		<u>14001-490180-P032234</u>	0.00		0.00		832,121.00	832,121.00	0.00	832,121.00
2018		<u>14001-490180-P032234</u>	0.00		0.00		843,712.00	843,712.00	0.00	843,712.00
2019		<u>14001-490180-P032234</u>	0.00		0.00		800,000.00	800,000.00	0.00	800,000.00
2020		<u>14001-490180-P032234</u>	0.00		0.00		800,000.00	800,000.00	0.00	800,000.00
2021		<u>14001-490180-P032234</u>	0.00		0.00		800,000.00	800,000.00	0.00	800,000.00
		Set aside for future project.	0.00		0.00		5,683,474.00	5,683,474.00	1,750.00	4,983,524.58
	EMERGENCY	<u>DISPATCH CENTER UPS</u>								
2017	COMMUNICATIONS	<u>14001-490180-P032228</u>	0.00		0.00		200,000.00	200,000.00	0.00	191,410.00
2019	COMMUNICATIONS	<u>14001-490180-P032228</u>	0.00		0.00		200,000.00	200,000.00	0.00	200,000.00
		2017 and 2019 project	0.00		0.00		400,000.00	400,000.00	0.00	391,410.00
	EMERGENCY	<u>MAPLEWOOD WATER TOWER EQUIPMENT</u>								
2020	COMMUNICATIONS	<u>14001-490180-P032281</u>	0.00		0.00		226,455.00	226,455.00	0.00	12,696.60
		2020 project	0.00		0.00		226,455.00	226,455.00	0.00	12,696.60
	EMERGENCY	<u>WHITE BEAR LAKE WATER TOWER EQUIPMENT</u>								
2020	COMMUNICATIONS	<u>14001-490180-P032282</u>	0.00		0.00		275,000.00	275,000.00	61,324.77	17,902.00
		2020 project	0.00		0.00		275,000.00	275,000.00	61,324.77	17,902.00
	EMERGENCY	<u>MONITORS/VIDEO EQUIPMENT</u>								
2014	COMMUNICATIONS	<u>14001-490180-P032210</u>	0.00		0.00		75,000.00	75,000.00	2,484.61	20,693.65
		2014 project	0.00		0.00		75,000.00	75,000.00	2,484.61	20,693.65
	EMERGENCY	<u>9-1-1 PHONE SYSTEM</u>								
2014	COMMUNICATIONS	<u>14001-490180-P032211</u>	0.00		0.00		1,200,000.00	1,200,000.00	0.00	13,102.11
		2014 project	0.00		0.00		1,200,000.00	1,200,000.00	0.00	13,102.11
	EMERGENCY	<u>9-1-1 PHONE SYSTEM REFRESH</u>								
2020	COMMUNICATIONS	<u>14001-490180-P032286</u>	0.00		0.00		742,749.00	742,749.00	0.00	742,749.00
		2014 project	0.00		0.00		742,749.00	742,749.00	0.00	742,749.00
	EMERGENCY	<u>800 MHz CONSOLE REPLACEMENT</u>								
2014	COMMUNICATIONS	<u>14001-490180-P032212</u>	0.00		0.00		1,500,000.00	1,500,000.00	65,519.62	1,654.73
		2014 project	0.00		0.00		1,500,000.00	1,500,000.00	65,519.62	1,654.73
	EXTENSION/ PROP. MGMT.	<u>COUNTY BARN FIRE PREVENTION ADDITIONS</u>								
2015		<u>17135-350180-P032204</u>	200,000.00		0.00		0.00	200,000.00	0.00	200,000.00
		2015 project	200,000.00		0.00		0.00	200,000.00	0.00	200,000.00

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CIP YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	FUNDING SOURCES				TOTAL BUDGET	(Unexpended)	TOTAL	TOTAL	REMAINING
			BONDS	+	LEVY	+		OTHER	=	TOTAL Encumbered 06/30/21	-
2015	FAMILY SERV CTR/ PROP. MGMT.	<u>FAMILY SERVICE CENTER BUILDING SYSTEMS MAINTENANCE</u> <u>17135-350180-P032205</u> 2015 project	<u>98,000.00</u> 98,000.00		<u>0.00</u> 0.00		<u>0.00</u> 0.00	<u>98,000.00</u> 98,000.00	<u>0.00</u> 0.00	<u>0.00</u> 0.00	<u>98,000.00</u> 98,000.00
2018	HISTORICAL SOCIETY	<u>EDUCATION & COLLECTIONS PRESERVATION FACILITY</u> <u>17138-710180-P032249</u> 2018 project	<u>132,000.00</u> 132,000.00		<u>0.00</u> 0.00		<u>0.00</u> 0.00	<u>132,000.00</u> 132,000.00	<u>185.20</u> 185.20	<u>95,402.23</u> 95,402.23	<u>36,412.57</u> 36,412.57
2020	HISTORICAL SOCIETY	<u>GIBBS FARM EXPANSION</u> <u>17140-350180-P032268</u> 2020 project	<u>1,100,000.00</u> 1,100,000.00		<u>0.00</u> 0.00		<u>0.00</u> 0.00	<u>1,100,000.00</u> 1,100,000.00	<u>0.00</u> 0.00	<u>0.00</u> 0.00	<u>1,100,000.00</u> 1,100,000.00
2018	HISTORICAL SOCIETY	<u>NATIONAL REGISTER & EDUCATION ASSET PRESERVATION</u> <u>17138-710180-P032236</u> 2018 project	<u>111,279.00</u> 111,279.00		<u>0.00</u> 0.00		<u>0.00</u> 0.00	<u>111,279.00</u> 111,279.00	<u>280.00</u> 280.00	<u>101,949.89</u> 101,949.89	<u>9,049.11</u> 9,049.11
2020	INFORMATION & PUBLIC RECORDS	<u>ELECTRONIC POLLBOOKS</u> <u>17132-240680-P032267</u>	<u>14,574.08</u>		<u>0.00</u>		<u>0.00</u>	<u>14,574.08</u>	<u>5,340.00</u>	<u>0.00</u>	<u>9,234.08</u>
2020		<u>17135-240680-P032267</u>	<u>14,998.39</u>		<u>0.00</u>		<u>0.00</u>	<u>14,998.39</u>	<u>0.00</u>	<u>11,942.73</u>	<u>3,055.66</u>
2020		<u>17136-240680-P032267</u>	<u>127,563.00</u>		<u>0.00</u>		<u>0.00</u>	<u>127,563.00</u>	<u>0.00</u>	<u>127,563.00</u>	<u>0.00</u>
2020		<u>17138-240680-P032267</u> 2020 project	<u>85,414.53</u> 242,550.00		<u>0.00</u> 0.00		<u>0.00</u> 0.00	<u>85,414.53</u> 242,550.00	<u>0.00</u> 5,340.00	<u>85,414.53</u> 224,920.26	<u>0.00</u> 12,289.74
2020	INFORMATION & PUBLIC RECORDS	<u>PAYMENT PROCESSOR</u> <u>17140-240180-P032266</u> 2020 project	<u>50,000.00</u> 50,000.00		<u>0.00</u> 0.00		<u>0.00</u> 0.00	<u>50,000.00</u> 50,000.00	<u>0.00</u> 0.00	<u>19,327.54</u> 19,327.54	<u>30,672.46</u> 30,672.46
2012	INFO. SERVICES	<u>INSTITUTIONAL FIBER OPTIC NETWORK</u> <u>17132-450180-P032191</u>	<u>250,000.00</u>		<u>0.00</u>		<u>0.00</u>	<u>250,000.00</u>	<u>0.00</u>	<u>250,000.00</u>	<u>0.00</u>
2013		<u>17133-450180-P032191</u> The project is in progress with bonds issued in multiple years.	<u>7,000,000.00</u> 7,250,000.00		<u>0.00</u> 0.00		<u>0.00</u> 0.00	<u>7,000,000.00</u> 7,250,000.00	<u>7,072.95</u> 7,072.95	<u>6,992,927.05</u> 7,242,927.05	<u>0.00</u> 0.00
2017	LANDMARK	<u>REPAIR FLASHING/MANSARD ROOF</u> <u>17137-720180-P032229</u> 2017 project	<u>0.00</u> 0.00		<u>0.00</u> 0.00		<u>120,000.00</u> 120,000.00	<u>120,000.00</u> 120,000.00	<u>106,735.00</u> 106,735.00	<u>3,836.66</u> 3,836.66	<u>9,428.34</u> 9,428.34
2020	LANDMARK	<u>CARPETING REPLACEMENT</u> <u>17140-720180-P032259</u> 2020 project	<u>148,700.00</u> 148,700.00		<u>0.00</u> 0.00		<u>0.00</u> 0.00	<u>148,700.00</u> 148,700.00	<u>0.00</u> 0.00	<u>0.00</u> 0.00	<u>148,700.00</u> 148,700.00
2018	LANDMARK	<u>NORTH TOWER MASONRY REPAIR</u> <u>17138-720180-P032237</u>	<u>210,000.00</u>		<u>0.00</u>		<u>0.00</u>	<u>210,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>210,000.00</u>
2019		<u>17139-720180-P032237</u> 2018 and 2019 project	<u>210,000.00</u> 420,000.00		<u>0.00</u> 0.00		<u>0.00</u> 0.00	<u>210,000.00</u> 420,000.00	<u>0.00</u> 0.00	<u>0.00</u> 0.00	<u>210,000.00</u> 420,000.00

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CIP YEAR	DEPARTMENT	PROJECT TITLE/BUDGET CODES	FUNDING SOURCES				TOTAL BUDGET	(Unexpended)	TOTAL EXPENDED	REMAINING FUNDING AVAILABLE				
			BONDS	+	LEVY	+		OTHER			=	TOTAL Encumbered	-	06/30/21
2021	LANDMARK	<u>ELECTRIC PANELS REPLACEMENT</u>												
		<u>17141-720180-P032276</u>	<u>239,400.00</u>		<u>0.00</u>	<u>0.00</u>	<u>239,400.00</u>	<u>0.00</u>	<u>0.00</u>	<u>239,400.00</u>				
		2021 project	239,400.00	0.00	0.00	239,400.00	0.00	0.00	239,400.00					
2018	MEDICAL EXAMINER	<u>STORAGE SYSTEM & EQUIPMENT</u>												
		<u>17138-510180-P032240</u>	<u>0.00</u>		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>			
		2018 project	0.00	0.00	0.00	0.00	0.00	0.00	0.00					
2018	PARKS & REC.	<u>ADA IMPLEMENTATION</u>												
		<u>17138-660180-P032241</u>	<u>100,000.00</u>		<u>0.00</u>	<u>0.00</u>	<u>100,000.00</u>	<u>0.00</u>	<u>5,696.00</u>	<u>94,304.00</u>				
		2019	<u>17139-660180-P032241</u>	<u>100,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>100,000.00</u>	<u>0.00</u>	<u>5,000.00</u>	<u>95,000.00</u>				
2021		<u>17141-660180-P032241</u>	<u>200,000.00</u>		<u>0.00</u>	<u>0.00</u>	<u>200,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>200,000.00</u>				
		The project is in progress with bonds issued in multiple years.	400,000.00	0.00	0.00	400,000.00	0.00	10,696.00	389,304.00					
2018	PARKS & REC.	<u>ALDRICH ARENA BITUMINOUS</u>												
		<u>17138-660280-P032250</u>	<u>1,454,200.00</u>		<u>0.00</u>	<u>1,300,000.00</u>	<u>2,754,200.00</u>	<u>5,058.43</u>	<u>2,749,141.57</u>	<u>0.00</u>				
		2018 project	1,454,200.00	0.00	1,300,000.00	2,754,200.00	5,058.43	2,749,141.57	0.00					
2018	PARKS & REC.	<u>ARENA REGULATORY COMPLIANCE</u>												
		<u>17138-660280-P032251</u>	<u>1,516,000.00</u>		<u>0.00</u>	<u>0.00</u>	<u>1,516,000.00</u>	<u>169,194.14</u>	<u>1,346,805.86</u>	<u>0.00</u>				
		2018 project	1,516,000.00	0.00	0.00	1,516,000.00	169,194.14	1,346,805.86	0.00					
2013	PARKS & REC.	<u>BATTLE CREEK WINTER RECREATION</u>												
		<u>17129-660580-P032208</u>	<u>0.00</u>	<u>0.00</u>	<u>34,731.32</u>	<u>34,731.32</u>	<u>0.00</u>	<u>34,731.32</u>	<u>0.00</u>					
		2013	<u>17131-660580-P032208</u>	<u>0.00</u>	<u>0.00</u>	<u>8,840.49</u>	<u>8,840.49</u>	<u>0.00</u>	<u>8,840.49</u>	<u>0.00</u>				
2013		<u>17301-660580-P032208</u>	<u>0.00</u>	<u>0.00</u>	<u>36,428.19</u>	<u>36,428.19</u>	<u>0.00</u>	<u>36,428.19</u>	<u>0.00</u>					
		2017	<u>17137-660580-P032208</u>	<u>0.00</u>	<u>0.00</u>	<u>1,000,000.00</u>	<u>1,000,000.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1,000,000.00</u>				
		Project approved on 9/17/2013.	0.00	0.00	1,080,000.00	1,080,000.00	0.00	80,000.00	1,000,000.00					
2018	PARKS & REC.	<u>BEAVER LAKE COUNTY PARK</u>												
		<u>17138-660280-P032244</u>	<u>100,000.00</u>		<u>0.00</u>	<u>0.00</u>	<u>100,000.00</u>	<u>1,892.02</u>	<u>59,384.00</u>	<u>38,723.98</u>				
		2018 project	100,000.00	0.00	0.00	100,000.00	1,892.02	59,384.00	38,723.98					
2019	PARKS & REC.	<u>BITUMINOUS PAVEMENT MAINTENANCE</u>												
		<u>17139-660580-P032255</u>	<u>909,609.00</u>		<u>0.00</u>	<u>0.00</u>	<u>909,609.00</u>	<u>0.00</u>	<u>0.00</u>	<u>909,609.00</u>				
		2019 project	909,609.00	0.00	0.00	909,609.00	0.00	0.00	909,609.00					
2020	PARKS & REC.	<u>BITUMINOUS PROJECTS</u>												
		<u>17140-660580-P032263</u>	<u>263,797.00</u>	<u>0.00</u>	<u>0.00</u>	<u>263,797.00</u>	<u>0.00</u>	<u>0.00</u>	<u>263,797.00</u>					
		2021	<u>17141-660580-P032263</u>	<u>107,238.00</u>	<u>0.00</u>	<u>0.00</u>	<u>107,238.00</u>	<u>0.00</u>	<u>0.00</u>	<u>107,238.00</u>				
		2020 and 2021 project	371,035.00	0.00	0.00									

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			BONDS	+	LEVY	+		OTHER			=	TOTAL Encumbered 06/30/21
2020	PARKS & REC.	CAMPUS MASTER PLAN										
		17140-660180-P032261	200,000.00		0.00		0.00	200,000.00	0.00	0.00	200,000.00	
		2020 project	200,000.00		0.00		0.00	200,000.00	0.00	0.00	200,000.00	
2010 2011 2012 2013 2015 2017 2021	PARKS & REC.	CAPITAL ASSET MANAGEMENT-ICE ARENAS										
		17130-660280-P032170	423,005.39		0.00		0.00	423,005.39	0.00	423,005.39	0.00	
		17131-660280-P032170	494,000.00		0.00		0.00	494,000.00	0.00	494,000.00	0.00	
		17132-660280-P032170	205,020.37		0.00	88,031.65		293,052.02	0.00	293,052.02	0.00	
		17133-660280-P032170	124,974.24		0.00		0.00	124,974.24	0.00	124,974.24	0.00	
		17135-660280-P032170	607,000.00		0.00	36,177.95		643,177.95	2,235.29	582,957.67	57,984.99	
		17137-660280-P032170	0.00		0.00	819,237.00		819,237.00	0.00	231,855.76	587,381.24	
		17141-660280-P032170	225,000.00		0.00	0.00		225,000.00	225,000.00	0.00	0.00	
		The project is in progress with bonds issued in multiple years.		2,079,000.00		0.00	943,446.60		3,022,446.60		2,149,845.08	645,366.23
		2018	PARKS & REC.	GREEN ICE INITIATIVE								
17138-660280-P032252	385,000.00				0.00		0.00	385,000.00	0.00	327,390.01	57,609.99	
2018 project	385,000.00				0.00		0.00	385,000.00	0.00	327,390.01	57,609.99	
2010 2012 2013 2018 2016 2018 2018	PARKS & REC.	HARDING, BIFF ADAMS ARENA, WHITE BEAR & ALDRICH ARENAS										
		17301-660280-P070064	0.00	0.00	352,165.45		352,165.45	0.00	175,444.52	176,720.93		
		17301-660280-P070077	0.00	0.00	149,400.00		149,400.00	0.00	38,530.00	110,870.00		
		17301-660280-P070085	0.00	0.00	65,000.00		65,000.00	0.00	19,928.68	45,071.32		
		17301-660280-P070085	0.00	0.00	78,000.00		78,000.00	0.00	0.00	78,000.00		
		17301-660280-P070098	0.00	0.00	131,494.56		131,494.56	50,000.00	80,673.54	821.02		
		17301-660280-P070106	0.00	0.00	50,000.00		50,000.00	0.00	0.00	50,000.00		
		17301-660280-P070107	0.00	0.00	50,000.00		50,000.00	0.00	473.10	49,526.90		
		This project is funded from various private entity payments.		0.00	0.00	876,060.01		876,060.01	50,000.00	315,049.84	511,010.17	
		2020 2021 2021	PARKS & REC.	HIGHLAND ARENA SITE IMPROVEMENTS								
17140-660280-P032285	460,000.00			0.00	1,026,000.00		1,486,000.00	18,831.00	135,620.79	1,331,548.21		
17141-660280-P032285	1,900,809.00			0.00	0.00		1,900,809.00	0.00	9,914.65	1,890,894.35		
17301-660280-P032285	0.00			75,000.00	0.00		75,000.00	0.00	0.00	75,000.00		
The project is in progress with bonds issued in multiple years.		2,360,809.00	75,000.00	1,026,000.00		3,461,809.00	18,831.00	145,535.44	3,297,442.56			
2018	PARKS & REC.	ISLAND LAKE COUNTY PARK										
		17138-660580-P032243	248,000.00	0.00	0.00		248,000.00	0.00	0.00	248,000.00		
		2018 project	248,000.00	0.00	0.00		248,000.00	0.00	0.00	248,000.00		
2016 2017	PARKS & REC.	LAKE OWASSO COUNTY PARK REDEVELOPMENT										
		17136-660580-P032226	1,415,000.00	0.00	14,825.00		1,429,825.00	70,995.90	1,318,398.61	40,430.49		
		17301-660580-P032226	0.00	0.00	500,000.00		500,000.00	0.00	500,000.00	0.00		
		2016 and 2017 project		1,415,000.00	0.00	514,825.00		1,929,825.00	70,995.90	1,818,398.61	40,430.49	

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			BONDS	+	LEVY	+		OTHER	=	Encumbered 06/30/21	-	EXPENDED 06/30/21
	PARKS & REC.	NATURAL RESOURCE HABITAT										
2018		17138-660780-P032242	100,000.00		0.00		0.00	100,000.00	0.00	100,000.00		0.00
2019		17130-660780-P032242	100,000.00		0.00		0.00	100,000.00	0.00	51,905.28		48,094.72
2020		17140-660780-P032242	100,000.00		0.00		0.00	100,000.00	0.00	0.00		100,000.00
2021		17141-660780-P032242	100,000.00		0.00		0.00	100,000.00	0.00	0.00		100,000.00
		The project is in progress with bonds issued in multiple years.	400,000.00		0.00		0.00	400,000.00	0.00	151,905.28		248,094.72
	PARKS & REC.	NORTH OWASSO BLVD. COST SHARE										
2020		17140-660580-P032260	490,000.00		0.00		0.00	490,000.00	0.00	29,385.00		460,615.00
		2020 project	490,000.00		0.00		0.00	490,000.00	0.00	29,385.00		460,615.00
	PARKS & REC.	TAMARCK NATURE CENTER GARDEN HOUSE REMODEL										
2020		17301-660580-P031110	0.00		500,000.00		0.00	500,000.00	0.00	500,000.00		0.00
		Project funding approved by County Board in 2020.	0.00		500,000.00		0.00	500,000.00	0.00	500,000.00		0.00
	PARKS & REC.	VADNAIS TURF FACILITY										
2019		11101-660280-P032258	0.00		0.00		2,400,980.00	2,400,980.00	7,090.50	2,393,889.50		0.00
2019		17301-660280-P032258	0.00		0.00		98,351.23	98,351.23	0.00	98,303.62		47.61
2019		17136-660280-P032258	663,786.90		0.00		0.00	663,786.90	0.00	663,786.90		0.00
2019		17139-660280-P032258	3,456,849.00		0.00		0.00	3,456,849.00	0.00	3,456,849.00		0.00
2020		17301-660280-P032258	0.00		0.00		1,950,000.00	1,950,000.00	0.00	1,894,043.20		55,956.80
		2019 and 2020 project	4,120,635.90		0.00		4,449,331.23	8,569,967.13	7,090.50	8,506,872.22		56,004.41
	PARKS & REC.	PLAYGROUND EQUIPMENT										
2021		17141-660580-P032277	300,000.00		0.00		0.00	300,000.00	0.00	0.00		300,000.00
		2021 project	300,000.00		0.00		0.00	300,000.00	0.00	0.00		300,000.00
	PARKS & REC.	BITUMINOUS PAVEMENT MAINTENANCE										
2021		17141-660580-P032279	1,000,000.00		0.00		0.00	1,000,000.00	0.00	0.00		1,000,000.00
		2021 project	1,000,000.00		0.00		0.00	1,000,000.00	0.00	0.00		1,000,000.00
	PROP. MGMT./ CORRECTIONS	JUVENILE FAMILY & JUSTICE CENTER EXPANSION										
2018		17138-350180-P032248	200,000.00		0.00		0.00	200,000.00	806.71	47,908.29		151,285.00
		2018 project	200,000.00		0.00		0.00	200,000.00	806.71	47,908.29		151,285.00
	LIBRARY	LIBRARY DIGITAL SERVICES PROGRAM & STAFF SPACES										
2020		17203-650180-P032280	0.00		0.00		47,867.25	47,867.25	0.00	0.00		47,867.25
2020		17205-650180-P032280	11,132.75		0.00		0.00	11,132.75	0.00	0.00		11,132.75
		2020 project	11,132.75		0.00		47,867.25	59,000.00	0.00	0.00		59,000.00
	LIBRARY	LIBRARY FURNITURE REPLACEMENT										
2018		17201-650180-P032256	0.00		0.00		34,620.83	34,620.83	0.00	0.00		34,620.83
2018		17204-650180-P032256	0.00		0.00		8,400.00	8,400.00	0.00	0.00		8,400.00
2018		17205-650180-P032256	0.00		0.00		56,979.17	56,979.17	0.00	0.00		56,979.17
2019		17203-650180-P032256	0.00		0.00		15,073.23	15,073.23	0.00	0.00		15,073.23
2019		17205-650180-P032256	0.00		0.00		84,926.77	84,926.77	0.00	0.00		84,926.77
		2018 and 2019 project	0.00		0.00		200,000.00	200,000.00	0.00	0.00		200,000.00

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			BONDS	+	LEVY	+		OTHER	=	-
	LIBRARY	MAPLEWOOD LIBRARY REMODEL								
2020		17203-350180-P032275	0.00		0.00	7,020.88	7,020.88	0.00	0.00	7,020.88
2020		17204-350180-P032275	0.00		0.00	892.44	892.44	0.00	0.00	892.44
2020		17205-350180-P032275	0.00		0.00	107,687.72	107,687.72	0.00	0.00	107,687.72
2020		17206-350180-P032275	757,019.44		0.00	127,379.52	884,398.96	0.00	0.00	884,398.96
2021		17207-350180-P032275	0.00		0.00	2,769,005.00	2,769,005.00	0.00	0.00	2,769,005.00
		2020 and 2021 project	757,019.44		0.00	3,011,985.56	3,769,005.00	0.00	0.00	3,769,005.00
	PROP. MGMT./	SHOREVIEW LIBRARY								
2015	LIBRARY	17205-350180-P032207	14,618,972.45		0.00	1,857,727.00	16,476,699.45	0.00	16,476,699.45	0.00
2016	LIBRARY	17205-350180-P032207	0.00		0.00	288,178.11	288,178.11	0.00	288,178.11	0.00
2016	LIBRARY	17205-650180-P032207	0.00		0.00	372,111.25	372,111.25	0.00	372,111.25	0.00
		2015 and 2016 project	14,618,972.45		0.00	2,518,016.36	17,136,988.81	0.00	17,136,988.81	0.00
	PROP. MGMT./	EXHAUST & MONITORING EQUIPMENT								
2016	PH555 CEDAR	17127-350180-P032232	0.00		0.00	25,240.00	25,240.00	25,240.00	0.00	0.00
2016	PH555 CEDAR	17132-350180-P032232	0.00		0.00	8,073.43	8,073.43	8,073.43	0.00	0.00
2016	PH555 CEDAR	17301-350180-P032232	0.00		0.00	66,686.57	66,686.57	66,686.57	0.00	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	0.00
	PROP. MGMT.	ADA ASSESSMENT								
2020		17140-350180-P032264	126,400.00		0.00	0.00	126,400.00	5,353.22	118,501.78	2,545.00
2021		17141-350180-P032264	126,400.00		0.00	0.00	126,400.00	33,773.00	0.00	92,627.00
		2020 and 2021 project	252,800.00		0.00	0.00	252,800.00	39,126.22	118,501.78	95,172.00
	PROP. MGMT.	BUILDING SIGNAGE STUDY								
2020		17140-350180-P032265	99,593.00		0.00	0.00	99,593.00	0.00	99,593.00	0.00
		2020 project	99,593.00		0.00	0.00	99,593.00	0.00	99,593.00	0.00
	PROP. MGMT.	COUNTY BUILDING IMPROVEMENTS								
2020		17140-350180-P032271	2,500,000.00		0.00	0.00	2,500,000.00	12,601.23	242,386.12	2,245,012.65
2021		17141-350180-P032271	2,500,000.00		0.00	0.00	2,500,000.00	615,164.19	1,255.81	1,883,580.00
		2020 and 2021 project	5,000,000.00		0.00	0.00	5,000,000.00	627,765.42	243,641.93	4,128,592.65
	PROP. MGMT.	METRO SQUARE ESCALATORS								
2020		17140-351580-P032272	1,121,280.00		0.00	0.00	1,121,280.00	958,858.45	121,837.51	40,584.04
		2020 project	1,121,280.00		0.00	0.00	1,121,280.00	958,858.45	121,837.51	40,584.04
	PROP. MGMT.	METRO SQUARE EXTERIOR ENVELOPE								
2020		17140-355580-P032273	265,000.00		0.00	0.00	265,000.00	16,075.95	248,760.30	163.75
2021		17141-351580-P032273	2,500,000.00		0.00	0.00	2,500,000.00	2,500,000.00	0.00	0.00
		2020 and 2021 project	2,765,000.00		0.00	0.00	2,765,000.00	2,516,075.95	248,760.30	163.75

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			BONDS	+	LEVY	+		OTHER	=	Encumbered 06/30/21	-	EXPENDED 06/30/21
	PROP. MGMT.	WELCOMING FACILITIES										
2020		17140-350180-P032274	5,000,000.00		0.00		0.00	5,000,000.00	598,866.14	215,878.06	4,185,255.80	
2021		17141-350180-P032274	2,500,000.00		0.00		0.00	2,500,000.00	0.00	0.00	2,500,000.00	
		2020 and 2021 project	7,500,000.00		0.00		0.00	7,500,000.00	598,866.14	215,878.06	6,685,255.80	
	PROP. MGMT.	RIVERFRONT DECONSTRUCTION										
2015		17301-350180-P070088	0.00		0.00	16,700,000.00		16,700,000.00	0.00	16,536,403.08	163,596.92	
2016		17301-350180-P070088	0.00		0.00	300,000.00		300,000.00	0.00	299,303.14	696.86	
2017		17301-350180-P070088	0.00		0.00	400,000.00		400,000.00	0.00	400,000.00	0.00	
2017		17301-350180-P070088	0.00		0.00	50,000.00		50,000.00	0.00	50,000.00	0.00	
2020		17301-350180-P070088	0.00		0.00	1,276,500.00		1,276,500.00	26,668.24	1,153,391.76	96,440.00	
		The project is in progress with funding in multiple years.	0.00		0.00	18,726,500.00		18,726,500.00	26,668.24	18,439,097.98	260,733.78	
	PROP. MGMT.	PONDS DUE DILIGENCE										
2020		17301-350180-P070111	0.00		0.00	128,000.00		128,000.00	4,421.05	41,842.52	81,736.43	
		Project funding approved by County Board in 2020.	0.00		0.00	128,000.00		128,000.00	4,421.05	41,842.52	81,736.43	
	PROP. MGMT.	CORRECTIONAL FACILITY PARCEL DUE DILIGENCE										
2020		17301-350180-P070112	0.00		0.00	65,000.00		65,000.00	4,964.00	27,438.12	32,597.88	
		Project funding approved by County Board in 2020.	0.00		0.00	65,000.00		65,000.00	4,964.00	27,438.12	32,597.88	
	PROP. MGMT.	BOYS TOTEM TOWN DUE DILIGENCE										
2020		17301-350180-P070114	0.00		0.00	373,848.00		373,848.00	0.00	41,859.12	331,988.88	
		Project funding approved by County Board in 2020.	0.00		0.00	373,848.00		373,848.00	0.00	41,859.12	331,988.88	
	PROP. MGMT.	BOYS TOTEM TOWN CLOSURE										
2019		11101-500680-P034021	0.00		0.00	545,000.00		545,000.00	14,649.20	355,874.93	174,475.87	
		Project funding using year-end budget savings.	0.00		0.00	545,000.00		545,000.00	14,649.20	355,874.93	174,475.87	
	PROP. MGMT.	WORKFORCE SOLUTIONS MOVE TO RCGC-EAST										
2021		17134-350180-P034031	0.00		0.00	98,049.66		98,049.66	0.00	0.00	98,049.66	
2021		17135-350180-P034031	0.00		0.00	59,676.20		59,676.20	40,970.00	0.00	18,706.20	
2021		17136-350180-P034031	0.00		0.00	1,958.45		1,958.45	0.00	0.00	1,958.45	
2021		17137-350180-P034031	0.00		0.00	1,106.75		1,106.75	0.00	0.00	1,106.75	
2021		17138-350180-P034031	0.00		0.00	36,047.70		36,047.70	0.00	0.00	36,047.70	
2021		17140-350180-P034031	0.00		0.00	407.00		407.00	0.00	0.00	407.00	
2021		17301-350180-P034031	0.00		0.00	9,436.24		9,436.24	0.00	0.00	9,436.24	
		Project funding approved by County Board in 2021.	0.00		0.00	206,682.00		206,682.00	40,970.00	0.00	165,712.00	
	PROP. MGMT./ PUBLIC HEALTH	ENVIRONMENTAL HEALTH OFFICE RENOVATION										
2018		12901-350180-P034023	0.00		0.00	936,199.31		936,199.31	0.00	932,329.58	3,869.73	
2019		12901-350180-P034023	0.00		0.00	410,812.69		410,812.69	0.00	353,112.56	57,700.13	
		Project funding approved by County Board in 2019.	0.00		0.00	1,347,012.00		1,347,012.00	0.00	1,285,442.14	61,569.86	

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			BONDS	+	LEVY	+		OTHER			=	TOTAL Encumbered 06/30/21
2017	PUBLIC WORKS	<u>DRAINAGE SYSTEMS & STRUCTURES</u>										
		17137-550480-P033370	0.00		0.00	360,000.00	360,000.00	2,282.66	357,717.34	0.00		
		2017 project	0.00		0.00	360,000.00	360,000.00	2,282.66	357,717.34	0.00		
2018	PUBLIC WORKS	<u>FACILITY SPACE PLANNING</u>										
		17138-550180-P032246	100,000.00		0.00	0.00	100,000.00	0.00	64,317.04	35,682.96		
		2018 project	100,000.00		0.00	0.00	100,000.00	0.00	64,317.04	35,682.96		
2012 2013 2014 2015 2016 2017 2018 2019 2020 2021	PUBLIC WORKS	<u>PAVEMENT RESURFACING / ROAD MAINTENANCE</u>										
		17132-550480-P033074	1,000,000.00		0.00	0.00	1,000,000.00	0.00	1,000,000.00	0.00		
		17133-550480-P033074	2,000,000.00		0.00	0.00	2,000,000.00	0.00	2,000,000.00	0.00		
		17134-550480-P033074	2,000,000.00		0.00	0.00	2,000,000.00	0.00	2,000,000.00	0.00		
		17135-550480-P033074	2,000,000.00		0.00	0.00	2,000,000.00	0.00	2,000,000.00	0.00		
		17136-550480-P033074	2,000,000.00		0.00	0.00	2,000,000.00	0.00	1,999,224.90	775.10		
		17137-550480-P033074	0.00		0.00	2,000,000.00	2,000,000.00	0.00	2,000,000.00	0.00		
		17138-550480-P033074	2,000,000.00		0.00	0.00	2,000,000.00	0.00	1,998,484.39	1,515.61		
		17139-550480-P033074	2,000,000.00		0.00	0.00	2,000,000.00	0.00	2,000,000.00	0.00		
		17140-550480-P033074	2,000,000.00		0.00	0.00	2,000,000.00	2,000,000.00	0.00	0.00		
		17141-550480-P033074	2,000,000.00		0.00	0.00	2,000,000.00	0.00	0.00	2,000,000.00		
			The project is in progress with bonds issued in multiple years.	17,000,000.00		0.00	2,000,000.00	19,000,000.00	2,000,000.00	14,997,709.29	2,002,290.71	
		2018 2019 2020 2021	PUBLIC WORKS	<u>NEW EQUIPMENT ACQUISITION</u>								
				17301-550380-P033181	0.00		0.00	80,000.00	80,000.00	0.00	79,569.54	430.46
				17301-550380-P033181	0.00		0.00	80,000.00	80,000.00	17,623.00	45,060.40	17,316.60
17301-550380-P033181	0.00				0.00	80,000.00	80,000.00	0.00	0.00	80,000.00		
17301-550380-P033181	0.00				0.00	80,000.00	80,000.00	0.00	0.00	80,000.00		
		The project is in progress with funding in multiple years.	0.00		0.00	320,000.00	320,000.00	17,623.00	124,629.94	177,747.06		
2019	SHERIFF	<u>BODY CAMERAS</u>										
		17301-480180-P034024	0.00		0.00	1,081,176.00	1,081,176.00	13,761.77	1,030,099.09	37,315.14		
		2019 project	0.00		0.00	1,081,176.00	1,081,176.00	13,761.77	1,030,099.09	37,315.14		
2020 2020	SHERIFF	<u>BODY SCANNER</u>										
		17138-480380-P032283	0.00		0.00	124,704.97	124,704.97	0.00	124,704.97	0.00		
		17301-480380-P032283	0.00		0.00	25,295.03	25,295.03	0.00	25,295.03	0.00		
		Project funding approved by County Board in 2020.	0.00		0.00	150,000.00	150,000.00	0.00	150,000.00	0.00		
2018 2019 2020 2021	SHERIFF	<u>LAW ENFORCEMENT CENTER SAFETY & SECURITY</u>										
		17138-480380-P032247	160,000.00		0.00	0.00	160,000.00	0.00	160,000.00	0.00		
		17139-480380-P032247	800,000.00		0.00	0.00	800,000.00	0.00	800,000.00	0.00		
		17140-480380-P032247	275,000.00		0.00	0.00	275,000.00	0.00	275,000.00	0.00		
		17141-480380-P032247	275,000.00		0.00	0.00	275,000.00	0.00	19,936.33	255,063.67		
		The project is in progress with bonds issued in multiple years.	1,510,000.00		0.00	0.00	1,510,000.00	0.00	1,254,936.33	255,063.67		
2018	SHERIFF	<u>LAW ENFORCEMENT CENTER SECURITY ACCESS</u>										
		17138-480380-P032253	2,400,000.00		0.00	0.00	2,400,000.00	24,800.00	1,553,890.89	821,309.11		
		2018 project	2,400,000.00		0.00	0.00	2,400,000.00	24,800.00	1,553,890.89	821,309.11		

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			BONDS	+	LEVY	+	OTHER		
						=	TOTAL BUDGET	-	=
	SHERIFF	<u>PERSONAL PROTECTIVE EQUIPMENT</u>							
2021		<u>17301-480180-P034029</u>	<u>0.00</u>		<u>0.00</u>		<u>175,000.00</u>	<u>0.00</u>	<u>0.00</u>
		Project approved in 2021	0.00		0.00		175,000.00	0.00	0.00
	SHERIFF	<u>RADIOS REPLACEMENT</u>							
2018		<u>17138-480180-P032254</u>	700,000.00		0.00		700,000.00	0.00	0.00
2019		<u>17139-480180-P032254</u>	700,000.00		0.00		700,000.00	0.00	0.00
2020		<u>17140-480180-P032254</u>	<u>900,000.00</u>		<u>0.00</u>		<u>900,000.00</u>	<u>1,421.70</u>	<u>63.48</u>
		2018-2020 project	2,300,000.00		0.00		2,300,000.00	1,421.70	63.48
	SHERIFF	<u>SECURITY CAMERAS & EQUIPMENT at ADC & PATROL STATION</u>							
2016		<u>17136-480180-P032202</u>	200,000.00		0.00		200,000.00	34,461.42	9,874.35
2017		<u>17137-480180-P032202</u>	<u>0.00</u>		<u>0.00</u>		<u>130,000.00</u>	<u>0.00</u>	<u>130,000.00</u>
		2016 and 2017 project	200,000.00		0.00		330,000.00	34,461.42	139,874.35
	SHERIFF	<u>FURNITURE REPLACEMENT</u>							
2021		<u>17141-480380-P032278</u>	<u>378,550.00</u>		<u>0.00</u>		<u>378,550.00</u>	<u>0.00</u>	<u>25,958.13</u>
		2021 project	378,550.00		0.00		378,550.00	0.00	25,958.13
	CO MANAGER	<u>CONTINGENT ACCOUNTS</u>							
2007	17301-210380-P031027	2007 Levy Contingent	0.00		72,025.63		72,025.63	0.00	72,025.63
2008	17301-210380-P031027	2008 Levy Contingent	0.00		78,216.43		78,216.43	0.00	78,216.43
2013	17301-210380-P031027	2013 Levy Contingent	0.00		74,070.29		74,070.29	0.00	74,070.29
2014	17301-210380-P031027	2014 Levy Contingent	0.00		46,209.46		46,209.46	0.00	46,209.46
2015	17301-210380-P031027	2015 Levy Contingent	0.00		184.52		184.52	0.00	184.52
2017	17301-210380-P031027	2017 Levy Contingent	0.00		10,000.00		10,000.00	0.00	10,000.00
2020	17140-210380-P032059	2020 Bond Contingent	<u>0.00</u>		<u>0.00</u>		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
		Total Contingent Accounts	0.00		280,706.33		280,706.33	0.00	280,706.33

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 7/01/21 by Finance Department

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

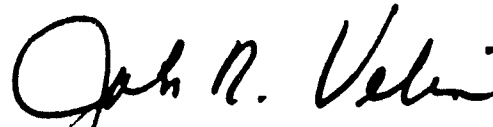
WHEREAS, The Ramsey County Board of Commissioners desires to establish a Capital Improvement Program that is a multi-year planning instrument used to identify needed capital projects and to coordinate financing and timing of improvements in a way that maximizes the return to the public; Now, Therefore,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

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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

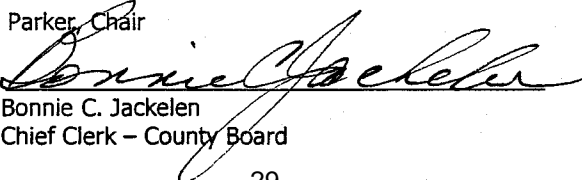
RESOLVED, The Ramsey County Board of Commissioners hereby accepts the Capital Improvement Program Recommendations report from the Capital Improvement Program Citizens' Advisory Committee (CIPAC); and Be It Further

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

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 2021 to February 2021, 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 4 and April 1, 2021.

County Manager Rating Process - In March, the County Manager’s staff used the rating system created in 1988, to rate 29 project requests. The rating system assigned weighted points to the nine criteria established by the County Board in Resolution 87-089. Nine 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 eight groups, first 4, second 4, etc., and eight group of 1. Projects were assigned points based on the group each rater placed them in and the total points tabulated. 10 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 6, 2021, the CIPAC met to discuss the priorities established and recommend projects for funding to the County Board.

Approval Process - On August XX, 2021, the 2022-2023 proposed budget, including the 2022-2023 Capital Improvement Program Plan was presented to the County Board. The County Board will hold a Public Hearing on November XX, 2021, to receive public comment on the proposed 2022-2023 Operating Budget and 2022-2027 CIP Plan, and approve them with or without changes.

2022-2027 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>	<u>Max. Points</u>	<u>Max. Score</u>
1. Protect Life/Public Safety/Public Health	25%	4.0	1.00
2. Replace Facility/Maintain Facility	22%	4.0	.88
3. Reduce Operating/Energy Costs	20%	4.0	.80
4. Protect Property	10%	4.0	.40
5. Provide Public Service	10%	4.0	.40
6. Provide Public Convenience	7%	4.0	.28
7. Enhance County Image	6%	4.0	.24
TOTAL	<u>100%</u>		<u>4.00</u>

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 29 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	8
Second	4	7
Third	4	6
Fourth	4	5
Fifth	4	4
Sixth	4	3
Seventh	4	2
Eighth	1	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 2022-2027 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 (2022 - 2023)

PRO- JECT NO.	PAGE NO.	Dept. Priority	DEPT NAME	PROJECT TITLE	CIPAC RANK	CM RANK	COM- BINED RANK	2022 COUNTY PROPOSED		2023 COUNTY PROPOSED		2022/2023 PROPOSED FUNDING SOURCES					2022/2023 PROPOSED TOTAL
								Source	Amount	Source	Amount	COUNTY	CO-OTHER	FEDERAL	STATE	OTHER	
				BOND ISSUANCE COSTS	NR	NR	NR	B	82,201	B	82,201	164,402	-	-	-	-	164,402
1	201	1	PUBLIC WORKS	PAVEMENT PRESERVATION	NR	NR	0	B , S, O	5,105,000	B , S, O	6,100,000	4,000,000	-	-	440,000	6,765,000	11,205,000
1	255	1	LAKE OWASSO RESIDENCE	FIRE ALARM SYSTEM & DEVICE REPLACEMENT	3	1	1	B	80,000	B	0	80,000	-	-	-	-	80,000
1	183	1	PROPERTY MGMT/LANDMARK	LANDMARK CENTER-FIRE SYSTEM UPDATE	4	6	2	B	239,400	B	0	239,400	-	-	-	-	239,400
1	195	1	CENTRAL FLEET	HOIST REPLACEMENT	5	5	3	B	200,000	B	0	200,000	-	-	-	-	200,000
3	239	3	CARE CENTER	PLUMBING SYSTEM UPDATE	6	4	4	B	290,000	B	0	290,000	-	-	-	-	290,000
1	71	1	PARKS & REC	BITUMINOUS PROJECTS	1	10	5	B	621,071	B	219,989	841,060	-	-	-	-	841,060
1	235	1	CARE CENTER	CARD ACCESS AND CAMERA SYSTEM DESIGN & REPLACEMENT	2	9	6	B	52,000	B	50,000	102,000	-	-	-	-	102,000
2	257	2	LAKE OWASSO RESIDENCE	RESIDENT HOUSES BATHROOM REPAIRS	7	7	7	B	108,760	B	0	108,760	-	-	-	-	108,760
3	287	3	SHERIFF	WATER PATROL SEARCH, RESCUE, & RECOVER EQUIPMENT	16	2	8	B	87,856	B	0	87,856	-	-	-	-	87,856
3	259	3	LAKE OWASSO RESIDENCE	HEATING, VENTING, & AIR CONDITIONING (HVAC) REPLACEMENT	11	8	9	B	188,851	B	0	188,851	-	-	-	-	188,851
5	243	5	CARE CENTER	ROOF REPLACEMENT	17	3	10	B	0	B	73,444	73,444	-	-	-	-	73,444
2	185	2	PROPERTY MGMT	BUILDING SECURITY SYSTEM PANEL CONTROLS	9	15	11	B	364,000	B	266,000	630,000	-	-	-	-	630,000
1	275	1	SHERIFF	WATER PATROL STATION SECURITY	8	19	12	B	478,900	B	0	478,900	-	-	-	-	478,900
2	237	2	CARE CENTER	EXTERIOR TUCK POINTING - BRICK REPAIR	10	18	13	B	95,250	B	0	95,250	-	-	-	-	95,250
2	115	2	PARKS & REC	CAPITAL ASSET MANAGEMENT-ARENAS	13	16	14	B	425,000	B	425,000	850,000	-	-	-	-	850,000
2	281	2	SHERIFF	PATROL STATION SECURITY	15	14	15	B	898,500	B	0	898,500	-	-	-	-	898,500
2	197	2	CENTRAL FLEET	HEAVY DUTY MOBILE COLUMN LIFTS	14	17	16	B	0	B	200,000	200,000	-	-	-	-	200,000
4	120	4	PARKS & REC	PLAYGROUND REPLACEMENTS	18	13	17	B	350,000	B	350,000	700,000	-	-	-	-	700,000
4	261	4	LAKE OWASSO RESIDENCE	ROOF AND GUTTERS SYSTEMS REPLACEMENT	21	11	18	B	0	B	428,577	428,577	-	-	-	-	428,577
3	187	3	PROPERTY MGMT/LANDMARK	LANDMARK CENTER-BASEMENT & 5th FLOOR RESTROOM RENOVATION	26	12	19	B	332,500	B	332,500	665,000	-	-	-	-	665,000
5	125	5	PARKS & REC	ADA IMPLEMENTATION-COUNTY FACILITIES	19	20	20	B, S	200,000	B, S	200,000	200,000	-	-	200,000	-	400,000
3	118	3	PARKS & REC	NATURAL RESOURCE HABITAT RESTORATION	12	28	21	B	100,000	B	100,000	200,000	-	-	-	-	200,000
4	241	4	CARE CENTER	BUILDING AUTOMATION SYSTEM UPGRADE	20	21	22	B	0	B	178,000	178,000	-	-	-	-	178,000
4	189	4	PROPERTY MGMT/LANDMARK	LANDMARK CENTER-VERTICAL HEAT PIPE SYSTEM ENGINEERING	22	23	23	B	0	B	100,000	100,000	-	-	-	-	100,000
5	291	5	SHERIFF	ADULT DETENTION CENTER MENTAL HEALTH EFFICIENCY UNIT	24	24	24	B	475,000	B	475,000	950,000	-	-	-	-	950,000
4	289	4	SHERIFF	CONFERENCE ROOM UPDATES & FURNITURE REPLACEMENT	23	26	25	B	197,000	B	182,000	379,000	-	-	-	-	379,000
5	191	5	PROPERTY MGMT/LANDMARK	LANDMARK CENTER-BUILDING ENERGY MGMT SYSTEM	28	22	26	B	0	B	140,000	140,000	-	-	-	-	140,000
5	263	5	LAKE OWASSO RESIDENCE	KITCHEN CABINETRY REPAIR/REPLACEMENT	27	25	27	B	0	B	225,000	225,000	-	-	-	-	225,000
1	67	1	COMMUNITY & ECON DEV	REPURPOSING-BOYS TOTEM TOWN, PONDS, OTHER	25	29	28	B	300,000	B	300,000	600,000	-	-	-	-	600,000
6	165	6	PARKS & REC	WOODVIEW OFF LEASH DOG AREA MASTER PLAN	29	27	29	B	0	B	325,000	325,000	-	-	-	-	325,000
7	175	7	PARKS & REC	CAPITAL ASSET MANAGEMENT-PARKS	NR	NR	0	B	0	B	0	0	-	-	-	-	-
8	178	8	PARKS & REC	REGIONAL PARK & TRAIL CIP/LEGACY	NR	NR	0	S, O	3,017,300	S, O	1,599,300	0	-	-	1,418,000	3,198,600	4,616,600
2	203	2	PUBLIC WORKS	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	NR	NR	0	F, S, O	29,485,000	F, S, O	34,440,000	0	-	3,250,000	2,625,000	58,050,000	63,925,000
3	205	3	PUBLIC WORKS	MULTI-MODAL PROJECTS	NR	NR	0	F, S, O	177,030,000	F, S, O	162,430,000	0	-	155,760,000	4,400,000	179,300,000	339,460,000
4	207	4	PUBLIC WORKS	TRAFFIC SIGNAL UPGRADES	NR	NR	0	S, O	2,600,000	S, O	2,215,000	0	-	-	1,125,000	3,690,000	4,815,000
5	209	5	PUBLIC WORKS	DRAINAGE SYSTEMS & STRUCTURES	NR	NR	0	O	720,000	O	600,000	0	-	-	-	1,320,000	1,320,000
6	211	6	PUBLIC WORKS	COMPREHENSIVE BRIDGE MAINTENANCE	NR	NR	0	O	100,000	O	400,000	0	-	-	-	500,000	500,000
7	213	7	PUBLIC WORKS	PEDESTRIAN & BIKE FACILITIES	NR	NR	0	F, O	1,685,000	F, O	1,840,000	0	-	860,000	-	2,665,000	3,525,000
8	215	8	PUBLIC WORKS	ADA COMPLIANCE	NR	NR	0	O	700,000	O	700,000	0	-	-	-	1,400,000	1,400,000
9	217	9	PUBLIC WORKS	ROADWAY APPURTENANCES	NR	NR	0	S, O	100,000	S, O	400,000	0	-	-	-	500,000	500,000
10	219	10	PUBLIC WORKS	NEW EQUIPMENT	NR	NR	0	S	80,000	S	80,000	0	-	-	160,000	-	160,000
11	221	11	PUBLIC WORKS	ARDEN HILLS YARD LIGHTING	NR	NR	0	-----	0	-----	0	0	-	-	-	-	-
6	245	6	CARE CENTER	SOLARIUM WINDOWS AND DOORS	NR	NR	0	-----	0	-----	0	0	-	-	-	-	-

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

COMBINED RANK ORDER

CAPITAL IMPROVEMENT REGULAR PROJECTS (2022 - 2023)

PRO- JECT NO.	PAGE NO.	Dept. Priority	DEPT NAME	PROJECT TITLE	CIPAC RANK	CM RANK	COM- BINED RANK	2022 COUNTY PROPOSED		2023 COUNTY PROPOSED		2022/2023 PROPOSED FUNDING SOURCES					2022/2023 PROPOSED TOTAL
								Source	Amount	Source	Amount	COUNTY	CO-OTHER	FEDERAL	STATE	OTHER	
7	247	7	CARE CENTER	INTERIOR AND EXTERIOR LIGHTING SYSTEM UPGRADE	NR	NR	0	-----	0	-----	0	0	-	-	-	-	-
8	249	8	CARE CENTER	PARKING LOT MILL & OVERLAY	NR	NR	0	-----	0	-----	0	0	-	-	-	-	-
9	251	9	CARE CENTER	ELEVATORS DESIGN & UPGRADE	NR	NR	0	-----	0	-----	0	0	-	-	-	-	-
1	267	1	EMERGENCY COMM	EMERGENCY COMMUNICATIONS DISPATCH CENTER RENOVATION	NR	NR	0	ECFB	980,000	ECFB	0	0	980,000	-	-	-	980,000
2	269	2	EMERGENCY COMM	ARDEN HILLS UPS REPLACEMENT	NR	NR	0	ECFB	125,000	ECFB	0	0	125,000	-	-	-	125,000
3	271	3	EMERGENCY COMM	ARDEN HILLS GENERATOR REPLACEMENT	NR	NR	0	ECFB	0	ECFB	225,000	0	225,000	-	-	-	225,000
TOTAL REGULAR PROJECTS									227,893,589		215,682,011	14,619,000	1,330,000	159,870,000	10,368,000	257,388,600	443,575,600

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

CIP REGULAR PROJECTS - \$6,000,000 CIP BONDS + \$221,250,510 - OTHER FUNDING - 2022

PROJECT NO.	CIP PAGE NO.	SERVICE TEAM/ DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2022 FUNDING SOURCE						2022 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		ECONOMIC GROWTH & COMMUNITY INVESTMENT								
		PARKS & RECREATION								
1	71	BITUMINOUS PROJECTS	5	621,071	-	-	-	-	-	621,071
2	115	CAPITAL ASSET MANAGEMENT-ARENAS	14	425,000	-	-	-	-	-	425,000
8	178	REGIONAL PARK & TRAIL CIP/LEGACY	Not Ranked	-	-	-	-	1,418,000	1,599,300	3,017,300
		PROPERTY MANAGEMENT								
1	183	LANDMARK CENTER-FIRE SYSTEM UPDATE	2	239,400	-	-	-	-	-	239,400
2	185	BUILDING SECURITY SYSTEM PANEL CONTROLS	11	364,000	-	-	-	-	-	364,000
		CENTRAL FLEET								
1	195	HOIST REPLACEMENT	3	200,000	-	-	-	-	-	200,000
		PUBLIC WORKS								
1	201	PAVEMENT PRESERVATION	Not Ranked	2,000,000	-	-	-	440,000	930,000	3,370,000
									1,735,000 (1)	1,735,000
2	203	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	Not Ranked	-	-	-	3,250,000	2,625,000	21,980,000	27,855,000
									1,630,000 (1)	1,630,000
3	205	MULTI-MODAL PROJECTS	Not Ranked	-	-	-	77,880,000	4,400,000	94,750,000	177,030,000
4	207	TRAFFIC SIGNAL UPGRADES	Not Ranked	-	-	-	-	405,000	360,000	765,000
									1,835,000 (1)	1,835,000
5	209	DRAINAGE SYSTEMS & STRUCTURES	Not Ranked	-	-	-	-	-	50,000	50,000
									670,000 (1)	670,000
6	211	COMPREHENSIVE BRIDGE MAINTENANCE	Not Ranked	-	-	-	-	-	100,000	100,000
7	213	PEDESTRIAN & BIKE FACILITIES	Not Ranked	-	-	-	860,000	-	195,000	1,055,000
									630,000 (1)	630,000
8	215	ADA COMPLIANCE	Not Ranked	-	-	-	-	-	700,000	700,000
9	217	ROADWAY APPURTENANCES	Not Ranked	-	-	-	-	-	100,000	100,000
-----	-----	WHEELAGE TAX TRANSFER TO PUBLIC WORKS OPERATIONS	Not Ranked	-	-	-	-	-	1,523,210	1,523,210
10	219	NEW EQUIPMENT	Not Ranked	-	-	-	-	80,000	-	80,000
		TOTAL ECONOMIC GROWTH & COMMUNITY INVESTMENT		3,849,471	-	-	81,990,000	9,368,000	128,787,510	223,994,981
		HEALTH & WELLNESS								
		CARE CENTER								
3	239	PLUMBING SYSTEM UPDATE	4	290,000	-	-	-	-	-	290,000
1	235	CARD ACCESS AND CAMERA SYSTEM DESIGN & REPLACEMENT	6	52,000	-	-	-	-	-	52,000
2	237	EXTERIOR TUCK POINTING - BRICK REPAIR	13	95,250	-	-	-	-	-	95,250
		LAKE OWASSO RESIDENCE								
1	255	FIRE ALARM SYSTEM & DEVICE REPLACEMENT	1	80,000	-	-	-	-	-	80,000
2	257	RESIDENT HOUSES BATHROOM REPAIRS	7	108,760	-	-	-	-	-	108,760
3	259	HEATING, VENTING, & AIR CONDITIONING (HVAC) REPLACEMENT	9	188,851	-	-	-	-	-	188,851
		TOTAL HEALTH & WELLNESS		814,861	-	-	-	-	-	814,861

(1) Wheelage Excise Tax amount

(2) Includes Ramsey and Washington County Regional Railroad Levys and Transit Sales & Use Tax

CIP REGULAR PROJECTS - \$6,000,000 CIP BONDS + \$221,250,510 - OTHER FUNDING - 2022

PROJECT NO.	CIP PAGE NO.	SERVICE TEAM/ DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2022 FUNDING SOURCE						2022 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		SAFETY & JUSTICE								
		EMERGENCY COMMUNICATIONS								
1	267	EMERGENCY COMMUNICATIONS DISPATCH CENTER RENOVATION	Not Ranked	-	-	980,000 (1)	-	-	-	980,000
2	269	ARDEN HILLS UPS REPLACEMENT	Not Ranked	-	-	125,000 (1)	-	-	-	125,000
		SHERIFF								
3	287	WATER PATROL SEARCH, RESCUE, & RECOVER EQUIPMENT	8	87,856	-	-	-	-	-	87,856
1	275	WATER PATROL STATION SECURITY	12	478,900	-	-	-	-	-	478,900
2	281	PATROL STATION SECURITY	15	686,711	-	-	-	-	-	686,711
		TOTAL SAFETY & JUSTICE		1,253,467	-	1,105,000	-	-	-	2,358,467
		OTHER								
-----		BOND ISSUANCE COSTS	Not Ranked	82,201	-	-	-	-	-	82,201
		TOTAL OTHER		82,201	-	-	-	-	-	82,201
		TOTAL CIP REGULAR PROJECTS		6,000,000	-	1,105,000	81,990,000	9,368,000	128,787,510	227,250,510

(1) Emergency Communications fund balance

CIP MAJOR PROJECTS - \$33,000,000 CIP BONDS - 2022

CIP		2022 FUNDING SOURCE								2022
PROJECT	PAGE	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	TOTAL PROPOSED
NO.	NO.									
MAJOR PROJECTS										
-----	369	BUILDING AUTOMATION SYSTEMS	Not Ranked	3,484,721	-	-	-	-	-	3,484,721
-----	585	CARE CENTER HEATING, VENTILATION, & AIR CONDITIONING (HVAC)	Not Ranked	162,800	-	-	-	-	-	162,800
-----	437	GOODRICH AND MANITOU RIDGE GOLF COURSE IMPROVEMENTS	Not Ranked	4,054,235	-	-	-	-	-	4,054,235
-----	363	METRO SQUARE EXTERIOR ENVELOPE ASSESSMENT & REPAIR	Not Ranked	3,559,552	-	-	-	-	-	3,559,552
-----	389	90 WEST PLATO BUILDING EXTERIOR ENVELOPE RENOVATION	Not Ranked	232,510	-	-	-	-	-	232,510
-----	598	SAFETY AND SECURITY ENHANCEMENTS-ADULT DETENTION CENTER	Not Ranked	1,411,800	-	-	-	-	-	1,411,800
-----	604	STRATEGIC DEVELOPMENT OPPORTUNITIES	Not Ranked	20,000,000	-	-	-	-	-	20,000,000
TOTAL MAJOR PROJECTS				32,905,618	-	-	-	-	-	32,905,618
OTHER										
-----		BOND ISSUANCE COSTS	Not Ranked	94,382	-	-	-	-	-	94,382
TOTAL OTHER				94,382	-	-	-	-	-	94,382
TOTAL CIP MAJOR PROJECTS				33,000,000	-	-	-	-	-	- 33,000,000

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT FOR 2022-2023

SCHEDULE 1
(Continued)

BUILDING IMPROVEMENTS/REPAIRS - \$1,100,000 LEVY + \$172,210 OTHER FUNDING - 2022

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2022 FUNDING SOURCE						2022 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)								
-----	323	BLDG IMPROVEMENTS-EXTENSION BARN	Not Ranked	-	33,320	-	-	-	-	33,320
-----	327	BLDG IMPROVEMENTS-LANDMARK CENTER	Not Ranked	-	199,800	-	-	-	-	199,800
-----	331	BLDG IMPROVEMENTS-PARKS	Not Ranked	-	866,880	-	-	147,210	25,000	1,039,090
		TOTAL BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)		-	1,100,000	-	-	147,210	25,000	1,272,210

BUILDING IMPROVEMENTS - \$3,484,622 RENTAL REVENUES and FUND BALANCES - 2022

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2022 FUNDING SOURCE						2022 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT								
-----	295	BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION	Not Ranked	-	-	495,721 (1)	-	-	-	495,721
-----	299	BLDG IMPROVEMENTS - LIBRARIES	Not Ranked	-	-	380,838 (1)	-	-	-	380,838
-----	303	BLDG IMPROVEMENTS - CH/CH	Not Ranked	-	-	247,246 (1)	-	-	-	247,246
-----	307	BLDG IMPROVEMENTS - GENERAL BUILDING FUND	Not Ranked	-	-	2,360,817 (1)	-	-	-	2,360,817
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	3,484,622	-	-	-	3,484,622

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

SUMMARY BY FUNDING AND ACCOUNT CLASSIFICATION FOR 2022

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2022 FUNDING SOURCE						2022 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		CIP REGULAR PROJECT BONDS								-
		Building Additions, Renovations, Repairs		1,843,261	-	980,000	-	-	-	2,823,261
		Improvements Other Than Buildings		2,074,538	-	125,000	-	1,498,000	1,599,300	5,296,838
		County Roads/Multi-Modal Projects		2,000,000	-	-	81,990,000	7,870,000	127,188,210	219,048,210
		Bond Issuance Costs		82,201	-	-	-	-	-	82,201
		TOTAL CIP REGULAR PROJECTS		6,000,000	-	1,105,000	81,990,000	9,368,000	128,787,510	227,250,510
		CIP MAJOR PROJECT BONDS								
		Major Projects		32,905,618	-	-	-	-	-	32,905,618
		Bond Issuance Costs		94,382	-	-	-	-	-	94,382
		TOTAL CIP MAJOR PROJECTS		33,000,000	-	-	-	-	-	33,000,000
		BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)								
		Building Lifecycle Maintenance		-	1,100,000	-	-	147,210	25,000	1,272,210
		TOTAL BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)		-	1,100,000	-	-	147,210	25,000	1,272,210
		BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT								
		Building Additions, Renovations, Repairs		-	-	3,484,622	-	-	-	3,484,622
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	3,484,622	-	-	-	3,484,622
		TOTAL CIP PROJECTS PROPOSED FOR FUNDING IN 2022		39,000,000	1,100,000	4,589,622	81,990,000	9,515,210	128,812,510	265,007,342

CIP REGULAR PROJECTS - \$6,000,000 CIP BONDS + \$210,722,443 OTHER FUNDING - 2023

CIP		2023 FUNDING SOURCE								2023
PROJECT NO.	PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	TOTAL PROPOSED
		ECONOMIC GROWTH & COMMUNITY INVESTMENT								
		PARKS & RECREATION								
1	71	BITUMINOUS PROJECTS	5	219,989	-	-	-	-	-	219,989
2	115	CAPITAL ASSET MANAGEMENT-ARENAS	14	425,000	-	-	-	-	-	425,000
4	120	PLAYGROUND REPLACEMENTS	17	700,000	-	-	-	-	-	700,000
5	125	ADA IMPLEMENTATION-COUNTY FACILITIES	20	200,000	-	-	-	100,000	-	300,000
3	118	NATURAL RESOURCE HABITAT RESTORATION	21	200,000	-	-	-	-	-	200,000
8	178	REGIONAL PARK & TRAIL CIP/LEGACY	Not Ranked	-	-	-	-	-	1,599,300	1,599,300
		PROPERTY MANAGEMENT								
2	185	BUILDING SECURITY SYSTEM PANEL CONTROLS	11	266,000	-	-	-	-	-	266,000
3	187	LANDMARK CENTER-BASEMENT & 5th FLOOR RESTROOM RENOVATION	19	665,000	-	-	-	-	-	665,000
4	189	LANDMARK CENTER-VERTICAL HEAT PIPE SYSTEM ENGINEERING	23	100,000	-	-	-	-	-	100,000
		CENTRAL FLEET								
2	197	HEAVY DUTY MOBILE COLUMN LIFTS	16	200,000	-	-	-	-	-	200,000
		PUBLIC WORKS								
1	201	PAVEMENT PRESERVATION	Not Ranked	2,000,000	-	-	-	-	300,000	2,300,000
									3,800,000 (1)	3,800,000
2	203	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	Not Ranked	-	-	-	-	-	34,260,000	34,260,000
									180,000 (1)	180,000
3	205	MULTI-MODAL PROJECTS	Not Ranked	-	-	-	77,880,000	-	84,550,000 (2)	162,430,000
4	207	TRAFFIC SIGNAL UPGRADES	Not Ranked	-	-	-	-	720,000	965,000	1,685,000
									530,000 (1)	530,000
5	209	DRAINAGE SYSTEMS & STRUCTURES	Not Ranked	-	-	-	-	-	600,000 (1)	600,000
6	211	COMPREHENSIVE BRIDGE MAINTENANCE	Not Ranked	-	-	-	-	-	400,000 (1)	400,000
7	213	PEDESTRIAN & BIKE FACILITIES	Not Ranked	-	-	-	-	-	1,050,000	1,050,000
									790,000 (1)	790,000
8	215	ADA COMPLIANCE	Not Ranked	-	-	-	-	-	700,000 (1)	700,000
9	217	ROADWAY APPURTENANCES	Not Ranked	-	-	-	-	-	400,000 (1)	400,000
-----	-----	WHEELAGE TAX TRANSFER TO PUBLIC WORKS OPERATIONS	Not Ranked	-	-	-	-	-	1,593,143 (1)	1,593,143
10	219	NEW EQUIPMENT	Not Ranked	-	-	-	-	80,000	-	80,000
		TOTAL ECONOMIC GROWTH & COMMUNTIY INVESTMENT		4,975,989	-	-	77,880,000	900,000	131,717,443	215,473,432
		HEALTH & WELLNESS								
		CARE CENTER								
1	235	CARD ACCESS AND CAMERA SYSTEM DESIGN & REPLACEMENT	6	50,000	-	-	-	-	-	50,000
5	243	ROOF REPLACEMENT	10	73,444	-	-	-	-	-	73,444
4	241	BUILDING AUTOMATION SYSTEM UPGRADE	21	178,000	-	-	-	-	-	178,000
		LAKE OWASSO RESIDENCE								
4	261	ROOF AND GUTTERS SYSTEMS REPLACEMENT	18	428,577	-	-	-	-	-	428,577
		TOTAL HEALTH & WELLNESS		730,021	-	-	-	-	-	730,021

(1) Wheelage Excise Tax amount

(2) Includes Ramsey and Washington County Regional Railroad Levys and Transit Sales & Use Tax

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT FOR 2022-2023

SCHEDULE 1
(Continued)

CIP REGULAR PROJECTS - \$6,000,000 CIP BONDS + \$210,722,443 OTHER FUNDING - 2023

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2023 FUNDING SOURCE						2023 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		SAFETY & JUSTICE								
		EMERGENCY COMMUNICATIONS								
3	271	ARDEN HILLS GENERATOR REPLACEMENT	Not Ranked	-	-	225,000 (1)	-	-	-	225,000
		SHERIFF								
2	281	PATROL STATION SECURITY	15	211,789	-	-	-	-	-	211,789
		TOTAL SAFETY & JUSTICE		211,789	-	225,000	-	-	-	436,789
		OTHER								
-----		BOND ISSUANCE COSTS	Not Ranked	82,201	-	-	-	-	-	82,201
		TOTAL OTHER		82,201	-	-	-	-	-	82,201
		TOTAL CIP REGULAR PROJECTS		6,000,000	-	225,000	77,880,000	900,000	131,717,443	216,722,443

(1) Emergency Communications fund balance

CIP MAJOR PROJECTS - \$33,000,000 CIP BONDS - 2023

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2023 FUNDING SOURCE						2023 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		MAJOR PROJECTS								
-----	369	BUILDING AUTOMATION SYSTEMS	Not Ranked	700,000	-	-	-	-	-	700,000
-----	383	BUILDING EXTERIOR ENVELOPE RESTORATION	Not Ranked	350,000	-	-	-	-	-	350,000
-----	585	CARE CENTER HEATING, VENTILATION, & AIR CONDITIONING (HVAC)	Not Ranked	1,464,367	-	-	-	-	-	1,464,367
-----	376	CITY HALL/COURTHOUSE ROOF AND ROOFTOP DUCTWORK	Not Ranked	2,150,300	-	-	-	-	-	2,150,300
-----	437	GOODRICH AND MANITOU RIDGE GOLF COURSE IMPROVEMENTS	Not Ranked	2,682,311	-	-	-	-	-	2,682,311
-----	389	90 WEST PLATO BUILDING EXTERIOR ENVELOPE RENOVATION	Not Ranked	3,996,481	-	-	-	-	-	3,996,481
-----	598	SAFETY AND SECURITY ENHANCEMENTS-ADULT DETENTION CENTER	Not Ranked	1,545,921	-	-	-	-	-	1,545,921
-----	-	STRATEGIC DEVELOPMENT OPPORTUNITIES	Not Ranked	20,000,000	-	-	-	-	-	20,000,000
		TOTAL MAJOR PROJECTS		32,889,380	-	-	-	-	-	32,889,380
		OTHER								
-----		BOND ISSUANCE COSTS	Not Ranked	110,620	-	-	-	-	-	110,620
		TOTAL OTHER		110,620	-	-	-	-	-	110,620
		TOTAL CIP MAJOR PROJECTS		33,000,000	-	-	-	-	-	33,000,000

PROPOSED CAPITAL IMPROVEMENT PROJECTS BY DEPARTMENT FOR 2022-2023

SCHEDULE 1
(Continued)

BUILDING IMPROVEMENTS/REPAIRS - \$1,100,000 LEVY + \$150,750 OTHER FUNDING - 2023

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2023 FUNDING SOURCE						2023 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)								
-----	323	BLDG IMPROVEMENTS-EXTENSION BARN	Not Ranked	-	33,320	-	-	-	-	33,320
-----	327	BLDG IMPROVEMENTS-LANDMARK CENTER	Not Ranked	-	199,800	-	-	-	-	199,800
-----	331	BLDG IMPROVEMENTS-PARKS	Not Ranked	-	866,880	-	-	125,750	25,000	1,017,630
		TOTAL BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)		-	1,100,000	-	-	125,750	25,000	1,250,750

BUILDING IMPROVEMENTS - \$3,484,622 RENTAL REVENUES and FUND BALANCES - 2023

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2023 FUNDING SOURCE						2023 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT								
-----	295	BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION	Not Ranked	-	-	495,721 (1)	-	-	-	495,721
-----	299	BLDG IMPROVEMENTS - LIBRARIES	Not Ranked	-	-	380,838 (1)	-	-	-	380,838
-----	303	BLDG IMPROVEMENTS - CH/CH	Not Ranked	-	-	247,246 (1)	-	-	-	247,246
-----	307	BLDG IMPROVEMENTS - GENERAL BUILDING FUND	Not Ranked	-	-	2,360,817 (1)	-	-	-	2,360,817
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	3,484,622	-	-	-	3,484,622

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

SUMMARY BY FUNDING AND ACCOUNT CLASSIFICATION FOR 2023

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2023 FUNDING SOURCE						2023 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		CIP REGULAR PROJECT BONDS								-
		Building Additions, Renovations, Repairs		2,386,021	-	-	-	100,000	-	2,486,021
		Improvements Other Than Buildings		1,531,778	-	225,000	-	80,000	1,599,300	3,436,078
		County Roads/Multi-Modal Projects		2,000,000	-	-	77,880,000	720,000	130,118,143	210,718,143
		Bond Issuance Costs		82,201	-	-	-	-	-	82,201
		TOTAL CIP REGULAR PROJECTS		6,000,000	-	225,000	77,880,000	900,000	131,717,443	216,722,443
		CIP MAJOR PROJECT BONDS								
		Major Projects		32,889,380	-	-	-	-	-	32,889,380
		Bond Issuance Costs		110,620	-	-	-	-	-	110,620
		TOTAL CIP MAJOR PROJECTS		33,000,000	-	-	-	-	-	33,000,000
		BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)								
		Building Lifecycle Maintenance		-	1,100,000	-	-	125,750	25,000	1,250,750
		TOTAL BUILDING IMPROVEMENTS / REPAIRS (CAPITAL LEVY)		-	1,100,000	-	-	125,750	25,000	1,250,750
		BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT								
		Building Additions, Renovations, Repairs		-	-	3,484,622	-	-	-	3,484,622
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	3,484,622	-	-	-	3,484,622
		TOTAL CIP PROJECTS PROPOSED FOR FUNDING IN 2023		39,000,000	1,100,000	3,709,622	77,880,000	1,025,750	131,742,443	254,457,815

SUMMARY OF PROJECTS FOR 2022 - 2023

CIP		2022 - 2023 FUNDING SOURCE								2022-2023
PROJECT NO.	PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	TOTAL PROPOSED
		ECONOMIC GROWTH & COMMUNITY INVESTMENT								
		PARKS & RECREATION								
1	71	BITUMINOUS PROJECTS	5	841,060	-	-	-	-	-	841,060
2	115	CAPITAL ASSET MANAGEMENT-ARENAS	14	850,000	-	-	-	-	-	850,000
4	120	PLAYGROUND REPLACEMENTS	17	700,000	-	-	-	-	-	700,000
5	125	ADA IMPLEMENTATION-COUNTY FACILITIES	20	200,000	-	-	-	100,000	-	300,000
3	118	NATURAL RESOURCE HABITAT RESTORATION	21	200,000	-	-	-	-	-	200,000
8	178	REGIONAL PARK & TRAIL CIP/LEGACY	Not Ranked	-	-	-	-	1,418,000	3,198,600	4,616,600
		PROPERTY MANAGEMENT								
1	183	LANDMARK CENTER-FIRE SYSTEM UPDATE	2	239,400	-	-	-	-	-	239,400
2	185	BUILDING SECURITY SYSTEM PANEL CONTROLS	11	630,000	-	-	-	-	-	630,000
3	187	LANDMARK CENTER-BASEMENT & 5th FLOOR RESTROOM RENOVATION	19	665,000	-	-	-	-	-	665,000
4	189	LANDMARK CENTER-VERTICAL HEAT PIPE SYSTEM ENGINEERING	23	100,000	-	-	-	-	-	100,000
		CENTRAL FLEET								
1	195	HOIST REPLACEMENT	3	200,000	-	-	-	-	-	200,000
2	197	HEAVY DUTY MOBILE COLUMN LIFTS	16	200,000	-	-	-	-	-	200,000
		PUBLIC WORKS								
1	201	PAVEMENT PRESERVATION	Not Ranked	4,000,000	-	-	-	440,000	6,765,000	11,205,000
2	203	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION	Not Ranked	-	-	-	3,250,000	2,625,000	58,050,000	63,925,000
3	205	MULTI-MODAL PROJECTS	Not Ranked	-	-	-	155,760,000	4,400,000	179,300,000	339,460,000
4	207	TRAFFIC SIGNAL UPGRADES	Not Ranked	-	-	-	-	1,125,000	3,690,000	4,815,000
5	209	DRAINAGE SYSTEMS & STRUCTURES	Not Ranked	-	-	-	-	-	1,320,000	1,320,000
6	211	COMPREHENSIVE BRIDGE MAINTENANCE	Not Ranked	-	-	-	-	-	500,000	500,000
7	213	PEDESTRIAN & BIKE FACILITIES	Not Ranked	-	-	-	860,000	-	2,665,000	3,525,000
8	215	ADA COMPLIANCE	Not Ranked	-	-	-	-	-	1,400,000	1,400,000
9	217	ROADWAY APPURTENANCES	Not Ranked	-	-	-	-	-	500,000	500,000
-----	-----	WHEELAGE TAX TRANSFER TO PUBLIC WORKS OPERATIONS	Not Ranked	-	-	-	-	-	3,116,353	3,116,353
10	219	NEW EQUIPMENT	Not Ranked	-	-	-	-	160,000	-	160,000
		TOTAL ECONOMIC GROWTH & COMMUNITY INVESTMENT		8,825,460	-	-	159,870,000	10,268,000	260,504,953	439,468,413
		HEALTH & WELLNESS								
		CARE CENTER								
3	239	PLUMBING SYSTEM UPDATE	4	290,000	-	-	-	-	-	290,000
1	235	CARD ACCESS AND CAMERA SYSTEM DESIGN & REPLACEMENT	6	102,000	-	-	-	-	-	102,000
5	243	ROOF REPLACEMENT	10	73,444	-	-	-	-	-	73,444
2	237	EXTERIOR TUCK POINTING - BRICK REPAIR	13	95,250	-	-	-	-	-	95,250
4	241	BUILDING AUTOMATION SYSTEM UPGRADE	21	178,000	-	-	-	-	-	178,000
		LAKE OWASSO RESIDENCE								
1	255	FIRE ALARM SYSTEM & DEVICE REPLACEMENT	1	80,000	-	-	-	-	-	80,000
2	257	RESIDENT HOUSES BATHROOM REPAIRS	7	108,760	-	-	-	-	-	108,760
3	259	HEATING, VENTING, & AIR CONDITIONING (HVAC) REPLACEMENT	9	188,851	-	-	-	-	-	188,851
4	261	ROOF AND GUTTERS SYSTEMS REPLACEMENT	18	428,577	-	-	-	-	-	428,577
		TOTAL HEALTH & WELLNESS		1,544,882	-	-	-	-	-	1,544,882

SUMMARY OF PROJECTS FOR 2022 - 2023

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2022 - 2023 FUNDING SOURCE						2022-2023 TOTAL
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		SAFETY & JUSTICE								
		EMERGENCY COMMUNICATIONS								
1	267	EMERGENCY COMMUNICATIONS DISPATCH CENTER RENOVATION	Not Ranked	-	-	980,000	-	-	-	980,000
2	269	ARDEN HILLS UPS REPLACEMENT	Not Ranked	-	-	125,000	-	-	-	125,000
3	271	ARDEN HILLS GENERATOR REPLACEMENT	Not Ranked	-	-	225,000	-	-	-	225,000
		SHERIFF								
3	287	WATER PATROL SEARCH, RESCUE, & RECOVER EQUIPMENT	8	87,856	-	-	-	-	-	87,856
1	275	WATER PATROL STATION SECURITY	12	478,900	-	-	-	-	-	478,900
2	281	PATROL STATION SECURITY	15	898,500	-	-	-	-	-	898,500
		TOTAL SAFETY & JUSTICE		1,465,256	-	1,330,000	-	-	-	2,795,256
		OTHER								
-----		BOND ISSUANCE COSTS	Not Ranked	164,402	-	-	-	-	-	164,402
		TOTAL OTHER		164,402	-	-	-	-	-	164,402
		TOTAL CIP REGULAR PROJECTS		12,000,000	-	1,330,000	159,870,000	10,268,000	260,504,953	443,972,953

PROJECT NO.	CIP PAGE NO.	DEPARTMENT NAME/PROJECT TITLE	COMBINED RANK	2022 - 2023 FUNDING SOURCE						2022-2023 TOTAL PROPOSED
				CIP BONDS	COUNTY LEVY	COUNTY OTHER	FEDERAL	STATE	MUNICIPAL/ OTHER	
		MAJOR PROJECTS								
-----	369	BUILDING AUTOMATION SYSTEMS	Not Ranked	4,184,721	-	-	-	-	-	4,184,721
-----	383	BUILDING EXTERIOR ENVELOPE RESTORATION	Not Ranked	350,000	-	-	-	-	-	350,000
-----	585	CARE CENTER HEATING, VENTILATION, & AIR CONDITIONING (HVAC)	Not Ranked	1,627,167	-	-	-	-	-	1,627,167
-----	376	CITY HALL/COURTHOUSE ROOF AND ROOFTOP DUCTWORK	Not Ranked	2,150,300	-	-	-	-	-	2,150,300
-----	437	GOODRICH AND MANITOU RIDGE GOLF COURSE IMPROVEMENTS	Not Ranked	6,736,546	-	-	-	-	-	6,736,546
-----	363	METRO SQUARE EXTERIOR ENVELOPE ASSESSMENT & REPAIR	Not Ranked	3,559,552	-	-	-	-	-	3,559,552
-----	389	90 WEST PLATO BUILDING EXTERIOR ENVELOPE RENOVATION	Not Ranked	4,228,991	-	-	-	-	-	4,228,991
-----	598	SAFETY AND SECURITY ENHANCEMENTS-ADULT DETENTION CENTER	Not Ranked	2,957,721	-	-	-	-	-	2,957,721
-----	604	STRATEGIC DEVELOPMENT OPPORTUNITIES	Not Ranked	40,000,000	-	-	-	-	-	40,000,000
-----	-	BOND ISSUANCE COSTS	Not Ranked	205,002	-	-	-	-	-	205,002
		TOTAL MAJOR PROJECTS		66,000,000	-	-	-	-	-	66,000,000
		BUILDING IMPROVEMENTS/REPAIRS								
-----	323	BLDG IMPROVEMENTS-EXTENSION BARN	Not Ranked	-	66,640	-	-	-	-	66,640
-----	327	BLDG IMPROVEMENTS-LANDMARK CENTER	Not Ranked	-	399,600	-	-	-	-	399,600
-----	331	BLDG IMPROVEMENTS-PARKS	Not Ranked	-	1,733,760	-	-	272,960	50,000	2,056,720
		TOTAL BUILDING IMPROVEMENTS/REPAIRS		-	2,200,000	-	-	272,960	50,000	2,522,960
		BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT								
-----	295	BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION	Not Ranked	-	-	991,442	-	-	-	991,442
-----	299	BLDG IMPROVEMENTS - LIBRARIES	Not Ranked	-	-	761,676	-	-	-	761,676
-----	303	BLDG IMPROVEMENTS - CH/CH	Not Ranked	-	-	494,492	-	-	-	494,492
-----	307	BLDG IMPROVEMENTS - GENERAL BUILDING FUND	Not Ranked	-	-	4,721,634	-	-	-	4,721,634
		TOTAL BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT		-	-	6,969,244	-	-	-	6,969,244
		TOTAL CIP PROJECTS PROPOSED FUNDING FOR 2022 - 2023		78,000,000	2,200,000	8,299,244	159,870,000	10,540,960	260,554,953	519,465,157

CAPITAL IMPROVEMENT PROJECTS REQUESTED BY SERVICE TEAM/DEPARTMENT (2022 - 2027)

SCHEDULE 2

PRO- JECT NO.	PAGE NO.	SERVICE TEAM/ DEPARTMENT NAME/PROJECT TITLE	CIPAC RANK	CM RANK	COM- BINED RANK	YEARS						TOTAL ALL YEARS
						2022	2023	2024	2025	2026	2027	
		REGULAR PROJECTS										
		ECONOMIC GROWTH & COMMUNITY INVESTMENT										
		COMMUNITY & ECONOMIC DEVELOPMENT										
1	67	REPURPOSING-BOYS TOTEM TOWN, PONDS, OTHER				300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
		TOTAL COMMUNITY & ECONOMIC DEVELOPMENT				300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
		PARKS & RECREATION										
1	71	BITUMINOUS PROJECTS				621,071	219,989	749,922	656,419	142,744	406,388	2,796,533
2	115	CAPITAL ASSET MANAGEMENT-ARENAS				425,000	425,000	233,000	100,000	100,000	200,000	1,483,000
3	118	NATURAL RESOURCE HABITAT RESTORATION				100,000	100,000	100,000	100,000	100,000	100,000	600,000
4	120	PLAYGROUND REPLACEMENTS				350,000	350,000	367,500	367,500	385,875	385,875	2,206,750
5	125	ADA IMPLEMENTATION-COUNTY FACILITIES				200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
6	165	CAPITAL ASSET MANAGEMENT-PARKS				-	325,000	-	-	-	-	325,000
7	175	WOODVIEW OFF LEASH DOG AREA MASTER PLAN				-	-	100,000	-	-	80,000	180,000
8	178	REGIONAL PARK & TRAIL CIP/LEGACY				3,017,300	1,599,300	3,072,925	1,654,925	3,072,925	1,654,925	14,072,300
		TOTAL PARKS & RECREATION				4,713,371	3,219,289	4,823,347	3,078,844	4,001,544	3,027,188	22,863,583
		PROPERTY MANAGEMENT										
1	183	LANDMARK CENTER-FIRE SYSTEM UPDATE				239,400	-	-	-	-	-	239,400
2	185	BUILDING SECURITY SYSTEM PANEL CONTROLS				364,000	266,000	-	-	-	-	630,000
3	187	LANDMARK CENTER-BASEMENT & 5th FLOOR RESTROOM RENOVATION				332,500	332,500	-	-	-	-	665,000
4	189	LANDMARK CENTER-VERTICAL HEAT PIPE SYSTEM ENGINEERING				-	100,000	-	-	-	-	100,000
5	191	LANDMARK CENTER-BUILDING ENERGY MGMT SYSTEM				-	140,000	-	-	-	-	140,000
		TOTAL PROPERTY MANAGEMENT				935,900	838,500	-	-	-	-	1,774,400
		CENTRAL FLEET										
1	195	HOIST REPLACEMENT				200,000	-	-	-	-	-	200,000
2	197	HEAVY DUTY MOBILE COLUMN LIFTS				-	200,000	-	-	-	-	200,000
		TOTAL CENTRAL FLEET				200,000	200,000	-	-	-	-	400,000
		PUBLIC WORKS										
1	201	PAVEMENT PRESERVATION				5,105,000	6,100,000	7,000,000	7,700,000	7,000,000	7,000,000	39,905,000
2	203	COUNTY STATE AID HIGHWAY ROAD CONSTRUCTION				29,485,000	34,440,000	33,995,000	37,640,000	15,050,000	15,050,000	165,660,000
3	205	MULTI-MODAL PROJECTS				177,030,000	162,430,000	314,390,000	168,200,000	123,860,000	67,200,000	1,013,110,000
4	207	TRAFFIC SIGNAL UPGRADES				2,600,000	2,215,000	4,125,000	1,600,000	1,600,000	1,600,000	13,740,000
5	209	DRAINAGE SYSTEMS & STRUCTURES				720,000	600,000	600,000	600,000	700,000	700,000	3,920,000
6	211	COMPREHENSIVE BRIDGE MAINTENANCE				100,000	400,000	400,000	400,000	500,000	500,000	2,300,000
7	213	PEDESTRIAN & BIKE FACILITIES				1,685,000	1,840,000	1,800,000	1,800,000	1,200,000	1,200,000	9,525,000
8	215	ADA COMPLIANCE				700,000	700,000	600,000	600,000	700,000	700,000	4,000,000
9	217	ROADWAY APPURTENANCES				100,000	400,000	400,000	400,000	400,000	400,000	2,100,000
10	219	NEW EQUIPMENT				80,000	80,000	80,000	80,000	80,000	80,000	480,000
11	221	ARDEN HILLS YARD LIGHTING				-	-	675,000	-	-	-	675,000
		TOTAL PUBLIC WORKS				217,605,000	209,205,000	364,065,000	219,020,000	151,090,000	94,430,000	1,255,415,000
		TOTAL COMMUNITY & ECONOMIC GROWTH & COMMUNITY INVESTMENT				223,754,271	213,762,789	369,188,347	222,398,844	155,391,544	97,757,188	1,282,252,983

CAPITAL IMPROVEMENT PROJECTS REQUESTED BY SERVICE TEAM/DEPARTMENT (2022 - 2027)

SCHEDULE 2

PRO- JECT NO.	PAGE NO.	SERVICE TEAM/ DEPARTMENT NAME/PROJECT TITLE	CIPAC RANK	CM RANK	COM- BINED RANK	YEARS						TOTAL ALL YEARS
						2022	2023	2024	2025	2026	2027	
		HEALTH & WELLNESS										
		CARE CENTER										
1	235	CARD ACCESS AND CAMERA SYSTEM DESIGN & REPLACEMENT				52,000	50,000	-	-	-	-	102,000
2	237	EXTERIOR TUCK POINTING - BRICK REPAIR				95,250	-	-	-	-	-	95,250
3	239	PLUMBING SYSTEM UPDATE				290,000	-	-	-	-	-	290,000
4	241	BUILDING AUTOMATION SYSTEM UPGRADE				-	178,000	-	-	-	-	178,000
5	243	ROOF REPLACEMENT				-	73,444	771,556	-	-	-	845,000
6	245	SOLARIUM WINDOWS AND DOORS				-	-	210,000	-	-	-	210,000
7	247	INTERIOR AND EXTERIOR LIGHTING SYSTEM UPGRADE				-	-	-	161,000	-	-	161,000
8	249	PARKING LOT MILL & OVERLAY				-	-	-	111,900	624,000	-	735,900
9	251	ELEVATORS DESIGN & UPGRADE				-	-	-	-	-	287,500	287,500
		TOTAL CARE CENTER				437,250	301,444	981,556	272,900	624,000	287,500	2,904,650
		LAKE OWASSO RESIDENCE										
1	255	FIRE ALARM SYSTEM & DEVICE REPLACEMENT				80,000	-	-	-	-	-	80,000
2	257	RESIDENT HOUSES BATHROOM REPAIRS				108,760	-	-	-	-	-	108,760
3	259	HEATING, VENTING, & AIR CONDITIONING (HVAC) REPLACEMENT				188,851	-	-	-	-	-	188,851
4	261	ROOF AND GUTTERS SYSTEMS REPLACEMENT				-	428,577	-	-	-	-	428,577
5	263	KITCHEN CABINETRY REPAIR/REPLACEMENT				-	225,000	-	-	-	-	225,000
		TOTAL LAKE OWASSO RESIDENCE				377,611	653,577	-	-	-	-	1,031,188
		TOTAL HEALTH & WELLNESS				814,861	955,021	981,556	272,900	624,000	287,500	3,935,838
		SAFETY & JUSTICE										
		EMERGENCY COMMUNICATIONS										
1	267	EMERGENCY COMMUNICATIONS DISPATCH CENTER RENOVATION				980,000	-	-	-	-	-	980,000
2	269	ARDEN HILLS UPS REPLACEMENT				125,000	-	-	-	-	-	125,000
3	271	ARDEN HILLS GENERATOR REPLACEMENT				-	225,000	-	-	-	-	225,000
		TOTAL EMERGENCY COMMUNICATIONS				1,105,000	225,000	-	-	-	-	1,330,000
		SHERIFF										
1	275	WATER PATROL STATION SECURITY				478,900	-	-	-	-	-	478,900
2	281	PATROL STATION SECURITY				898,500	-	-	-	-	-	898,500
3	287	WATER PATROL SEARCH, RESCUE, & RECOVER EQUIPMENT				87,856	-	-	-	-	-	87,856
4	289	CONFERENCE ROOM UPDATES & FURNITURE REPLACEMENT				197,000	182,000	75,000	-	-	-	454,000
5	291	ADULT DETENTION CENTER MENTAL HEALTH EFFICIENCY UNIT				475,000	475,000	-	-	-	-	950,000
		TOTAL SHERIFF				2,137,256	657,000	75,000	-	-	-	2,869,256
		TOTAL SAFETY & JUSTICE				3,242,256	882,000	75,000	-	-	-	4,199,256
		TOTAL REGULAR PROJECTS				227,811,388	215,599,810	370,244,903	222,671,744	156,015,544	98,044,688	1,290,388,077

CAPITAL IMPROVEMENT PROJECTS REQUESTED BY SERVICE TEAM/DEPARTMENT (2022 - 2027)

SCHEDULE 2

PRO- JECT NO.	PAGE NO.	SERVICE TEAM/ DEPARTMENT NAME/PROJECT TITLE	CIPAC RANK	CM RANK	COM- BINED RANK	YEARS						TOTAL ALL YEARS
						2022	2023	2024	2025	2026	2027	
BUILDING IMPROVEMENTS - PROPERTY MANAGEMENT												
-----295		BLDG IMPROVEMENTS - PUBL WKS/PATROL STATION				465,800	111,705	15,600,138	868,167	4,678,000	4,605,000	26,328,810
-----299		BLDG IMPROVEMENTS - LIBRARIES				3,051,186	315,000	861,979	306,994	278,501	200,000	5,013,660
-----303		BLDG IMPROVEMENTS - CH/CH				7,798,021	9,010,000	1,910,000	17,355,000	1,337,000	6,525,000	43,935,021
-----307		BLDG IMPROVEMENTS - GENERAL BUILDING FUND				14,252,633	13,632,883	8,846,114	8,281,859	5,639,902	7,143,075	57,796,466
		Less Regular & Major Projects requests				(17,134,359)	(15,876,490)	(323,388)	(41,994)	(226,112)	(982,174)	(34,584,517)
		TOTAL BUILDING IMPROVEMENTS - PROP. MGMT				8,433,281	7,193,098	26,894,843	26,770,026	11,707,291	17,490,901	98,489,440
BUILDING IMPROVEMENTS/REPAIRS												
-----323		BLDG IMPROVEMENTS-EXTENSION BARN				3,542,573	47,320	563,300	1,055,000	191,781	403,833	5,803,807
-----327		BLDG IMPROVEMENTS-LANDMARK CENTER				1,029,694	622,500	338,520	157,000	200,000	200,000	2,547,714
-----331		BLDG IMPROVEMENTS-PARKS				571,411	610,497	701,997	1,452,640	261,188	499,199	4,096,932
		TOTAL BUILDING IMPROVEMENTS/REPAIRS				5,143,678	1,280,317	1,603,817	2,664,640	652,969	1,103,032	12,448,453
MAJOR PROJECTS												
-----351		RIVERSEDGE - RIVERFRONT PUBLIC REALM				20,000,000	-	5,000,000	5,000,000	25,000,000	25,000,000	80,000,000
-----357		RICE CREEK COMMONS (TCAAP) REDEVELOPMENT				-	20,000,000	-	-	-	-	20,000,000
-----437		GOODRICH AND MANITOU RIDGE GOLF COURSE IMPROVEMENTS				4,054,235	2,682,311	-	-	-	-	6,736,546
-----583		BEAVER LAKE REDEVELOPMENT				-	-	2,500,000	-	-	-	2,500,000
-----583		ALDRICH ARENA REDEVELOPMENT PHASE 2				-	-	1,200,000	3,800,000	-	-	5,000,000
-----583		21st CENTURY PARKS - CAPITAL INVESTMENTS				-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
-----583		BATTLE CREEK MASTER PLAN IMPLEMENTATION				-	-	1,500,000	1,500,000	-	-	3,000,000
-----583		TAMARACK NATURE CENTER PROGRAM BUILDING				-	-	-	-	1,000,000	3,000,000	4,000,000
-----583		ARENA REGULATORY COMPLIANCE				-	-	-	-	4,000,000	2,000,000	6,000,000
-----411		MAPLEWOOD LIBRARY AND SERVICE CENTER				2,650,000	-	-	-	-	-	2,650,000
-----425		ROSEVILLE LIBRARY AND SERVICE CENTER				80,000	3,340,000	-	-	-	-	3,420,000
-----401		WELCOMING FACILITIES				5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	30,000,000
-----363		METRO SQUARE EXTERIOR ENVELOPE ASSESSMENT & REPAIR				3,559,552	-	-	-	-	-	3,559,552
-----395		PAVING & LANDSCAPING AT 11 COUNTY FACILITIES				4,986,302	-	323,388	41,994	226,112	982,174	6,559,970
-----389		90 WEST PLATO BUILDING EXTERIOR ENVELOPE RENOVATION				232,510	3,996,481	-	-	-	-	4,228,991
-----376		CITY HALL/COURTHOUSE ROOF AND ROOFTOP DUCTWORK				2,150,300	-	-	-	-	-	2,150,300
-----407		HISTORIC BARN SERVICE CENTER REMODEL				9,770,600	-	-	-	-	-	9,770,600
-----431		FURNISHING UPGRADES				2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000
-----419		RESIDENCE FIRST FACILITIES				50,000,000	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000	175,000,000
-----369		BUILDING AUTOMATION SYSTEMS				3,484,721	700,000	-	-	-	-	4,184,721
-----383		BUILDING EXTERIOR ENVELOPE RESTORATION				2,611,488	10,928,009	-	-	-	-	13,539,497
-----585		CARE CENTER HEATING, VENTILATION, & AIR CONDITIONING (HVAC)				162,800	1,464,367	-	-	-	-	1,627,167
-----591		PROGRAM AND PRESERVATION EXPANSION AT GIBBS FARM				2,687,000	15,776,806	1,110,000	326,000	-	-	19,899,806
-----598		SAFETY AND SECURITY ENHANCEMENTS-ADULT DETENTION CENTER				1,411,800	1,545,921	1,692,783	1,853,598	-	-	6,504,102
-----604		CAMPUS SECURITY: LEC, ADC, ECC, COURTROOMS, 402 BUILDING				5,075,000	-	-	-	-	-	5,075,000
		TOTAL MAJOR PROJECTS				120,416,308	92,933,895	47,826,171	47,021,592	64,726,112	65,482,174	438,406,252
TOTAL CAPITAL IMPROVEMENT PROJECTS REQUESTED						361,804,655	317,007,120	446,569,734	299,128,002	233,101,916	182,120,795	1,839,732,222

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CURRENT OUTSTANDING NET DEBT

	2020 Actual	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Outstanding Net Debt (Existing) Expected CIP Bonding	223,045,000	201,745,000	150,404,717	125,851,750	103,537,548	85,202,305	68,364,092	51,887,204	36,378,559
<u>Less Principal Retired Each Year</u>									
General County Debt - Principal retired	(19,305,000)	(48,461,033)	(21,701,754)	(19,400,663)	(15,425,140)	(14,580,174)	(14,221,259)	(13,234,764)	(11,056,896)
Library Debt - Principal retired	(1,995,000)	(2,879,250)	(2,851,213)	(2,913,539)	(2,910,103)	(2,258,039)	(2,255,629)	(2,273,881)	(2,274,320)
Outstanding Net Debt (budget year-end)	\$ 201,745,000	\$ 150,404,717	\$ 125,851,750	\$ 103,537,548	\$ 85,202,305	\$ 68,364,092	\$ 51,887,204	\$ 36,378,559	\$ 23,047,343

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

	2020 Actual	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
General County Debt Service (A)	\$ 18,943,959	\$ 19,330,195	\$ 17,617,162	\$ 15,220,465	\$ 17,524,649	\$ 19,591,934	\$ 21,035,239	\$ 22,265,821	\$ 23,670,517
Library Debt Service	2,960,950	2,969,600	2,851,213	2,913,539	2,910,103	2,258,039	2,255,629	2,273,881	2,274,320
Total Debt Service Tax Levy	21,904,909	22,299,795	20,468,375	18,134,004	20,434,752	21,849,973	23,290,868	24,539,702	25,944,837
<u>Less Fund Balance & Revenues Available for Appropriation</u>									
Debt Service Fund Balance	-1,204,909.00	-1,599,795.00	231,625.00	2,565,996.00	265,248.00	-1,149,973.00	-2,590,868.00	-3,839,702.00	-5,244,837.00
Library Debt Service Fund Balance	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
Mounds View ISD Lease Payments - Library	251,400	251,400	251,400	251,400	251,400	251,400	251,400	251,400	251,400
IRS Credit on BABs - County	-	-	-	-	-	-	-	-	-
IRS Credit on BABs - Library	-	-	-	-	-	-	-	-	-
Lake Owasso Per Diem revenues	292,125	-	-	-	-	-	-	-	-
County State Aid Revenues	252,458	253,158	248,758	244,358	244,958	245,458	245,570	245,400	-
Resource Recovery	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	815,559	127,748	1,957,818	4,285,239	1,987,091	573,770	- 866,213	- 2,120,217	- 3,765,802
<u>Net Tax Levy</u>									
General County	16,069,983	16,354,258	16,010,745	11,286,627	15,888,959	19,369,565	22,252,852	24,737,438	27,787,719
Library	2,609,550	2,618,200	2,499,813	2,562,139	2,558,703	1,906,639	1,904,229	1,922,481	1,922,920
Net Tax Levy	\$ 18,679,533	\$ 18,972,458	\$ 18,510,558	\$ 13,848,766	\$ 18,447,662	\$ 21,276,204	\$ 24,157,081	\$ 26,659,919	\$ 29,710,639

Notes

(A) Projections obtained from Ramsey County Debt Workpaper updated 2/24/21

CURRENT NET DEBT AS PERCENTAGE OF ESTIMATED MARKET VALUE

	2020 Actual	2021 Projected	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Outstanding Current Net Debt	\$ 201,745,000	\$ 150,404,717	\$ 125,851,750	\$ 103,537,548	\$ 85,202,305	\$ 68,364,092	\$ 51,887,204	\$ 36,378,559	\$ 23,047,343
Ramsey County Estimated Market Value (A)	\$57,022,509,300	\$61,292,113,200	\$63,743,797,728	\$65,656,111,660	\$67,625,795,010	\$69,654,568,860	\$71,744,205,926	\$73,896,532,104	\$76,113,428,067
Outstanding Current Net Debt as Percent of Estimated Market Value	0.354%	0.245%	0.197%	0.158%	0.126%	0.098%	0.072%	0.049%	0.030%

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 2022 and 2023 come from the Ramsey County Assessor's office. The annual increase for 2022 is 4% and years 2023-2030 is 3%.

CURRENT ANNUAL DEBT SERVICE AS PERCENTAGE OF BUDGET

	2020 Budgeted	2021 Budgeted	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Net County Budget - General Operations (B)	\$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	21,904,909	22,299,795	20,468,375	18,134,004	20,434,752	21,849,973	23,290,868	24,539,702	25,944,837
Total General Operations plus Debt Service	\$774,460,674	\$789,906,675	\$803,427,393	\$816,752,202	\$835,025,314	\$852,732,346	\$870,790,888	\$888,989,722	\$907,683,857
Annual Debt Service on Current Debt	\$21,904,909	\$22,299,795	\$20,468,375	\$18,134,004	\$20,434,752	\$21,849,973	\$23,290,868	\$24,539,702	\$25,944,837
Debt Service as Percent of Budget	2.830%	2.820%	2.550%	2.220%	2.450%	2.560%	2.670%	2.760%	2.860%

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 2022 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					
2022 Capital Improvement Program	5,900,000	6,000,000	686,000	0.010%	0.09%
2023 Capital Improvement Program	5,900,000	6,000,000	703,000	0.010%	0.09%
2024 Capital Improvement Program	5,900,000	6,000,000	703,000	0.010%	0.09%
2025 Capital Improvement Program	5,900,000	6,000,000	703,000	0.010%	0.09%
2026 Capital Improvement Program	5,900,000	6,000,000	703,000	0.010%	0.09%
2027 Capital Improvement Program	5,900,000	6,000,000	703,000	0.010%	0.09%
2028 Capital Improvement Program	5,900,000	6,000,000	703,000	0.010%	0.09%
2029 Capital Improvement Program	5,900,000	6,000,000	703,000	0.010%	0.09%
2030 Capital Improvement Program	5,900,000	6,000,000	703,000	0.010%	0.09%
Total Future Regular CIP Projects	\$53,100,000	\$54,000,000	\$6,310,000	0.090%	0.81%
UNDESIGNATED AND MAJOR CIP PROJECTS					
2022 Capital Improvement Program	\$32,900,000	33,000,000	2,322,000	0.054%	0.29%
2023 Capital Improvement Program	\$32,900,000	33,000,000	2,322,000	0.054%	0.29%
2024 Capital Improvement Program	\$13,100,000	13,200,000	929,000	0.022%	0.12%
2025 Capital Improvement Program	\$13,100,000	13,200,000	929,000	0.022%	0.12%
2026 Capital Improvement Program	\$13,100,000	13,200,000	929,000	0.022%	0.12%
2027 Capital Improvement Program	\$13,100,000	13,200,000	929,000	0.022%	0.12%
2028 Capital Improvement Program	\$13,100,000	13,200,000	929,000	0.022%	0.12%
2029 Capital Improvement Program	\$13,100,000	13,200,000	929,000	0.022%	0.12%
2030 Capital Improvement Program	\$13,100,000	13,200,000	929,000	0.022%	0.12%
Total Future Major CIP Projects	\$157,500,000	\$158,400,000	\$11,147,000	0.262%	1.42%
TOTAL ALL PROJECTS	\$210,600,000	\$212,400,000	\$17,457,000	0.352%	2.23%

(A) Bond Issuance Assumptions:

Regular CIP Projects For 2022- \$6,000,000 of 10 year annually
and Major Projects for \$13,200,000 of 20 year bonds @ 2.50% annually.
Regular CIP Projects for years 2023-2028- \$6,000,000 of 10 year bonds
@ 3.0% annually; Major Projects - \$13,200,000 of 20 year bonds
@ 3.50% annually. Includes estimates for issuance costs.

(B) Other Assumptions:

2021 Market Value - \$61,292,113,200; 2021 Budget - \$747,471,298

(C) Notes

Potential bonding in year 2022 of \$20,000,000 (2.5% for 20 years)- Riverside

	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Current County Net Debt	\$ 125,851,750	\$ 103,537,548	\$ 85,202,305	\$ 68,364,092	\$ 51,887,204	\$ 36,378,559	\$ 23,047,343
<u>POTENTIAL FUTURE BOND ISSUES</u>							
<u>REGULAR CIP PROJECTS</u>							
2022 Capital Improvement Program		682,000	682,000	682,000	682,000	682,000	682,000
2023 Capital Improvement Program			716,300	716,300	716,300	716,300	716,300
2024 Capital Improvement Program				965,600	965,600	965,600	965,600
2025 Capital Improvement Program					965,600	965,600	965,600
2026 Capital Improvement Program						965,600	965,600
2027 Capital Improvement Program							965,600
2028 Capital Improvement Program							965,600
2029 Capital Improvement Program							965,600
Total Future Regular CIP Projects	\$ -	\$ 682,000	\$ 1,398,300	\$ 2,363,900	\$ 3,329,500	\$ 4,295,100	\$ 5,260,700
<u>UNDESIGNATED AND MAJOR CIP PROJECTS</u>							
2022 Riversedge (\$20,000,000)	1,277,000	1,277,000	1,277,000	1,277,000	1,277,000	1,277,000	1,277,000
2022 Capital Improvement Program		843,000	843,000	843,000	843,000	843,000	843,000
2023 TCAAP (\$20,000,000)			1,462,700	1,462,700	1,462,700	1,462,700	1,462,700
2023 Capital Improvement Program			965,600	965,600	965,600	965,600	965,600
2024 Capital Improvement Program				1,462,700	1,462,700	1,462,700	1,462,700
2025 Capital Improvement Program					1,462,700	1,462,700	1,462,700
2026 Capital Improvement Program						1,462,700	1,462,700
2027 Capital Improvement Program							1,462,700
2028 Capital Improvement Program							1,462,700
2029 Capital Improvement Program							1,462,700
Total Future Major CIP Projects	\$ -	\$ 843,000	\$ 3,271,300	\$ 4,734,000	\$ 6,196,700	\$ 7,659,400	\$ 9,122,100
TOTAL PROJECTED OUTSTANDING DEBT	\$ 125,851,750	\$ 105,062,548	\$ 89,871,905	\$ 75,461,992	\$ 61,413,404	\$ 48,333,059	\$ 37,430,143

	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Current Estimated Debt Service Tax Levy	\$18,510,558	\$13,848,766	\$18,447,662	\$21,276,204	\$24,157,081	\$26,659,919	\$29,710,639
<u>POTENTIAL FUTURE BOND ISSUES</u>							
<u>REGULAR CIP PROJECTS</u>							
2022 Capital Improvement Program		682,000	682,000	682,000	682,000	682,000	682,000
2023 Capital Improvement Program			716,300	716,300	716,300	716,300	716,300
2024 Capital Improvement Program				965,600	965,600	965,600	965,600
2025 Capital Improvement Program					965,600	965,600	965,600
2026 Capital Improvement Program						965,600	965,600
2027 Capital Improvement Program							965,600
2028 Capital Improvement Program							
2029 Capital Improvement Program							
Total Future Regular CIP Projects	\$ -	\$ 682,000	\$ 1,398,300	\$ 2,363,900	\$ 3,329,500	\$ 4,295,100	\$ 5,260,700
<u>UNDESIGNATED AND MAJOR CIP PROJECTS</u>							
2022 Riversedge (\$20,000,000)	1,277,000	1,277,000	1,277,000	1,277,000	1,277,000	1,277,000	1,277,000
2022 Capital Improvement Program		843,000	843,000	843,000	843,000	843,000	843,000
2023 TCAAP (\$20,000,000)			1,462,700	1,462,700	1,462,700	1,462,700	1,462,700
2023 Capital Improvement Program			965,600	965,600	965,600	965,600	965,600
2024 Capital Improvement Program				1,462,700	1,462,700	1,462,700	1,462,700
2025 Capital Improvement Program					1,462,700	1,462,700	1,462,700
2026 Capital Improvement Program						1,462,700	1,462,700
2027 Capital Improvement Program							1,462,700
2028 Capital Improvement Program							
2029 Capital Improvement Program							
Total Future Major CIP Projects	1,277,000	843,000	3,271,300	4,734,000	6,196,700	7,659,400	9,122,100
TOTAL PROJECTED TAX LEVY	\$ 19,787,558	\$ 15,373,766	\$ 23,117,262	\$ 28,374,104	\$ 33,683,281	\$ 38,614,419	\$ 44,093,439

	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Outstanding Net Debt as % of Estimated Market Value	0.197%	0.158%	0.126%	0.098%	0.072%	0.049%	0.030%
POTENTIAL FUTURE BOND ISSUES							
REGULAR CIP PROJECTS							
2022 Capital Improvement Program	0.010%	0.010%	0.010%	0.010%	0.010%	0.010%	0.010%
2023 Capital Improvement Program		0.010%	0.010%	0.010%	0.010%	0.010%	0.010%
2024 Capital Improvement Program			0.010%	0.010%	0.010%	0.010%	0.010%
2025 Capital Improvement Program				0.010%	0.010%	0.010%	0.010%
2026 Capital Improvement Program					0.010%	0.010%	0.010%
2027 Capital Improvement Program						0.010%	0.010%
2028 Capital Improvement Program							0.010%
2029 Capital Improvement Program							
2030 Capital Improvement Program							
Total Future Regular CIP Projects	0.010%	0.020%	0.030%	0.040%	0.050%	0.060%	0.070%
UNDESIGNATED AND MAJOR CIP PROJECTS							
2022 Capital Improvement Program	0.054%	0.054%	0.054%	0.054%	0.054%	0.054%	0.054%
2023 Capital Improvement Program		0.054%	0.054%	0.054%	0.054%	0.054%	0.054%
2024 Capital Improvement Program			0.022%	0.022%	0.022%	0.022%	0.022%
2025 Capital Improvement Program				0.022%	0.022%	0.022%	0.022%
2026 Capital Improvement Program					0.022%	0.022%	0.022%
2027 Capital Improvement Program						0.022%	0.022%
2028 Capital Improvement Program							0.022%
2029 Capital Improvement Program							
2030 Capital Improvement Program							
Total Future Major CIP Projects	0.054%	0.108%	0.130%	0.152%	0.174%	0.196%	0.218%
TOTAL NET DEBT AS % OF ESTIMATED MARKET VALUE (A)	0.261%	0.286%	0.286%	0.290%	0.296%	0.305%	0.318%

(A) Projection uses a 4% annual increase in market value for 2022 and 3% from 2023-2028.

	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
Current Debt Service as % of Budget	2.55%	2.22%	2.45%	2.56%	2.67%	2.76%	2.86%
<u>POTENTIAL FUTURE BOND ISSUES</u>							
<u>REGULAR CIP PROJECTS</u>							
2022 Capital Improvement Program	0.09%	0.09%	0.09%	0.09%	0.09%	0.09%	0.09%
2023 Capital Improvement Program		0.09%	0.09%	0.09%	0.09%	0.09%	0.09%
2024 Capital Improvement Program			0.09%	0.09%	0.09%	0.09%	0.09%
2025 Capital Improvement Program				0.09%	0.09%	0.09%	0.09%
2026 Capital Improvement Program					0.09%	0.09%	0.09%
2027 Capital Improvement Program						0.09%	0.09%
2028 Capital Improvement Program							0.09%
2029 Capital Improvement Program							
2030 Capital Improvement Program							
Total Future Regular CIP Projects	0.09%	0.18%	0.27%	0.36%	0.45%	0.54%	0.63%
<u>UNDESIGNATED AND MAJOR CIP PROJECTS</u>							
2022 Capital Improvement Program	0.29%	0.29%	0.29%	0.29%	0.29%	0.29%	0.29%
2023 Capital Improvement Program		0.29%	0.29%	0.29%	0.29%	0.29%	0.29%
2024 Capital Improvement Program			0.12%	0.12%	0.12%	0.12%	0.12%
2025 Capital Improvement Program				0.12%	0.12%	0.12%	0.12%
2026 Capital Improvement Program					0.12%	0.12%	0.12%
2027 Capital Improvement Program						0.12%	0.12%
2028 Capital Improvement Program							0.12%
2029 Capital Improvement Program							
2030 Capital Improvement Program							
Total Future Major CIP Projects	0.29%	0.58%	0.70%	0.82%	0.94%	1.06%	1.18%
TOTAL DEBT SERVICE AS % OF BUDGET (A)	2.93%	2.98%	3.42%	3.74%	4.06%	4.36%	4.67%

(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

	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	0.354%	0.309%	0.261%	0.286%	0.286%	0.290%	0.296%	0.305%	0.318%

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	3.21%	3.58%	2.93%	2.98%	3.42%	3.74%	4.06%	4.36%	4.67%
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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 (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Finance Department - 210380

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	369,404	176,583	192,821	-	-	-	-
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	369,404	176,583	192,821	-	-	-	-

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Finance Department - 210380

Priority		Total	ESTIMATED COST					
Number	Project or Item	Project Cost	2022	2023	2024	2025	2026	2027
	Bond Issuance Costs	369,404	176,583	192,821	-	-	-	-
TOTALS (Last Page Only)		369,404	176,583	192,821	-	-	-	-

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name & Code #: <u>Finance Department - 210380</u>	Project Title or Item: <u>Bond Issuance Costs</u>	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes <u>X</u> ____	No ____ <u>X</u>
---	--	--	--	---------------------------------------

Account:	441201____ 441212____ 441202____ OTHER <u>421109</u>	Dept Priority Number: _____	CM Ranking <u>not ranked</u>	CIPAC Ranking <u>not ranked</u>
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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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 369,404	\$ 176,583	\$ 192,821	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 369,404	\$ 176,583	\$ 192,821	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Finance Department

Date of Estimate: _____

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	____	____	7. Provide Public Service	____	____
3 & 4. Replace Facility or Maintain Physical Property	____	____	8. Provide Public Convenience	____	____
5. Reduce Operating Costs	____	____	9. Enhance County Image	____	____
6. Protect Property	____	____			

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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 \$176,583 in 2022 and \$192,821 in 2023 with bond proceeds.

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Community & Economic Development

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 1,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 1,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Community & Economic Development

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
1	Repurposing-BTT, Ponds, Other	\$ 1,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
2		-	-	-	-	-	-	-
3		-	-	-	-	-	-	-
TOTALS (Last Page Only)		\$ 1,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 28

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	___
Code #: <u>Community & Economic Development</u>	Item: <u>Repurposing-BTT, Ponds, Other</u>		___	<u>X</u>

Account:	441201___ 441212___	Dept Priority	Number: <u>1</u>	Service Team Priority	Number: <u>15</u>	CM Ranking	Number: <u>29</u>	CIPAC Ranking	Number: <u>25</u>
	441202___ OTHER_____								

PROJECT DESCRIPTION:

This project request covers costs associated with the re-purposing of the Boys Totem Town facility, the Ponds at Battle Creek golf course, and other projects that may arise. Boys Totem Town operations ceased on August 1, 2020, and is currently in a transitional phase while community engagement takes place to determine the future of the 85-acre site. The Ponds at Battle Creek golf course, located in Maplewood, closed at the end of the 2020 season. Planning is underway with the City of Maplewood to determine the future of the site. This CIP request will help cover costs associated with the transition of these two sites along with other CED initiatives.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 1,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 1,800,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000

Who Prepared Cost Estimate: _____

Date of Estimate: _____

NARRATIVE JUSTIFICATION:

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Community & Economic Development

Item: Repurposing-BTT, Ponds, Other

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

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.)

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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager does not recommend financing this project in 2022 or 2023.

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Parks and Recreation/660000

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 8,191,283	\$ 1,596,071	\$ 1,519,989	\$ 1,650,422	\$ 1,323,919	\$ 828,619	\$ 1,272,263
Federal Funds	-	-	-	-	-	-	-
State Funds	4,854,000	1,518,000	100,000	1,518,000	100,000	1,518,000	100,000
Other (Specify)	9,818,300	1,599,300	1,599,300	1,654,925	1,654,925	1,654,925	1,654,925
TOTALS (Must agree with Summary by Project)	\$ 22,863,583	\$ 4,713,371	\$ 3,219,289	\$ 4,823,347	\$ 3,078,844	\$ 4,001,544	\$ 3,027,188

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Parks and Recreation/660000

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
1	Bituminous Projects	\$ 2,796,533	\$ 621,071	\$ 219,989	\$ 749,922	\$ 656,419	\$ 142,744	\$ 406,388
2	Capital Asset Management-Arenas	1,483,000	425,000	425,000	233,000	100,000	100,000	200,000
3	Natural Resource Habitat Restoration	600,000	100,000	100,000	100,000	100,000	100,000	100,000
4	Playground Replacements	2,206,750	350,000	350,000	367,500	367,500	385,875	385,875
5	ADA Implementation-County Facilities	1,200,000	200,000	200,000	200,000	200,000	200,000	200,000
6	Woodview Off-leash Dog Area Master Plan & Implementation	325,000	-	325,000	-	-	-	-
7	Capital Asset Management-Parks	180,000	-	-	100,000	-	-	80,000
8	Regional Park & Trail CIP/Legacy	14,072,300	3,017,300	1,599,300	3,072,925	1,654,925	3,072,925	1,654,925
TOTALS (Last Page Only)		\$ 22,863,583	\$ 4,713,371	\$ 3,219,289	\$ 4,823,347	\$ 3,078,844	\$ 4,001,544	\$ 3,027,188



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 5

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	___
		Or ROUTINE (Maintenance)	___	<u>X</u>
Code #: <u>Parks and Recreation/660000</u>		Item: <u>Bituminous Projects</u>		
Account:	<u>441201___ 441212___</u>	Dept Priority	Service Team Priority	
	<u>441202___ OTHER___</u>	Number: <u>1</u>	<u>7</u>	
			CM Ranking <u>1</u>	CIPAC Ranking <u>10</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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 2,796,533	\$ 621,071	\$ 219,989	\$ 749,922	\$ 656,419	\$ 142,744	\$ 406,388
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 2,796,533	\$ 621,071	\$ 219,989	\$ 749,922	\$ 656,419	\$ 142,744	\$ 406,388

Who Prepared Cost Estimate: Brett Blumer

Date of Estimate: 12/1/2020

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>	___	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 (2022-2027)
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	Bituminous Projects	(Maintenance)	___	<u>X</u>

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.)

Keeping bituminous pavement in good condition encourages users to use other modes of transportation such as biking and walking as opposed to driving cars to destinations. Biking and walking use little if any energy.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Facility pavement is the first thing users see and experience at all of the facilities that have bituminous. If the facilities are in poor physical condition, it can affect users desire to want to return to the facility.

Estimated Useful Life: _____

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$621,071 in 2022 and for \$219,989 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$621,071 in 2022 and \$219,989 in 2023.

1 - Bituminous Projects

Attachment A - Schedule

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	2020 Paser index	Next maint. Type	Total Replacement	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Arenas, Golf, and Administration																									
A1	Arena	Aldrich	parking lot	5	354,860			2020		2025	CHS	10	CHS	\$ 1,242,010.00			\$1,242,010.00						\$177,430.00		
A2	Arena	Biff Adams	parking lot	5	28,136			1973	2009	2016	CHS	5	RCL	\$ 98,476.00		\$98,476.00									
A3	Arena	Gustafson- Phalen	parking lot						1975			3													
A4	Arena	Harding	parking lot	5				1975	2008	2016		5	CHS	\$ -											
A5	Arena	***Highland IN PROGRESS	parking lot	5				1973	2009			2	RC	\$ -											
A6	Arena	Ken Yackel-West Side	parking lot	5	17,960			1973	2009	2016		2	RC	\$ 62,860.00				\$179,600.00					\$8,980.00		
A7	Arena	Oscar Johnson	parking lot	5				1971	2009			5		\$ -											
A8	Arena	Pleasant	parking lot	5	34,537			1973	2009	2016		3	RCL	\$ 120,879.50				\$120,879.50					\$17,268.50		
A9	Arena	Shoreview	parking lot	5	40,784			1971	2009	2016	MOL	6	RCL	\$ 142,744.00		city MOL									\$142,744.00
A10	Arena	Vadnais Sports Center	parking lot	5	195,497			2010		2016		9 & 6	CHS	\$ 97,748.50				\$97,748.50					\$97,748.50		
A11	Arena	White Bear	parking lot	5	33,000			1972		2016		1 & 4	RC	\$ 330,000.00								\$330,000.00		\$16,500.00	
GD1	Golf Course	Goodrich main parking lot	parking lot	5	35,841			2001	2008	2016	CHS	6	CHS	\$ 17,920.50				\$17,920.50			\$125,443.50				
GD2	Golf Course	Goodrich cart lot	parking lot	5	2,568			2001	2008	2016	CHS	7	CHS	\$ 1,284.00				\$1,284.00			\$8,988.00				
GD3	Golf Course	Goodrich Clubhouse - 1st Tee - 18 - PG - 10Tee	cart paths	6		1,429	8	1995	2011	2017		7	SC	\$ 51,444.00		\$8,574.00				\$8,574.00					
	Golf Course	Goodrich - 9Tee to 8Tee	cart paths	6		700	8	1995	2008	2016		7	SC	\$ 25,200.00						\$4,200.00					
	Golf Course	Goodrich - 10Green to 11Tee	cart paths	6		80	8	1995	2008	2016		7	SC	\$ 2,880.00						\$480.00					
	Golf Course	Goodrich - 17Green to 18Tee	cart paths	6		498	8	1995	2011	2017		7	SC	\$ 17,928.00		\$2,988.00				\$2,988.00					
	Golf Course	Goodrich - 13Green to 14Tee	cart paths	6		290	8	1995	2008	2016		7	SC	\$ 10,440.00						\$1,740.00					
	Golf Course	Goodrich - 1Green to 2Tee	cart paths	6		590	8	1995	2008	2016		7	SC	\$ 21,240.00						\$3,540.00					
	Golf Course	Goodrich - 3Green to 4Tee	cart paths	6		257	8	1995	2008	2016		7	SC	\$ 9,252.00						\$1,542.00					
	Golf Course	Goodrich - 4Green to 5Tee	cart paths	6		190	8	1995	2008	2016		7	SC	\$ 6,840.00						\$1,140.00					
	Golf Course	Goodrich - 6Green to 7Tee	cart paths	6		520	8	1995	2008	2016		7	SC	\$ 18,720.00						\$3,120.00					
	Golf Course	Goodrich - 5Green to 6Tee	cart paths	6		385	8	1995	2008	2016		7	SC	\$ 13,860.00						\$2,310.00					
	Golf Course	Goodrich - 6TW - 6Tee	cart paths	6		215	8	1995	2008	2016		7	SC	\$ 7,740.00						\$1,290.00					
	Golf Course	Goodrich - 14Green to 15Tee	cart paths	6		370	8	1995	2011	2017		7	SC	\$ 13,320.00		\$2,220.00				\$2,220.00					
	Golf Course	Goodrich - 7Green to 8Tee	cart paths	6		140	8	1995	2008	2016		6	SC	\$ 5,040.00						\$840.00					
	Golf Course	Goodrich - 12Green to 13Tee	cart paths	6		80	8	1995	2008	2016		7	SC	\$ 2,880.00						\$480.00					
	Golf Course	Goodrich - 11Green to 12Tee	cart paths	6		275	8	1995	2008	2016		7	SC	\$ 9,900.00						\$1,650.00					
	Golf Course	Goodrich - 17Green to 16Green	cart paths	6		900	8	1995	2011	2017		7	SC	\$ 32,400.00		\$5,400.00				\$5,400.00					
	Golf Course	Goodrich - 15Green to 16Tee	cart paths	6		250	8	1995	2008	2016		7	SC	\$ 9,000.00						\$1,500.00					
	Golf Course	Island Lake	parking lot	5								4		\$ -											
	Golf Course	Island Lake	cart paths	6								N/A		\$ -											
KG1	Golf Course	Keller - Clubhouse main	parking lot	5	72,959			2013		2018		7	CHS	\$ 729,590.00			\$36,479.50					\$36,479.50			
KG2	Golf Course	Keller - Clubhouse lower	parking lot	5	11,479			2013		2018		8	CHS	\$ 114,790.00			\$5,739.50					\$5,739.50			
KG3	Golf Course	Keller - Overflow	parking lot	5	24,522			2013		2018		7	CHS	\$ 245,220.00			\$12,261.00					\$12,261.00			
KG4	Golf Course	Keller - Driving range lot and drive - standard bit	parking lot	5	7,900			2019				10	CHS	\$ 79,000.00									\$0.00		
KG4	Golf Course	Keller - Driving range lot - permeable pavement	permeable park	5	2,401			2019				10	RC	\$ 24,010.00									\$0.00		
KG5	Golf Course	Keller - Maintenance	parking lot	5	22,887			2002		2016		6	CHS	\$ 228,870.00					\$11,443.50						
KG6	Golf Course	Keller - Maintenance	park road	5	20,525			2002		2016		6	CHS	\$ 205,250.00					\$10,262.50						
KG7	Golf Course	Keller - Entrance	park road	5	17,633			1990	2007	2016	MOL	8	CHS	\$ 176,330.00				\$8,816.50							
KG8	Golf Course	Keller - cart paths	cart paths	6		18,723		2013		2019		8	SC	\$ 674,028.00				\$112,338.00							
KG8	Golf Course	Keller - practice range cart paths, cart parking - permeable	permeable trail		7,514		10	2019				8	RC	\$ -				\$0.00							
MT1	Golf Course	Manitou - Main	parking lot	5	63,870				2002		MOL	7		\$ 638,700.00		\$127,740.00					\$41,515.50				
MT2	Golf Course	Manitou - Overflow	parking lot	5								7		\$ -											
MT3	Golf Course	Manitou - Entrance	park road	5	23,870				2005		MOL, CS	8		\$ 238,700.00		\$47,740.00					\$15,515.50				
MT4	Golf Course	Manitou	cart paths	6					2013			7		\$ -											
PD1	Golf Course	The Ponds - Maintenance yard	parking lot	5	10,607			2007		2016		7	MOL	\$ 106,070.00					\$5,303.50					\$37,124.50	
PD2	Golf Course	The Ponds - Cart Lot	parking lot	5	3,155			2002		2016	CS, CHS	8	MOL	\$ 31,550.00					\$1,577.50					\$11,042.50	
PD3	Golf Course	The Ponds - Parking Lot and entrance rd	parking lot	5	35,877			2002		2016	CS, CHS	6	MOL	\$ 358,770.00					\$17,938.50					\$125,569.50	
PD4	Golf Course	The Ponds - 1Tee	cart paths	6		393	8	2002	2003	2016		7	SC	\$ 14,148.00					\$2,358.00						
	Golf Course	The Ponds - 1Green to 3Tee	cart paths	6		1,456	8	2002	2003	2016		7	SC	\$ 52,416.00					\$8,736.00						
	Golf Course	The Ponds - 3Green to 5Tee	cart paths	6		2,611	8	2002	2003	2016		7	SC	\$ 93,996.00					\$15,666.00						
	Golf Course	The Ponds - 5Green to 7Tee	cart paths	6		1,611	8	2002	2003	2016		7	SC	\$ 57,996.00					\$9,666.00						
	Golf Course	The Ponds - 7Green to 9Tee	cart paths	6		1,430	8	2002	2003	2016		7	SC	\$ 51,480.00					\$8,580.00						
	Golf Course	The Ponds - 9Green to Clubhouse	cart paths	6		289	8	2002	2003	2016		7	SC	\$ 10,404.00					\$1,734.00						
PD5	Golf Course	The Ponds - PG and Range	cart paths	6		1,078	10	2002	2003	2016		7	SC	\$ 38,808.00				\$6,468.00							
PK1	Regional	Admin Bldg - East Yard	parking lot	5	40,899			1985	2015	2016	RCL	8	CS, CHS	\$ 408,990.00		\$143,146.50					\$20,449.50				
PK3		Admin Bldg - Front Lot	parking lot	5	2,096			1985	2012	2017	MOL	6	CHS	\$ 20,960.00		\$1,048.00					\$1,048.00				
PK2		Admin Bldg - West Lot	parking lot	5	14,058			1985	2012	2017	RCL	8	CHS	\$ 140,580.00		\$7,029.00					\$7,029.00				
PK3		Admin Campus drive	Road	5	71,000	2,150	33					3	RC	\$ 710,000.00											
Regional Parks																									
BE1	Regional	Bald Eagle - Boat Launch Lot	parking lot	5	50,000			1990	2009		CHS	4	RC	\$ 500,000.00						\$ 500,000.00					
BE2	Regional	Bald Eagle - Boat Launch Overflow Lot	parking lot	5	28,700			1990	2009	2016	CHS	7	CHS	\$ 287,000.00					\$14,350.00						
BE3	Regional	Bald Eagle - Shelter Lot	parking lot	5	36,400			2001	2009	2016	CHS	8	CHS	\$ 364,000.00					\$18,200.00						
BE4	Regional	Bald Eagle - Trail at picnic area	in park trail	6		2,059	10	2001		2016		8	SC	\$ 74,124.00				\$12,354.00							
BE5	Regional	Bald Eagle - Otter Lakes - TNC Trailhead Lot (old lot)	parking lot	5	31,211			2003	2016	2016	MOL	9	CHS	\$ 312,110.00				\$62,422.00							
BE6	Regional	Bald Eagle - Otter Lakes - TNC visitor Lot	parking lot	5	20,249			2016		2016		9	CHS	\$ 202,490.00											
BE7	Regional	Bald Eagle - Otter Lakes - TNC Staff Lot	permeable park	5	9,419			2016		2016		9		\$ 94,190.00											
BE8	Regional	Bald Eagle - Otter Lakes - TNC in park trail around parking/bldg	in park trail	6		1,345	8	2016		2016		9	SC	\$ 48,420.00											
BE9	Regional	Bald Eagle - Otter Lakes - TNC trail loop	in park trail			2,633	6		2003			4	RCL	\$ 94,788.00											
BC1	Regional	Battle Creek - Lower Afton OLDA Lot	parking lot	5	21,671			1974	2009	2016	CHS														

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	2020 Paser index	Next maint. Type	Total Replacement	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
KR1	Regional	Keller - Spoon East lot	parking lot	5	12,921			1980	2008	2016	CHS	8	CHS	\$ 129,210.00						\$6,460.50					
KR2	Regional	Keller - Spoon East trail	in park trail	6		5,889	8	1980	2008	2016		8 & 3	SC	\$ 212,004.00	\$35,334.00										
KR3	Regional	Keller - Spoon East trail	permeable trail	6		60	8	2013		2019		7		\$ -											
KR4	Regional	Keller - Spoon West lot	parking lot	5	30,116			2009		2016		7	CHS	\$ 301,160.00						\$15,058.00					
KR5	Regional	Keller - Spoon West Trail	in park trail	6		101	10	2010		2021		9	SC	\$ 3,636.00						\$606.00					
KR6	Regional	Keller - Island lot	parking lot	5	21,104			1987	2014	2019	MOL	9	CHS	\$ 211,040.00				\$10,552.00							
KR7	Regional	Keller - Island trail to Lower Keller Creek crossing	permeable trail	6		3,381	8	2013		2019		9		\$ -											
KR8	Regional	Keller - Island - trail from parking lot to shelter	in park trail	6		366	10	2008		2016		9	SC	\$ 13,176.00					\$2,196.00						
KR9	Regional	Keller - Lakeside lot	parking lot	5	17,458			1987	2020	2020	MOL	10	CHS	\$ 174,580.00		\$34,916.00									
KR10	Regional	Keller - Lakeside - trail from RR to Shelter	in park trail	6		181	10	2009		2016		9	CS	\$ 6,516.00						\$1,086.00					
KR11	Regional	Keller - Lower lot	parking lot	5	17,602			2011		2016		9	CHS	\$ 176,020.00						\$8,801.00					
KR12	Regional	Keller - Lower lot - permeable	permeable park	5	5,168			2011		2016		6		\$ 51,680.00											
KR13	Regional	Keller - Lower trails around bldgs	in park trail	6		175	10	2011		2017		6	CS	\$ 6,300.00		\$175.00									
KR13	Regional	Keller - Lower ped bridge to Roselawn	in park trail	6		1,190	10	1980		2016	SC	3	RCL	\$ 42,840.00	\$42,840.00										
KR14	Regional	Keller - Golfview road and lots	parking lot	5	57,010			1987	2020	2020	MOL	10	RC	\$ 570,100.00				\$199,535.00							
KR14	Regional	Keller - Golfview permeable parking stalls	permeable park	5	15,510			2020				10	RC	\$ 155,100.00											
KR15	Regional	Keller - Golfview trail to RestRm and Shelters	in park trail	6		500	10	2010		2016		9	CS	\$ 18,000.00						\$500.00					
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		\$50,400.00					
KR17	Regional	Keller - Golfview trail Restroom to Tuijub	permeable park	25		580	10	2016		2016		9	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	\$ 251,360.00				\$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 RestRm 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	146,000	6,500		1996		2016	MOL	5	RCL	\$ 1,460,000.00					\$511,000.00						
LL2	Regional	Long Lake - Prairie lot	parking lot	5				2016				9		\$ -											
LL3	Regional	Long Lake - Rush Lake lot	parking lot	5	22,672			1996		2016		3	RCL	\$ 226,720.00	\$79,352.00										
LL4	Regional	Long Lake - Pavilion lot	parking lot	5	58,388			1996		2016	CHS	3	RCL	\$ 583,880.00	\$204,358.00										
LL5	Regional	Long Lake - Small Shelter lot	parking lot	5	22,019			1996		2016		3	RCL	\$ 220,190.00		\$77,066.50									
LL6	Regional	Long Lake - Beach lot	parking lot	5	89,186			1996	2011	2016	CHS	5	RCL	\$ 891,860.00					\$178,372.00						
LL7	Regional	Long Lake - Boat launch road	park road	5	?			1996		2016		6	CS							\$0.00					
LL8	Regional	Long Lake - Boat launch lot	parking lot	5	47,346			1996	2013	2018	MOL	7	CHS	\$ 473,460.00			\$23,673.00								
LL9	Regional	Long Lake - trail Rush Lake East side along hwy 8	in park trail	6		2,030	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				\$89,082.00							
TS1	Regional	Tony Schmidt - Pavilion lot and hill road	parking lot	5	13,127			2000	2006	2016	CHS	5	CHS	\$ 131,270.00					\$6,563.50						
TS2	Regional	Tony Schmidt - North Pav. Shelter lot	parking lot	5	39,943			2000	2006	2016	CHS	6	CHS	\$ 399,430.00				\$19,971.50							
TS3	Regional	Tony Schmidt - Boat launch lot	parking lot	5	16,805			2000	2006	2016	CHS	5	CHS	\$ 168,050.00			\$8,402.50								
TS4	Regional	Tony Schmidt - Lakeside Restrm lot	parking lot	5	16,573			2000	2006	2016	CHS	5	CHS	\$ 165,730.00			\$8,286.50								
TS5	Regional	Tony Schmidt - Beach lot	parking lot	5	29,821			2000	2006	2016	CHS	6	CHS	\$ 298,210.00					\$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		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	RCL	4	SC	\$ 27,828.00			\$27,828.00								
VSL7	Regional	Vadnais - Sucker Lakes - Trail lot C to Edegrton	permeable trail			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	RCL	\$ 144,620.00			\$50,617.00								
VSL9	Regional	Vadnais - Sucker Lakes - lot C and entrance drive	parking lot	5	24,782			2013		2018		9	CHS	\$ 247,820.00			\$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	\$ 201,096.00				\$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	\$ 372,600.00			\$18,630.00								
VSN1	Regional	Vadnais - Snail Lakes - Beach lot	parking lot	5	41,939			1996	2003	2016	CHS	7	MOL	\$ 419,390.00				\$83,878.00							
VSN2	Regional	Vadnais - Snail Lakes - Pavilion lot	parking lot	5	48,417			1996	2003	2016	CHS	6	MOL	\$ 484,170.00			\$96,834.00								
VSN3	Regional	Vadnais - Snail Lakes - Boat Launch lot	parking lot	5	24,650			1996	2003	2016	CHS	6	MOL	\$ 246,500.00			\$49,300.00								
VSN4	Regional	Vadnais - Snail Lakes - Trails Snail Lake side	in park trail	6		4,398	10	1996	2003	2016	SC	5	SC	\$ 158,328.00		\$26,388.00									
VSN5	Regional	Vadnais - Snail Lakes - Trails north from wetland loop to 96	in park trail	6		5,080	10	2000	2003	2016	SC	0 & 5	SC	\$ 182,880.00			\$30,480.00								
VSN6	Regional	Vadnais - Snail Lakes - Corridor Wetland A Trails	in park trail	6		8,753	10	2000	2003	2016	SC	0 & 5	SC	\$ 315,108.00			\$52,518.00								
VSN6	Regional	Vadnais - Snail Lakes - Corridor - Gramsie Tunnel Bypass	permeable trail	5		1,459	10	2020				10	RC	\$ 52,524.00											
VSN8	Regional	Vadnais - Snail Lakes - Grass Trails Gramsie rd to I-694	in park trail	6		6,413	10	2000, 2	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	\$ 503,600.00				\$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					</			

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	2020 Paser index	Next maint. Type	Total Replacement	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
RCN6	Regional	Rice Creek North - Co Rd I Lot	parking lot	5	19,138			2004		2016		7	CHS	\$ 191,380.00					\$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			2,000	10	1998				9													
RCN9	Regional	Rice Creek North - Trail H rounabout to Long Lake	Regional Trail			4,000	10	2016				9													
RCN10	Regional	Rice Creek Trail North - Old Hwy 8 Lot	parking lot	5	18,217			1998		2016		6	CHS	\$ 182,170.00			\$9,108.50								
RCN11	Regional	Rice Creek North - Trail H to Long Lake RR Bridge, plus spur	Regional Trail			4,000	10	2017				9													
RCW1	Regional	Rice Creek West - Hwy 8 to Edegwood	Regional Trail	6		2,340	10	2003	2013	2019	SC	6	SC	\$ 84,240.00				\$14,040.00							
RCW2	Regional	Rice Creek West - Long Lake to Stinson	Regional Trail	6		7,235	10	2003	2013	2019	SC	5	SC	\$ 260,460.00				\$43,410.00							
TB1	Regional	Troutbrook - Rice St to Larpenteur	Regional Trail	6		1,909	10	1999		2016		6	SC	\$ 68,724.00			\$11,454.00								
TB2	Regional	Troutbrook - Larpenteur to Wheelock	Regional Trail	6		669	10	2014		2020		8	SC	\$ 24,084.00					\$4,014.00						
TB3	Regional	Troutbrook - Wheelock to Arlington	Regional Trail	6		2,707	10	1999		2016		6	SC	\$ 97,452.00			\$16,242.00								
TB4	Regional	Troutbrook - Arlington south along Lorient	Regional Trail	6		1,400	10	1999		2016		6	SC	\$ 50,400.00			\$8,400.00								
County Parks																									
BV1	County	Beaver Lake	parking lot	5	12,989			1990	2010	2016		7	RCL	\$ 129,890.00				\$45,461.50						\$12,989.00	
BV2	County	Beaver Lake	in park trail	6		4,984	10	2000		2016		7	RCL	\$ 179,424.00			\$29,904.00							\$179,424.00	
IS1	County	Island Lake - Shelter 1 lot	parking lot	5	47,040			1990	2013	2018	CS	7	MOL	\$ 470,400.00			\$94,080.00						\$94,080.00		
IS2	County	Island Lake - Shelter 2 lot	parking lot	5	30,816			1990	2013	2018	CS	7	MOL	\$ 308,160.00			\$61,632.00						\$61,632.00		
IS3	County	Island Lake - Shelter 3 lot	parking lot	5	16,166			1990	2013	2018	CS	7	MOL	\$ 161,660.00			\$32,332.00						\$32,332.00		
IS4	County	Island Lake - Park road	park road	5	36,473			1990	2013	2018	CS	7	MOL	\$ 364,730.00			\$72,946.00						\$72,946.00		
IS5	County	Island Lake - Boat Launch road	park road	5	24,771			1990	2013	2018	CS	7	MOL	\$ 247,710.00			\$49,542.00						\$49,542.00		
IS6	County	Island Lake - Boat launch lot	parking lot	5	9,673			1990	2013	2018	PTCH	4	MOL	\$ 96,730.00			\$19,346.00						\$19,346.00		
IS7	County	Island Lake - Trails east side of lake	in park trail	6		5,320	8	2012		2018	RCL	8	SC	\$ 191,520.00			\$31,920.00						\$31,920.00		
IS8	County	Island Lake - Trail west side of lake	in park trail	6		3,414	10	2010		2016		8	SC	\$ 122,904.00				\$20,484.00					\$2,219.10		
LG1	County	Lake Gervais - Parking lot	parking lot	5	33,880			2003	2011	2016	CHS	8	MOL	\$ 338,800.00					\$67,760.00					\$16,940.00	
LG2	County	Lake Gervais - Entrance road	park road	5	13,598			2003		2016		8	MOL	\$ 135,980.00					\$27,196.00					\$6,799.00	
LG3	County	Lake Gervais - Trail	in park trail	6		1,308		2003		2016		7	SC	\$ 47,088.00			\$7,848.00						\$7,848.00		
LJ1	County	Lake Josephine - Beach lot	parking lot	5	38,536			2005	2011	2016	CHS	7	MOL	\$ 385,360.00			\$19,268.00					\$77,072.00			
LJ2	County	Lake Josephine - Overflow lot	parking lot	5	8,084			1990	2011	2016	CHS	7	MOL	\$ 80,840.00				\$16,168.00					\$8,729.00		
LJ3	County	Lake Josephine - Boat launch lot	parking lot	5	17,544			1990	2011	2016	CHS	4	MOL	\$ 175,440.00				\$35,088.00					\$8,772.00		
LJ4	County	Lake Josephine- Fishing Pier Trail	in park trail	6		110	8	2016		2016		6	SC									\$660.00			
LJ5	County	Lake Josephine - Park road	park road	5	7,903			1990		2016		6	RCL	\$ 79,030.00				\$27,660.50					\$3,951.50		
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	5	MOL	\$ 603,200.00			\$120,640.00					\$39,208.00			
LM2	County	Lake McCarrons - Boat launch lot	parking lot	5	8,546			1970	1998	2016		5	MOL	\$ 85,460.00			\$17,092.00					\$5,554.90			
LM3	County	Lake McCarrons - Trails	in park trail	6		1,457	8	2012		2018	RCL	8	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				10	CHS	\$ 86,130.00										\$86,130.00	
LO2	County	Lake Owasso-Wabasso - Lot A - Boat trailer lot - Wabasso	permeable lot			27,384		2018				10	RC	\$ 273,840.00											
LO3	County	Lake Owasso-Wabasso - Lot B stalls - Picnic lot - Wabasso	permeable lot			5,326		2018				10	RC	\$ 53,260.00											
LO3	County	Lake Owasso-Wabasso - Lot A-B drive - Picnic lot - Wabasso	parking lot	5	13,811			2018				10	CHS	\$ 138,110.00											
LO4	County	Lake Owasso-Wabasso - Lot C - Beach lot - Owasso	parking lot	5	16,310			2018				10	RC	\$ 163,100.00											
LO4	County	Lake Owasso-Wabasso - Lot D drive - Beach lot - Owasso	parking lot	5	8,901			2020				10	CHS	\$ 89,010.00										\$89,010.00	
LO5	County	Lake Owasso-Wabasso - Lot D stalls- Beach Lot - Owasso	permeable lot			7,489		2020				10	RC	\$ 74,890.00										\$74,890.00	
LO6	County	Lake Owasso-Wabasso - Trails	permeable trail			1,172	8	2018, 2				10	RC	\$ 42,192.00											
TL1	County	Turtle Lake - Entrance road	park road	5	18,020			1996	2012	2017	MOL	9	CHS	\$ 180,200.00				\$9,010.00					\$9,010.00		
TL2	County	Turtle Lake - Upper picnic lot	parking lot	5	19,174			1970	2012	2017	MOL	9	CHS	\$ 191,740.00				\$9,587.00					\$9,587.00		
TL3	County	Turtle Lake - Lower beach lot	parking lot	5	22,573			1970	2012	2017	MOL	9	CHS	\$ 225,730.00				\$11,286.50					\$11,286.50		
TL4	County	Turtle Lake - Boat Launch lot	parking lot	5	28,041			1987	2013	2018	CS	8	MOL	\$ 280,410.00			\$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	\$ 966,110.00			\$193,222.00					\$48,305.50			
WB2	County	White Bear Lake - Boat launch lot	parking lot	5	48,692			2009		2016		6	CHS	\$ 486,920.00				\$24,346.00					\$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	\$ 78,040.00				\$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	\$ 90,320.00			\$18,064.00					\$4,516.00			
														\$ 38,490,160.00	\$361,884.00	\$1,127,264.50	\$3,383,421.50	\$1,677,997.50	\$1,013,770.00	\$689,393.50	\$219,989.00	\$621,071.40	\$749,921.60	\$656,418.50	\$142,744.00
County															\$0.00	\$446,521.50	\$2,153,756.00	\$732,764.00	\$203,506.00	\$43,014.00	\$219,989.00	\$621,071.40	\$749,921.60	\$656,418.50	\$142,744.00
Regional															\$361,884.00	\$680,743.00	\$1,229,665.50	\$945,233.50	\$810,264.00	\$646,379.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

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PASER Asphalt Roads Manual

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RATING
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RATING
1



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Practical advice on rating roads

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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Printed on recycled paper.

Pavement Surface Evaluation and Rating

PASER Manual

Asphalt Roads

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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—rippling 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

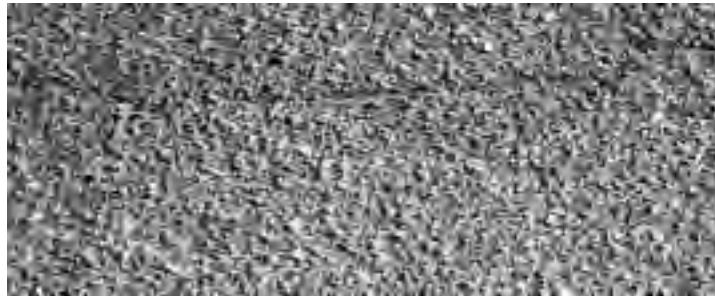
Raveling is progressive loss of pavement material from the surface downward, caused by: stripping of the bituminous film from the aggregate, asphalt hardening due to aging, poor compaction especially in cold weather construction, or insufficient asphalt content. Slight to moderate raveling has loss of 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.

Polished, worn aggregate needs repair. ▼

► Flushing. Dark patches show where asphalt has worked to surface.



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.



▼ Widely spaced, well-sealed cracks.



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 ravels 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. ▼



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 vary 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.

▶
First stage
of wheelpath
cracking caused by
heavy traffic loads.



Load-related cracks
in wheel path plus
centerline cracking. ▼



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

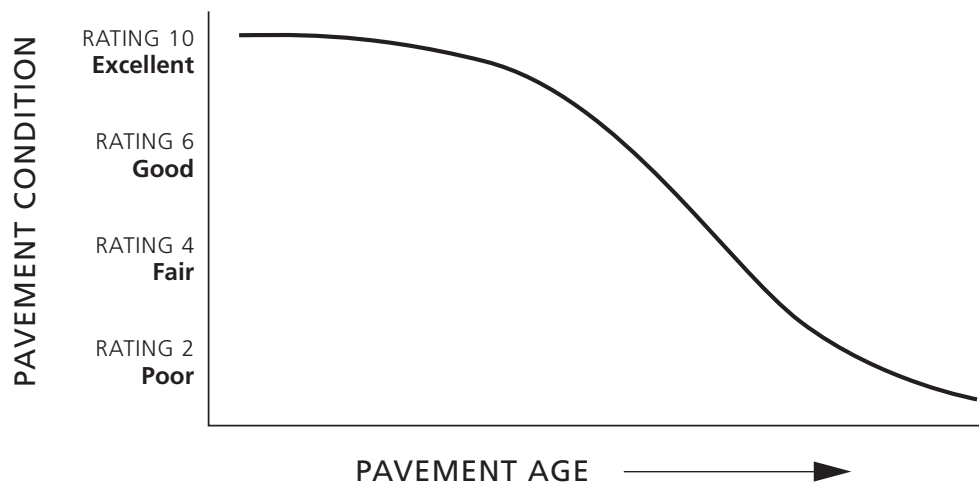
With an understanding of surface distress, you can evaluate and rate asphalt pavement surfaces. The rating scale ranges from **10—excellent** condition to **1—failed**. Most pavements will deteriorate through the phases listed in the rating scale. The time it takes to go from excellent condition (10) 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.



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.

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

Rating system

Surface rating	Visible distress*	General condition/ treatment measures
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 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 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.



▼ Large blocks, early signs of raveling and block cracking.

▼ Open crack, 1/2" wide; adjoining pavement sound.

▼ Moderate flushing.



RATING 5

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.

▼ Block cracking with open cracks.



► Moderate to severe raveling in wheel paths.



▼ Severe flushing.



▲ Wedges and patches extensive but in good condition.

Severe raveling with
▼ extreme loss of aggregate.



Load cracking and slight
▼ rutting in wheel path.



RATING 4

FAIR —

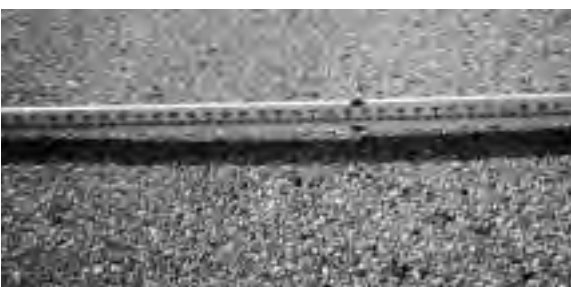
Structural improvement required

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.

◀ 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 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

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.

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

PASER





RAMSEY
COUNTY

CONTACT INFORMATION:

B. Gaa Blumer, Landscape Architect
2015 Van Dyke Street
Lakeville, MN 55019
651.748.2900
bga@ramsey.mn.us

Professional Seal

By the State of Minnesota
I am a duly Licensed Landscape Architect
under the laws of the State of Minnesota.

Registration:

Landscape Architect
Minnesota
42044

Number:

B. Gaa Blumer

Signature:

B. Gaa Blumer

NO. DATE: DESCRIPTION:

1 1/22/13 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: BGE

DRAWN BY: BGE

CHECKED BY: SAY



TITLE

ISLAND LAKE
COUNTY PARK


RW 1.0

SHEET 1 OF 1



MCCARRONS BLVD





RAMSEY
COUNTY

CONTACT INFORMATION:

B. Gus Blumer, Landscape Architect
2015 Van Dyke Street
Rice, MN 55070
Phone: 612-746-2500
Fax: 612-746-2500
Email: bblumer@ramsey.mn.us

NOTES:

I hereby certify the site 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.

REGISTRAR:

Landscape Architect
State: Minnesota
Number: 42344
Signature: B. Gus Blumer

NO. DATE: DESCRIPTION:

1 2/22/13 END DOCUMENTS

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





RAMSEY
COUNTY

CONTACT INFORMATION:

B. Gus Blumer, Landscape Architect

2015 Van Dyke Street

Maplewood, MN 55109

Phone: 612-746-2500

Fax: 612-746-2500

www.ramseycountymn.us

Project: White Bear Lake County Park

Project No: 122213

Project Name: White Bear Lake County Park Bituminous Areas

Project Location: White Bear Lake County Park

Project Date: 1/22/13

Project Status: BIDDING

Project Description: 1. 22213 BID DOCUMENTS

Project Number: 1. 22213 BID DOCUMENTS

Project Signature: B. Gus Blumer

Project Registration: Landscape Architect

Project State: Minnesota

Project License: 42944

Project Signature: B. Gus Blumer

Project Registration: Landscape Architect

Project State: Minnesota

Project License: 42944

NO. DATE: DESCRIPTION:

1. 22213 BID DOCUMENTS

DESIGN PHASE:

REVIEW

DOCUMENTS

WHITE BEAR LAKE COUNTY PARK

RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT

WHITE BEAR LAKE COUNTY PARK

DATE: JANUARY 2017

DESIGNED BY: BGE

DRAWN BY: BGE

CHECKED BY: SAV

0 25' 50' 100' 150'

TITLE

WHITE BEAR LAKE

RW 1.0

SHEET 1 OF 1

113

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 14

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

Account:	441201___ 441212___	Dept Priority	Service Team Priority			
	441202___ OTHER___	Number: 2	8	CM Ranking	16	CIPAC Ranking 13

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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 1,483,000	\$425,000	\$425,000	\$233,000	\$100,000	\$100,000	\$200,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 1,483,000	\$ 425,000	\$ 425,000	\$ 233,000	\$ 100,000	\$ 100,000	\$ 200,000

Who Prepared Cost Estimate: From life cycle schedules

Date of Estimate: 12/21/2020

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 2022-2027 Capital Improvement Program, a total of \$1,483,000 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>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 (2022-2027)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **14**

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			___	<u>X</u>
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 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 for \$425,000 in 2022 and for \$425,000 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$425,000 in 2022 and \$425,000 in 2023.

**CAPITAL ASSET MANAGEMENT - ICE ARENAS
CAPITAL IMPROVEMENT PROGRAM (2022-2027)**

	<u>Backlog</u>	<u>Scheduled</u>	<u>Total</u>
<u>2022</u>			
Replace Roof at Shoreview Arena (scheduled 1987)	\$350,000		
Replace Condenser at Shoreview Arena		\$75,000	
	\$350,000	\$75,000	\$425,000
<u>2023</u>			
Replace Roof at Phalen Arena (scheduled 1987)	\$350,000		
Replace Condenser at Phalen Arena		\$75,000	
	\$350,000	\$75,000	\$425,000
<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 White Bear Arena	\$100,000		
	\$100,000	\$0	\$100,000
<u>2026</u>			
Replace Condenser at West Side Arena	\$100,000		
	\$100,000	\$0	\$100,000
<u>2027</u>			
Replace Dashers at Phalen Arena	\$100,000		
Replace Dashers at White Bear Arena	\$100,000		
	\$200,000	\$0	\$200,000
TOTALS	\$1,333,000	\$150,000	\$1,483,000

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COMBINED RANKING 21

$$\frac{\text{---}}{\underline{\underline{\text{X}}}} \qquad \frac{\text{X}}{\underline{\underline{\text{X}}}}$$

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **21**

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			_____	<u>X</u>
Parks and Recreation/660000	Natural Resource Habitat Restoration & Maintenance		<u>X</u>	_____

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 maintenance 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 for \$200,000 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$200,000 in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 17

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	___
		Or ROUTINE (Maintenance)	___	<u>X</u>
Code #: <u>Parks and Recreation/660000</u>		Item: <u>Playground Replacements</u>		
<hr/>				
Account:	441201___ 441212___	Dept Priority	Service Team Priority	
	441202___ OTHER_____	Number: <u>4</u>	<u>10</u>	CM Ranking <u>13</u> CIPAC Ranking <u>18</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 of play features that will serve patrons with diverse needs and abilities. The new playground would incorporate the latest standards for safety, use of newer materials extending the life of the playground and reducing maintenance costs.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 2,206,750	\$ 350,000	\$ 350,000	\$ 367,500	\$ 367,500	\$ 385,875	\$ 385,875
Federal Funds	\$ -	-	-	-	-	-	-
State Funds (Legacy Amendment)		-	-			-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 2,206,750	\$ 350,000	\$ 350,000	\$ 367,500	\$ 367,500	\$ 385,875	\$ 385,875

Who Prepared Cost Estimate: Rob Adams

Date of Estimate: 12/16/2020

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 need 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>	___		<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 (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 17

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

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 X No ___ When? ___ 2018 ___
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:

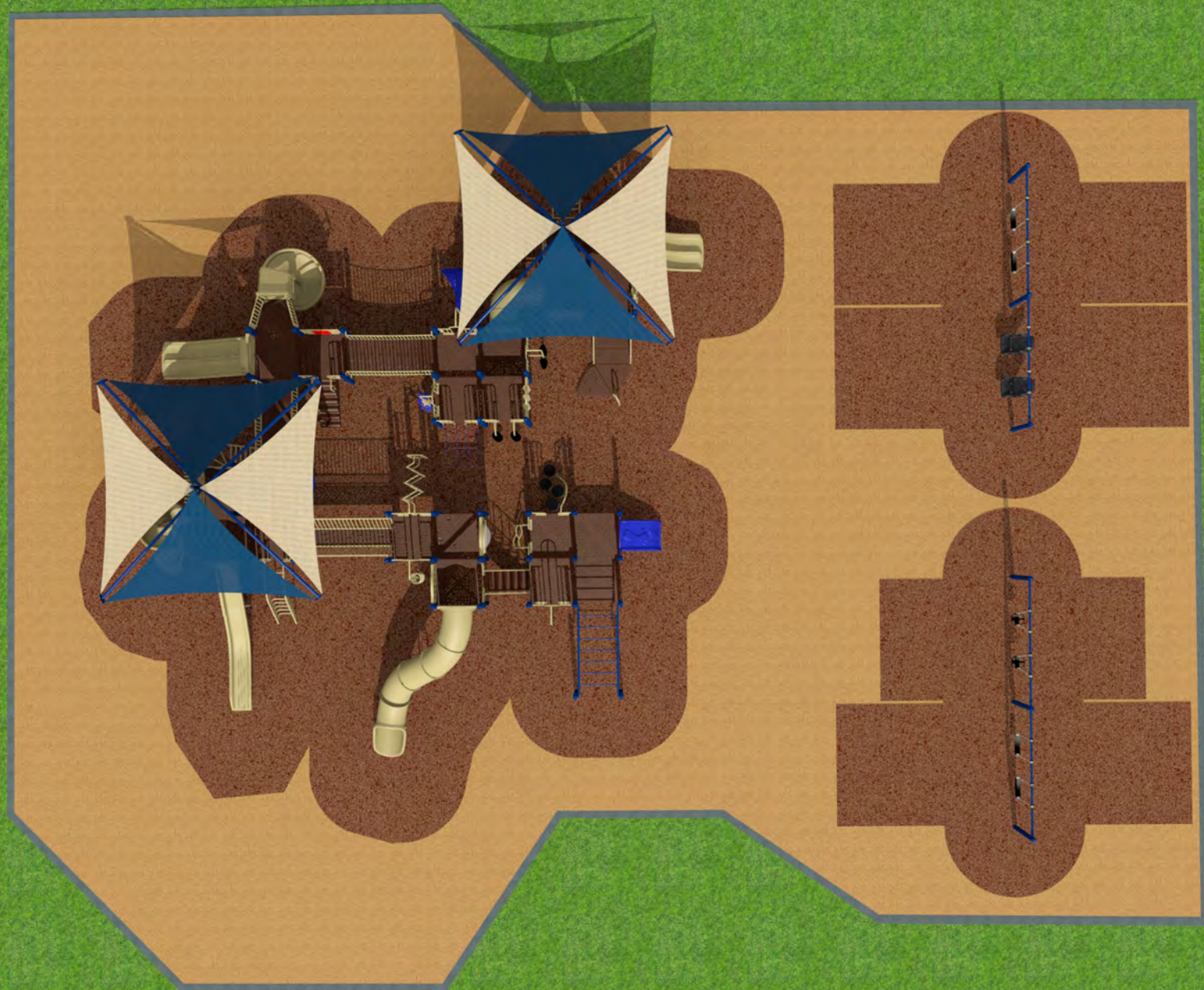
CIPAC recommends financing this project for \$700,000 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

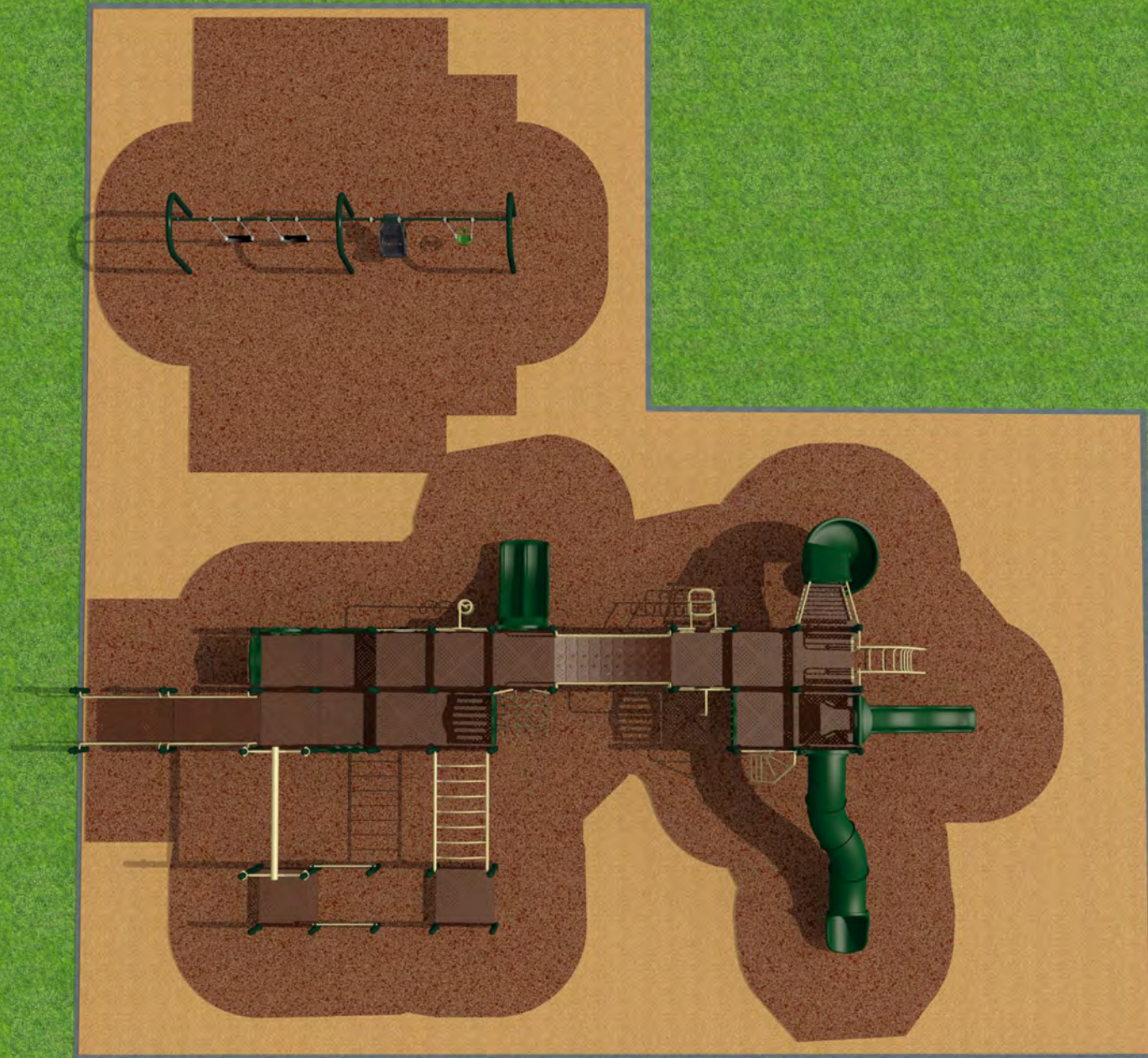
County Manager proposes financing this project using bond proceeds of \$700,000 in 2023.

Scheduled Playground Replacements

County Parks		
Owasso (1997)(2018)	2018	Replaced
Island Lake (Little Tykes)(1993)	2022	Scheduled replacement
Josephine (1997)	2023	Scheduled replacement
Beaver (1999)	2024	Replace w redevelopment
Gervais (Little Tykes)(1997)	2024	Fund for replacement
White Bear (Little Tykes)(1997)	2025	Fund for replacement
Turtle (Little Tykes)(1997)	2026	Fund for replacement
McCarrons (Landscape Structures)(1998)	2027	Fund for replacement



4 - Playgrounds
Attachment A1 - Island Lake Schematic



4 - Playgrounds
Attachment A2 - Lake Josephine Schematic



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 20

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

Account:	441201___ 441212___	Dept Priority	Service Team Priority		
	441202___ OTHER___	Number:	11	CM Ranking	CIPAC Ranking
		5		20	19

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 from 2018-2021 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					
		2022	2023	2024	2025	2026	2027
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>	___	<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	
			8. Provide Public Convenience	
			9. Enhance County Image	



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 20

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	___
Parks and Recreation/660000	ADA Implementation County Park, Arena and Golf Facilities		___	<u>X</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 <u>x</u>	No ___	When? _2016/17 request, 2018/19 request, 2020/21 request
If project was funded, are carryover funds available?	Yes ___	No <u>x</u>	
Year(s) and amounts budgeted and expended	Year(s) ___2019, 2020_____	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 for \$200,000 in 2023 with bonds and \$200,000 in 2023 with State funds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$200,000 and state funds of \$200,000 in 2023.



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.

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.

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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.

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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.

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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

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.

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/crl-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.

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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.

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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.

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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.

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.

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.***

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***

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- **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

- 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.

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.

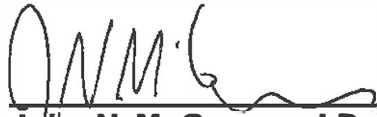
The Ramsey County Parks and Recreation Department should be commended for undertaking this task. Although this access audit and the transition plan are both mandated tasks, many of your neighbors have not completed these steps.

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**

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

**RAMSEY COUNTY PARKS AND RECREATION DEPARTMENT
TRANSITION PLAN SUMMARY
December 16, 2015**

Summary	Phase				
	1	2	3	CO	Grand Total
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 programing 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 & Recreations 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.

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 29

Department Name &		Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: Parks and Recreation/660000		Woodview Off-leash Dog Area Master	Or ROUTINE (Maintenance)	<u>X</u>	_____
		Item: Plan & Implementation		_____	<u>X</u>
Account:	441201 _____ 441212 _____ 441202 _____ OTHER _____	Dept Priority Number:	Service Team Priority	CM Ranking	CIPAC Ranking
		6	12	27	29

PROJECT DESCRIPTION:

The Woodview Off-leash Dog Area (OLDA) is located within the Woodview Open Space and is one of four off-leash dog areas within the County OLDA system. In addition, Woodview OLDA is the only off-leash area within the County OLDA system that has an identified ADA accessible area. 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. All improvements will be designed to meet equity demand needs, long-term sustainability, energy resiliency, and will follow universal design and ADA guidelines. This project (Phase 1) includes the preparation of overall design and development improvement plans to guide implementation of phased site/ADA/amenity improvements, as well as implementation of identified priority items. Phase 1 activities will consist of site inventory and analysis, site surveys, public engagement and equity analysis, preparation of overall development plans and cost estimates, and construction costs for installation of identified improvements. Phase 2 implementation will require additional funds from a future CIP request to complete remaining site, ADA, and amenity improvements.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 325,000	\$ -	\$ 325,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 325,000	\$ -	\$ 325,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Scott Yonke, Director of Planning and Development

Date of Estimate: 12/18/2020

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's four OLDA's (Battle Creek OLDA, Otter Lake OLDA, Rice Creek OLDA, and Woodview OLDA) and plan for future aspects of development. This was the first step in the process to address and gauge community interest in developing the OLDA improvements system wide. Additionally, planning activities and public outreach was also completed for the County OLDA's as part of the 2018 Parks and Recreation System Plan. The Parks system plan also demonstrated a need for investment in Woodview OLDA for long-term improvements. As an outcome of the System-wide OLDA Master Plan and 2018 Parks and Recreation System Plan, the Park department is initiating a process to prepare design and development plans for improvements at the Woodview OLDA site to fully address site, ADA accessibility, amenity, and equity improvements within two phases. Phase 1 design and development activities will allow for additional engagement opportunities with the public for specific site design components and also construction of prioritized improvements. In addition, Phase 1 activities for the Woodview OLDA will coincide with additional master planning and development activities planned for the other OLDA's within the park system. Phase 2 implementation will require additional funds from a future CIP request to complete remaining site, ADA, and amenity improvements.

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	X				

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **29**

Department Name &

Project Title or

NON-ROUTINE
(New/Renovation)

Yes

No

X

Woodview Off-leash Dog Area Master

Or ROUTINE
(Maintenance)

X

Code #: Parks and Recreation/660000

Item: Plan & Implementation

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Current demand at Woodview OLDA remains high since there is limited off-leash dog amenities within the central area of the County. Assessment of all County OLDA's ranked Woodview with the poorest condition as a result from high demand use overtime, current site conditions, deficient ADA accessibility and lacking infrastructure/amenities. The public has demonstrated a need for improvements at Woodview OLDA in efforts to gain the same experience as other County OLDA's. Without improvements at Woodview OLDA, ADA and recreational needs will go unmet, and will ultimately create barriers for use and cause further stress on infrastructure. In addition, the Woodview OLDA will not adequately serve the surrounding communities recreational needs and will ultimately result in a loss of intended public service. The message sent to park users is perceived negatively that they are not a priority.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes x No _____ When? 2020-2025 CIP Process
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 OLDA 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 materials, and operation for specific amenities included in the plan. A sustainable and resilient focus for site elements and materials 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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager does not recommend financing this project in 2022 or 2023.

Woodview Open Space Off-Leash Dog Area Inventory & Analysis

History

The off-leash dog area at Woodview Open Space was identified as a new site after the acceptance of the county policy on off-leash dog areas was passed in March of 2000 because it could serve residents in the central part of the county, the site is a large open space that was underutilized. The primary use area was identified as a part of the open space that previously was being used for garden plots. Parking did not exist on site at the time, however there were future plans in place including a trail through Reservoir Woods that included a trailhead parking lot. It was decided that a number of actions would take place as a part of the permanent installation of the off-leash area including:

- Primary site access would be located off of Larpentuer Avenue
- A trail or path route would need to be determined and cleared
- Create an additional accessible fenced site

As part of future development fencing was placed around the entire small dog and accessible area, and along the path and Larpentuer Avenue partially encompassing the large dog area. The trail and a trailhead parking lot were also developed in conjunction with the city of Roseville as a part of Reservoir Woods Park.

Site Amenities

- Parking lot off of Larpentuer Avenue with space for 19 vehicles
- Fully fenced and accessible small dog area and a partially fenced large dog area approximately 4 acres
- Rules sign at all entrances
- Well shaded by a natural tree canopy
- Separate small and large dog areas

Planning Considerations

Currently the off-leash dog area at Woodview Open Space has entirely natural surface trails which do not comply with the Americans with Disabilities act, as part of redevelopment access into and through the off-leash area should be considered for everyone regardless of ability.

Security of personal belongings left in vehicles has been raised as a concern. A security camera should be considered in the parking lot. Ramsey County has and will continue to encourage everyone visiting the park to not leave any valuables left unattended whether they are in a locked vehicle or not.

Additional trails and activities are planned to be developed in spaces adjacent to the off-leash area. The off-leash portion of the park should continue to be kept separate from other recreational activities so that conflicts do not arise.

Potable water and a permanent restroom would be difficult in this location as there are no services nearby at this time.

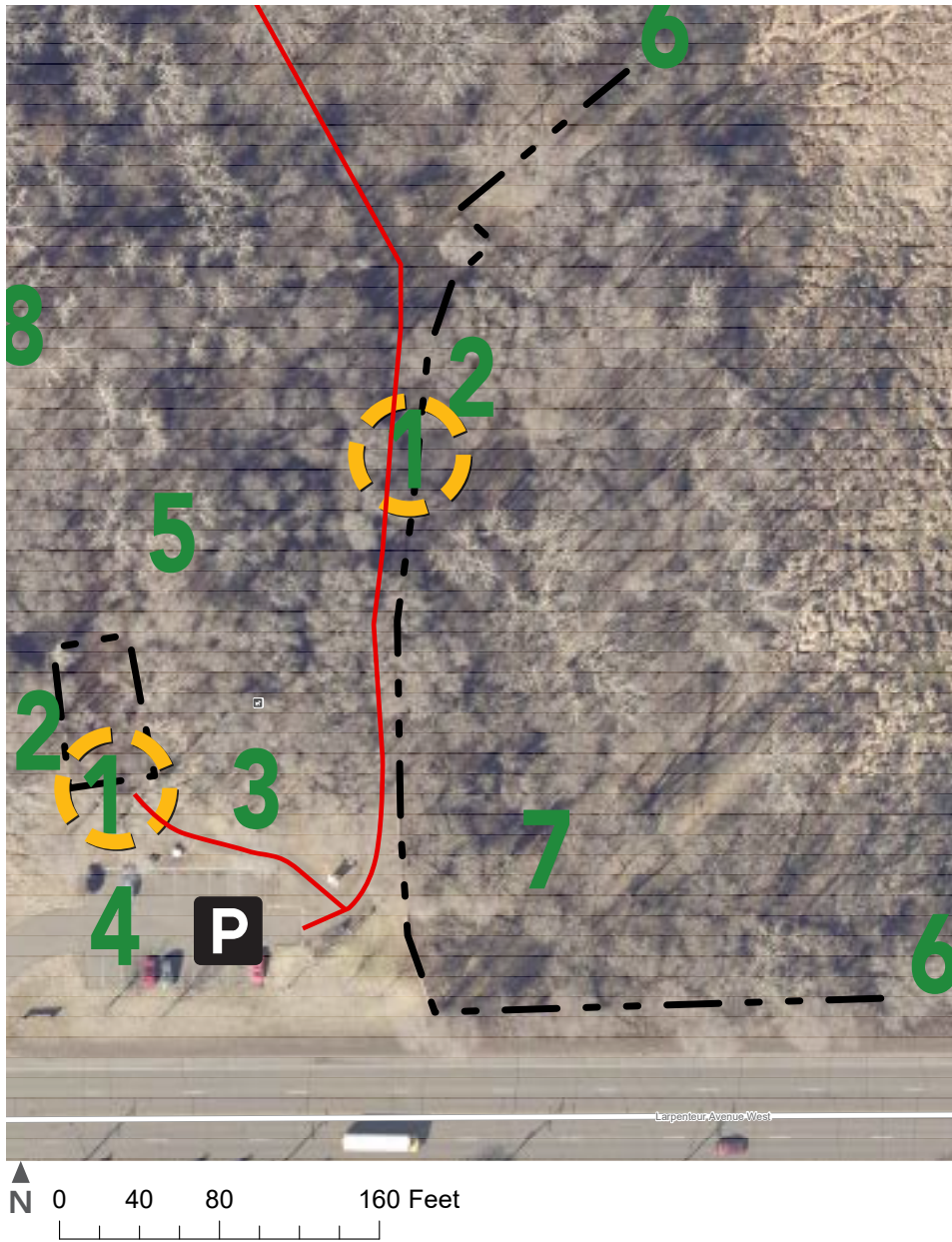
Ramsey County Community Corrections owns a 17.8 acre parcel directly to the west of the off-leash dog area. This parcel has been identified in the Parks & Recreation System Plan as a possible area of expansion for Woodview Open Space. If this occurred expansion of the off-leash dog area and trailhead facilities would be possible, as this is the smallest off-leash dog area that the county maintains and it is under our suggested 10 acre regional off-leash area goal it would help to serve the central area of the county and its residents much better.

Natural Resources

Natural resources within the off-leash dog areas are impacted by invasive vegetation and by the dogs and people using these areas. The numerous barriers attributed to the use of off-leash dog areas makes the restoration of natural resources a priority below the greater park system. To reestablish or maintain natural resources within these parks would include the partitioning of park sections for alternate use, term closures for an unknown amount of time or permanent closures of specific sensitive areas within the current boundaries.

The land cover within the Woodview off-leash dog area consists of mainly mixed woods abutting a wetland, which is a state and federally protected resource. Invasive vegetation exists within the park. Most wooded areas contain invasive buckthorn and the wetland consists of a cattail edge. Limited restoration has been completed through the woodland areas. Park use has caused the loss of vegetation and erosion within the woodlands and trails leading to the wetland edge. The constant presence of dogs within the park disturbs the habitat for wildlife.

Restoration within the off-leash dog area is difficult because of the consistent heavy use and apprehension for herbicide use on invasive vegetation. Restoration of eroding areas would require long term to permanent closure of sections to regain and maintain vegetated cover. To preserve wetlands, access to these areas should be permanently closed to regain plant growth and for continued protection of wetland habitat.



Legend

Park Border	— · — · —
Park Entrance	
Feature Point	1
Metro Transit Stop	

Park Paved Trail	
Park Turf Trail	
Off Leash Area Trail	
Regional Trail	

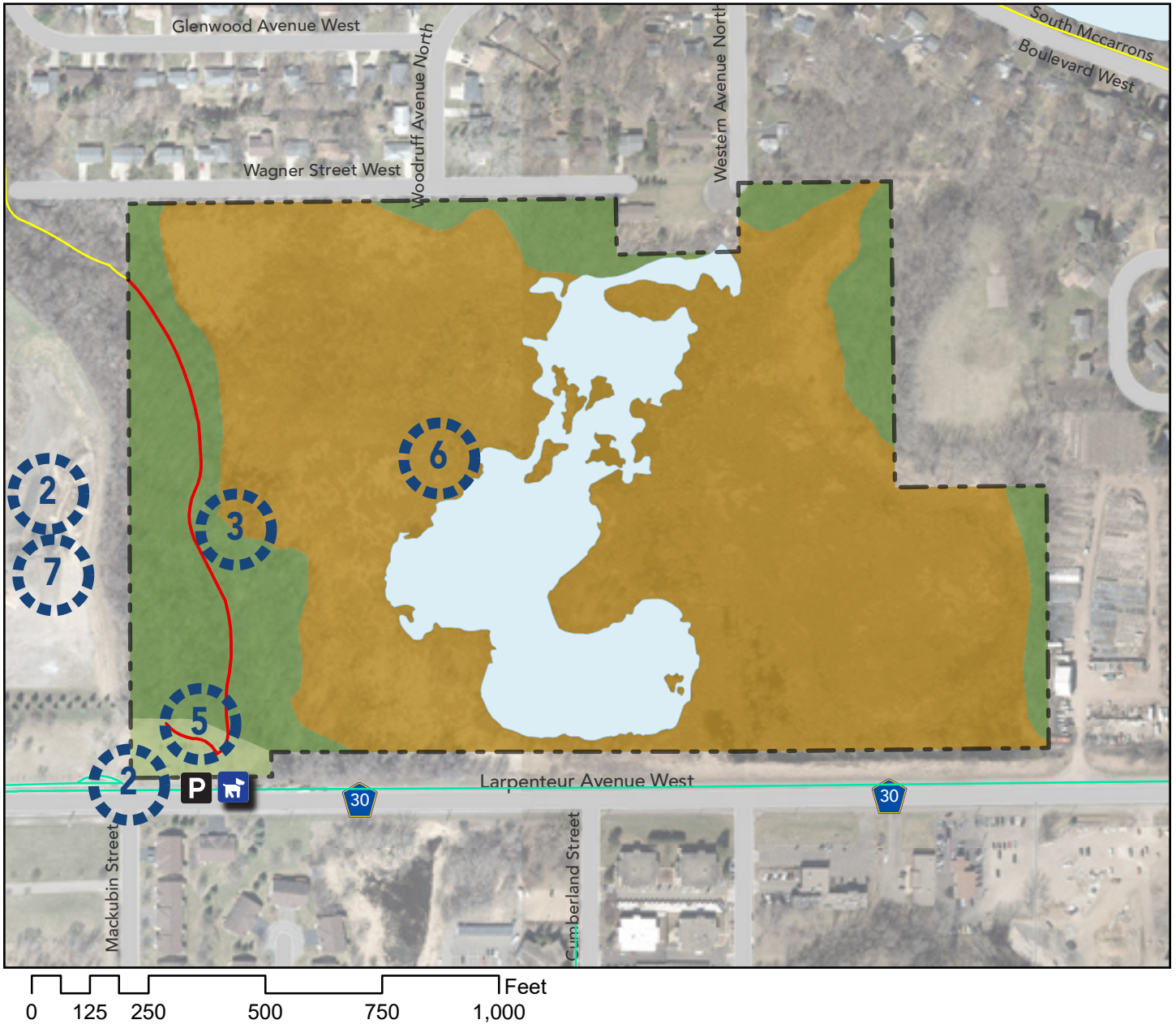
Parking Lot

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.

PROPOSED DEVELOPMENT



Legend

Park Border	— · — · —	Park Paved Trail	— (red)	Regional Trail	— (blue)
Proposed Development	[3] (yellow)	Park Turf Trail	— (green)	Proposed Regional Trail	- - - (blue)
Proposed Development Node	(1) (blue)	Municipal Trail	— (yellow)	Proposed Paved Park Trail	- · - · - (red)
Metro Tranist Stop	[P] (black)	Municipal Ped/Bike Facility	— (cyan)		

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 (RWMWD), 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.

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.

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 (2022-2027)
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>Parks and Recreation/660000</u>		Item: <u>Capital Asset Management-Parks</u>		
<hr/>				
Account:	<u>441201</u> _____ <u>441212</u> _____	Dept Priority	Service Team Priority	
	<u>441202</u> _____ <u>OTHER</u> _____	Number: <u>7</u>	<u>N/A</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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 180,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 80,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 180,000	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ 80,000

Who Prepared Cost Estimate: Parks & Recreation Staff

Date of Estimate: 12/18/2020

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 (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name & Code #:	Project Title or Item:	NON-ROUTINE (New/Renovation)		Or ROUTINE (Maintenance)	
		Yes	No	Yes	No
		_____	<u>X</u>	<u>X</u>	_____
Code #: <u>Parks and Recreation/660000</u>	Item: <u>Capital Asset Management-Parks</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 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 2022 or 2023.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2022 or 2023.

ICE ARENAS

12/19/2012

Loc	Subsystem Description	Funding	Most curren install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
Bald Eagle Reg Park	Boat Launch (Otter Lake)			25		\$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	55,000
Battle Ck Reg Park	Lower Afton (McK to 61)-Retaining Wall		2012	25	2037	\$145,782	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
Battle Ck Reg Park	Bridges #2 (Wood)		1982	50	2032	\$60,000	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
Battle Ck Reg Park	Bridges #4 (Concrete)		1998	50	2048	\$75,000	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
Battle Ck Reg Park	Bridges #6 (Concrete)		1998	50	2048	\$75,000	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
Battle Ck Reg Park	Bridges #8 (Wood)		1991	50	2041	\$60,000	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Bridges #9 (Wood)	Defer until master plan	1991	50	2041	\$60,000	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
Battle Ck Reg Park	Playground Equipment (new section)		2005	25	2030	\$95,000	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
Battle Ck Reg Park	Roof-Asphalt-Pavilion		2002	25	2027	\$80,000	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
Battle Creek-Waterw	Asphalt Shingle Roof		2000	20	2020	\$50,000	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
Battle Creek-Waterw	Pool Heaters (2)		2000	10	2010	\$90,000	90,000	0	0	0	0	0	0	0
Battle Creek-Waterw	SCS Play Structure		2000	20	2020	\$112,000	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
Keller Golfview	Playground Equipment		1998	20	2018	\$75,000	75,000	0	0	0	0	0	0	0
Keller Island	Bridge		1978	50	2028	\$70,000	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
Keller Round	Bridge		1984	50	2034	\$70,000	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
Long Lake Reg	Playground Equip-Pav		2014	20	2034	\$186,000	0	0	0	0	0	0	0	0
Long Lake Reg	Roof-Wood-Beach Bldg		2004	20	2024	\$100,000	0	0	0	0	100,000	0	0	0
Long Lake Reg	Roof-Wood-Pavilion		2010	20	2030	\$47,000	0	0	0	0	0	0	0	0
Marsden Range	Fence		1982	50	2032	\$50,000	0	0	0	0	0	0	0	0
Rice Creek Trail	Fencing/Gates		2005	30	2035	\$64,000	0	0	0	0	0	0	0	0
Snail Lake Reg Park	Playground Equipment		1996	20	2016	\$150,000	150,000	0	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
Sucker Vad Reg Park	Playground Equipment		2005	20	2025	\$50,000	0	0	0	0	0	50,000	0	0
Tamarack	Boardwalk		2007	25	2032	\$200,000	0	0	0	0	0	0	0	0
Tamarack	Pole Barn		2000	50	2050	\$40,000	0	0	0	0	0	0	0	0
Tony Schmidt Reg PK	Play Structure (Beach)		2000	20	2020	\$150,000	150,000	0	0	0	0	0	0	0
Tony Schmidt Reg PK	Play Structure (Upper)		2000	20	2020	\$55,000	55,000	0	0	0	0	0	0	0
							0	0	0	0	0	0	0	0
							859,800	0	0	0	100,000	50,000	0	135,000



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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>Parks and Recreation/660000</u>		Item: <u>Regional Park & Trail CIP/Legacy</u>		
<hr/>				
Account:	<u>441201</u> <u>441212</u>	Dept Priority	Service Team Priority	
	<u>441202</u> <u>OTHER</u>	Number: <u>8</u>	<u>N/A</u>	
		CM Ranking <u>not ranked</u>	CIPAC Ranking <u>not ranked</u>	

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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ 4,254,000	1,418,000	-	1,418,000	-	1,418,000	-
Other (Specify): Legacy Amendment Funds	\$ 9,818,300	1,599,300	1,599,300	1,654,925	1,654,925	1,654,925	1,654,925
Totals (Project/Item Funding)	\$ 14,072,300	\$ 3,017,300	\$ 1,599,300	\$ 3,072,925	\$ 1,654,925	\$ 3,072,925	\$ 1,654,925

Who Prepared Cost Estimate: Ryan Ries, Director of Facilities & Sustainability

Date of Estimate: 12/21/2020

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 2022-2023 and 2024-2025 biennium's, 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 \$1,599,300 in 2022 and 2023, and \$1,654,925 each for 2024, 2025, 2026, and 2027 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 (2022-2027)
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)	___	<u>X</u>

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) 1974-2021 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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager recommends financing this project with State funds and Legacy Amendment funds in 2022 and 2023.

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Property Management 350101

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 1,774,400	\$ 935,900	\$ 838,500	\$ -	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 1,774,400	\$ 935,900	\$ 838,500	\$ -	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Property Management 350101

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
1	Fire System Update	\$ 239,400	\$ 239,400	\$ -	\$ -	\$ -	\$ -	\$ -
2	CCURE Building Security System Panel Replacement	630,000	364,000	266,000	-	-	-	-
3	Basement & 5th Floor Restroom Renovation	665,000	332,500	332,500	-	-	-	-
4	Engineering Investigation-Vertical Heat Pipe System	100,000	-	100,000	-	-	-	-
5	Building Energy Mgmt. (BAS) System Replacement	140,000	-	140,000	-	-	-	-
TOTALS (Last Page Only)		\$ 1,774,400	\$ 935,900	\$ 838,500	\$ -	\$ -	\$ -	\$ -



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 2

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
			<u>X</u>	___
Code #: <u>Landmark Center #720101</u>	Item: <u>Fire System Update</u>		___	<u>X</u>

Account:	441201___ 441212___	Dept Priority	Number: <u>1</u>	Service Team Priority	Number: <u>1</u>	CM Ranking	___ <u>6</u>	CIPAC Ranking	___ <u>4</u>
	441202_X___ OTHER_____								

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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 239,400	\$ 239,400	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 239,400	\$ 239,400	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Ban-koe Systems Group & Nasseff Mechanical

Date of Estimate: Dec-20

NARRATIVE JUSTIFICATION:

The existing Landmark Center fire monitoring, alarm and pump control panel was installed in 1995 and updated in 2005. It is beyond its useful life and requires replacement. The Project will replace the fire monitor, alarm and pump control panel and necessary related components such as wiring, smoke detection devices, flow switches and other necessary related system requirements. A reliable fire monitoring, alarm and response system is required for the responsible and professional management of any facility as it is critical to preservation of the facility and life-safety of everyone who enters.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Fire System Update

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

It is possible the system will fail to detect a fire, alert for emergency response(s) and or activate the suppression system.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?

Yes X

No

When? 2020-2025 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.)

Landmark Center anticipates a small saving in operational costs - estimated at less than 5%.

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

The new controls will be more energy efficient (estimated 10% savings over existing).

IMPACT ON FUTURE REVENUES: (Be Specific!)

No impact expected.

Estimated Useful Life: 15 years

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$239,400 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$239,400 in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 11

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			_____	<u>X</u>
Code #: <u>Property Management 350101</u>	Item: <u>CCURE Building Security System Panel Replacement</u>	Or ROUTINE (Maintenance)	<u>X</u>	_____
<hr/>				
Account: <u>441201</u> _____ <u>441212</u> _____	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
<u>441202</u> _____ <u>OTHER 442201</u>	Number: <u>2</u>	<u>2</u>	<u>15</u>	<u>9</u>

PROJECT DESCRIPTION:

Ramsey County Property Management identifies the need to replace 49 existing building security system control panels and power supplies which operate the card access security system at a multitude of Ramsey County owned buildings. Access control panels are “technology” and subject to ever changing advances in performance, design standards and software requirements. More critical and inevitable circuit systems inside the panels physically wear out due to constant electric conductivity. These existing Istar-Pro branded panel systems are beyond their useful life, no longer supported by the manufacturer and are physically worn inside. These access control panel systems require replacement with upgrades to Istar-Ultra branded systems to ensure uninterrupted building security system performance with mechanical and technical support.

*The Project includes these Ramsey County Owned Buildings: Saint Paul City Hall & Ramsey County Court House, Ramsey County Government Center East service building, Ramsey County service building at 90 West Plato, Ramsey County Adult Mental Health Urgent Care at 402 University Ave., Metro Square service building, Ramsey County Public Works, Ramsey County Public Health service building at 555 Cedar Ave, Ramsey County Impound facility at 5 South Owasso Blvd., Ramsey County Correctional Facility, Ramsey County Historic Barn, Ramsey County Medical Examiner Office, Ramsey County Sheriff Patrol Station, Ramsey County Suburban Court building, Ramsey County Library - New Brighton Library, Ramsey County Library – Roseville, Ramsey County Library – Maplewood, Ramsey County Library – White Bear Lake, Ramsey County Library – Moundsview.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 630,000	\$ 364,000	\$ 266,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 630,000	\$ 364,000	\$ 266,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: VTI security

Date of Estimate: 11/30/2020

NARRATIVE JUSTIFICATION:

Existing Istar-Pro control panels are at or near end of useful life. Procurement of repair parts is difficult and eventually will be impossible. The manufacturer no longer supports the Istar-Pro branded system with replacement parts of technical support. Wear from aging panel circuits and other components has a detrimental effect on system reliability in terms of programming, monitoring and response. This condition is a compromise to building security, county services security and life safety. Replacement with new Istar-Ultra control panels and related will provide more robust and customizable security programming options and bring solution to all the problematic existing conditions.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Property Management 350101

Item: CCURE Building Security System Panel Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Not funding this project could result in unscheduled shut down of the facilities' card access security system due to breakdown which will result in unsecured facilities and lack of control of restricted areas throughout the facilities. Inability to procure replacement parts would result in extended delay in to adequately secure facilities and restricted areas within the facilities which, in turn, pose a security risk as well as poor public image for Ramsey County.

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 will reduce the risk costly and disruptive repairs in the future. From a risk perspective, the project may reduce the potential that facility and employees secuity could potentially become compromised and, for which, the County might experience a financial liability and public relations cost.

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

Unknown

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.)

CIPAC COMMENTS:

CIPAC recommends financing this project for \$364,000 in 2022 and for \$266,000 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$364,000 in 2022 and \$266,000 in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 19

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>Basement & 5th Floor Restroom Renovation</u>			___	<u>X</u>

Account:	441201___	441212___	Dept Priority	Service Team Priority				
	441202_X___	OTHER___	Number:			CM Ranking	CIPAC Ranking	
				<u>3</u>	<u>4</u>	<u>12</u>	<u>26</u>	

PROJECT DESCRIPTION:

Landmark Center management identifies the need to complete Phase II of the building-wide, publicly accessible restroom renovation project. Granting this funding request will ensure the Lower Level and 5th floor restrooms will deliver to the public an equitable experience in accessibility, ADA compliance, energy efficiency and with a quality aesthetic that is both timeless and appropriate to the historic status of the building and with a design that is welcoming, dignified and personally safe to all users. Installed in the 1970's existing restrooms are well beyond life expectancy, severely worn, inappropriate to the historic character of the building and lack modern design features required by code and expected by the public. Phase I occurred in 2019/2020 and involved a complete gut and rebuild on floors 2, 3, and 4. Phase I was received by the public as a resounding success because the design includes beauty and reconfiguration which increases the number of toilets and sinks for women and men, added gender neutral and family style space and introduced features that are accessible, more sanitary and energy/waste efficient.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING							
		2022	2023	2024	2025	2026	2027		
County Funds	\$ 665,000	\$ 332,500	\$ 332,500	\$ -	\$ -	\$ -	\$ -		
Federal Funds	\$ -	-	-	-	-	-	-		
State Funds	\$ -	-	-	-	-	-	-		
Other (Specify):	\$ -	-	-	-	-	-	-		
Totals (Project/Item Funding)	\$ 665,000	\$ 332,500	\$ 332,500	\$ -	\$ -	\$ -	\$ -		

Who Prepared Cost Estimate: Minnesota Landmarks (from 2019 contract bidding)

Date of Estimate: 12/1/2020

NARRATIVE JUSTIFICATION:

This Project is worthy of funding because: 1) Completes the update of 45-year old restrooms in Landmark Center begun in 2019. 2) Increases capacity to the fully utilized Landmark Center by bringing restrooms up to current code and the expectations of the public. The project provides increased capacity to the fully utilized Landmark Center by bringing restrooms up to current code through additional restrooms stalls and sink surfaces and the addition of a new gender neutral and family style restroom on this floor which is the second most heavily used pair of restrooms in the building. 3) It is uniquely visible with 235,000+ members of the public visiting Landmark Center annually. 4) This Project differs from other projects in that it is an investment in inviting, accessible, clean and safe bathrooms which universally is high on the list of concerns for all people. 5) This investment will be seen by, directly benefit and be appreciated by many people in 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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Basement & 5th Floor Restroom Renovation

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Funding Phase II now is critical to completing a highly visible and desired project while benefiting from co-efficiencies with design, material and contract procurement, construction cost and Landmark Center's programming and services. To not fund this project in the current cycle will cause the facilities to remain in a state of severe inequity and project delivery efficiencies will be lost.

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.)

Implementation would result in lower operating costs for electrical (estimated 35%) and water use (estimated 33% lower than existing).

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

This project would improve energy efficiencies in electrical systems with LED lighting and occupancy sensors (estimated 35%) and lower flow plumbing (estimated 33% lower than existing).

IMPACT ON FUTURE REVENUES: (Be Specific!)

None

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 for \$665,000 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$665,000 in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 23

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
	Engineering Investigation-Vertical Heat Pipe	Or ROUTINE	<u>X</u>	___
Code #: Landmark Center #720101	Item: System	(Maintenance)	___	<u>X</u>
<hr/>				
Account: 441201___ 441212___	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
441202_X___ OTHER_____	Number: 4	13	23	22

PROJECT DESCRIPTION:

Landmark Center ("LMC") management identifies the need to conduct an Engineering Investigation on the building-wide Vertical Heat Pipe System in order to discover and document the nature, extent and complexity of known wear issues that cause leaks and damage. LMC's concern is for ending ongoing leaks and preemptively finding and stopping potential for a large scale, cataphoric failure resulting in a flood and extortionary historic restoration costs that would be result. This investigation by a professional engineer consultant is necessary to fully understand existing conditions and inform the scope and budget of a future repair and select replacement project (Phase II).

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Minnesota Landmarks with Property Management

Date of Estimate: 12/1/2020

NARRATIVE JUSTIFICATION:

During renovation in the 1970s some of the steel main-heating pipes were wrapped with foam rubber insulation. That is a mistake because it does not allow the pipe to "sweat". Consequently, some areas of pipe have rusted and leaked. LMC staff is unable to ascertain the full extent of the problem. LMC replaces pipes on a case-by-case basis using CCAMPP funding. This full investigation of all remaining vertical piping in the building for problem areas will provide information necessary to planning for all remaining needed replacement. An additional benefit to understanding and addressing the complete condition is that it will assure a more reliable heating and cooling system by avoiding shutdowns during much needed times.

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 (2022-2027)
DETAIL BY PROJECT

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Engineering Investigation-Vertical Heat Pipe System

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

LMC management's concern is for ending ongoing leaks and preemptively finding and stopping potential for a large scale, cataphoric failure resulting in a flood and extortionary historic restoration costs that would be required. To not fund this investigation will cause Landmark Center Management to remain in reactive state and not address concern for potential large-scale failure.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes___ No__X__ When? __planned in CCAMPP_____
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.)

None.

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

None with the investigation; any new piping implementation resulting from investigation would have more efficient system flow and use less energy.

IMPACT ON FUTURE REVENUES: (Be Specific!)

None for the investigation. Loss of heating/cooling in areas of the building could be problematic for tenancy and short-term rental of the building.

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 for \$100,000 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$100,000 in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 26

Department Name &	Project Title or	Yes	No
		NON-ROUTINE (New/Renovation)	___
		Or ROUTINE (Maintenance)	___
Code #: <u>Landmark Center #720101</u>	Item: <u>Building Energy Mgmt. (BAS) System Replacement</u>	<u>X</u>	<u>X</u>
<hr/>			
Account: 441201___ 441212___	Dept Priority	Service Team Priority	
441202_X___ OTHER_____	Number: <u>5</u>	<u>14</u>	
		CM Ranking <u>22</u>	CIPAC Ranking <u>28</u>

PROJECT DESCRIPTION:

Landmark Center management identifies need to replace the aging and unsupported Building Automation Systems ("BAS"). BAS controls and reports on various components within a building's structure, primarily HVAC, and lighting, and in some cases Life Safety. Building system efficiency and sustainability are benchmarks for the responsible management of any commercial facility. BAS reduces operational costs by lessening energy consumption and increasing building systems reliability and safety. BAS is standard for almost any commercial facility and requires upgrades. This Project will replace the communications panel, computer and software but continue to use the existing motor control and other equipment. This Project includes all labor and material to replace seventeen (17) PCM controllers, seven (7) UPCM controllers, and two (2) TCM controllers with UC400 controllers, including operations and programming elements.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 140,000	\$ -	\$ 140,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 140,000	\$ -	\$ 140,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Trane

Date of Estimate: 12/9/2020

NARRATIVE JUSTIFICATION:

BAS are "technology" and subject to ever changing advances in performance capability, design standards and software requirements. Inevitably BAS requires replacement with upgrades to ensure uninterrupted system performance with mechanical and technical support. BAS upgrades help to ensure continuation of building system function with high levels of efficiency and facility user comfort and safety. LMC's full energy management system was last updated in 1997 with subsequent software updates, the systems is reaching its life expectancy. Part of the existing systems are obsolete and repair parts and technical support are increasingly difficult and in the near future will become impossible to receive. Replacement of the communications panel, computer and software will make the system faster, more accurate, and easier to maintain.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Landmark Center #720101

Item: Building Energy Mgmt. (BAS) System Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

To not fund this project will risk the inability to procure repair parts and not receive manufacturer's technical support. Maintaining the existing system will become increasingly frustrated and eventually impossible. The result will be increased energy consumption costs from the loss of system optimization including automated environment control.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously? Yes X No When? 2020-2025 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 would 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 would 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 does not recommend financing this project in 2023.

COUNTY MANAGER COMMENTS:

County Manager does not recommend financing this project in 2023.

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Central Fleet - 550301

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Central Fleet - 550301

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
1	Hoist Replacement	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -
2	Heavy Duty Mobile Column Lifts	200,000	-	200,000	-	-	-	-
TOTALS (Last Page Only)		\$ 400,000	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 3

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	___
		Or ROUTINE (Maintenance)	___	___
Code #: <u>Central Fleet-550301</u>		Item: <u>Hoist Replacement</u>		
<hr/>				
Account:	<u>441201</u> ___ <u>441212</u> ___	Dept Priority	Service Team Priority	
	<u>441202</u> ___ <u>OTHER</u> _____	Number: <u>1</u>	<u>5</u>	
			CM Ranking <u>5</u>	CIPAC Ranking <u>5</u>

PROJECT DESCRIPTION:

This project consists of the removal and replacement of an aging 80,000 lbs. capacity vehicle drive-on hoist at the Public Works Arden Hills facility. This hoist was installed when the Arden Hills Public Works facility was constructed in 2004. The project activities will consist of removal of the hoist, demolition and reconstruction of two recessed ""Pits"", installation of new similarly rated hoist in same location.

1. Excavating for (2) recessed pits.
2. Form and pour (2) pits for flush mount runways.
3. Run PVC chase pipe for hydraulic service lines to each lowering leg and power unit (control panel).
4. Unpack, assemble runways and components.
5. Set all (4) base plates. Determine elevations.
6. Place full contact shims, if necessary.
7. Anchor lowering legs,
8. Centering platforms and lowering in with (2) fork lifts for stability.
9. Set control panel.
10. Assemble V-Rex and program.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 200,000	\$ 200,000		\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -		-	-	-	-	-
State Funds	\$ -		-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Public Works Fleet Staff

Date of Estimate: 12/1/2020

NARRATIVE JUSTIFICATION:

The 80,000 lb hoist is used to service and maintain the largest vehicles and equipment in the county's fleet, some of which include snowplow trucks, super trucks, front end loaders, etc. It is the only hoist that fleet has its disposal to use for these larger vehicles and equipment. The hoist has become more problematic as it ages, needing increased repairs and service, that at times leaves the hoist unusable for long periods of time affecting Fleet operations. Through these service calls and repair, it was brought to our attention that the hoist was originally installed incorrectly due to a faulty pit construction that is the foundation for this hoist's operation. The failing of this "Pit" design has caused additional wear and tear as this hoist operates as intended.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Central Fleet-550301

Item: Hoist Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Fleet Service will eventually lose the use of this hoist as it will fail mechanically or will no longer be able to be certified for use. The expectation is that parts for future repairs will become harder to come by due to this hoist configuration being redesigned and updated by the manufacturer. This hoist is the only hoist capable of lifting heavy equipment such as front-end loaders, pavers, graders, and plow trucks while configured for winter operations. Productivity for these types of equipment repair would suffer, affecting emergency response and daily operations of multiple departments in the county. The safety of the fleet technicians is also a concern as work that could be done while the vehicle was supported on this hoist would now need to be done at ground level. More equipment would need to be utilized to ensure a safe work environment such as safety stands, forklifts, fluid containment devices and specialty equipment.

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.)

Labor increase for repairs as the additional labor for set up and out of position work would likely increase the total time on project. Departments that rely on this equipment would likely require them to be without equipment critical to their business needs for a longer period.

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 recommends financing this project for \$200,000 in 2022 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$200,000 in 2022.

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

Project # (CM Use Only)

COMBINED RANKING **16**

Department Name &		Project Title or		NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes <u>X</u>	No _____
Code #: Central Fleet - 550301		Item: Heavy Duty Mobile Column Lifts			_____	_____
Account:	441201____ 441212____	Dept Priority	Service Team Priority			
	441202____ OTHER_____	Number: 2	6	CM Ranking 17	CIPAC Ranking 14	

PROJECT DESCRIPTION:

Replace 8 mobile heavy duty column truck lifts at the Public Works Arden Hills facility

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 200,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Public Works Fleet Staff

Date of Estimate: Dec-20

NARRATIVE JUSTIFICATION:

Mobile lifts are used by fleet mechanics to service all kinds of different vehicles. They can be moved all around the shop area to be able to work in any location. One mobile lift is needed per wheel or two per axel to lift a vehicle off the ground to work on it. The current mobile lifts were moved from the old Public Works facility near I-694/Rice Street to the current Public Works Arden Hills facility and have been in use now for about 20 years. These units are at the end of their life with replacement parts and service becoming an issue. The technology on these lifts is old and outdated and the new mobile lifts have better technology for improved efficiency and safety for the fleet mechanics. The mobile lifts are used to service vehicles and equipment for many different departments in the county including Public Works, Parks and Recreation, Sheriff's Office, Correctional Facility, Public Health and Property Management. Maintaining these vehicles and equipment in an efficient and safe manner is an important part of providing services throughout the County. Fleet services has right sized and redeployed vehicles and equipment that now have multi-use capabilities thus reducing overall purchase costs and increased utilization. With this change, the maintenance and repair of these units has also changed. Having heavy duty mobile column lifts increases the effectiveness and safety of mechanics working on equipment.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Central Fleet - 550301

Item: Heavy Duty Mobile Column Lifts

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Mobile heavy duty column lifts are capable of lifting heavy equipment such as Super trucks, front-end loaders, pavers, graders, and snowplow trucks while configured for winter operations. Productivity for these types of equipment repair would suffer, thus affecting emergency and daily operations of multiple departments that rely on the use of these vehicles and equipment. The safety of mechanics is also a concern as work done on this type of equipment could be done while the vehicle was supported on these hoists reducing potential injury.

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.)

Labor increase for repairs as the additional labor for set up and out of position work would likely increase the total time on project. Departments that rely on this equipment would likely require them to be without equipment critical to their business needs for a longer period.

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!)

Estimated Useful Life: 20 Years

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$200,000 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$200,000 in 2023.

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Public Works - 550000

FUNDING SOURCE		Total All Years	ESTIMATED FUNDING					
			2022	2023	2024	2025	2026	2027
County Funds	County CIP Funds	\$ 12,675,000	\$ 2,000,000	\$ 2,000,000	\$ 2,675,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
County Funds	Ramsey County Regional Railroad Authority Levy	129,840,000	37,700,000	27,500,000	21,450,000	15,920,000	20,550,000	6,720,000
County Funds	Transit Sales & Use Tax	361,670,000	22,950,000	22,950,000	90,330,000	61,650,000	103,310,000	60,480,000
County Funds	Rice Creek Commons Project Funds	13,060,000	-	-	13,060,000	-	-	-
County Funds	Wheelage Tax	45,580,000	7,400,000	7,400,000	7,400,000	8,580,000	7,400,000	7,400,000
Federal Funds		410,090,000	81,990,000	77,880,000	168,550,000	81,670,000	-	-
State Funds		23,890,000	7,870,000	720,000	-	15,300,000	-	-
Other (Specify)	County State Aid Highway	108,630,000	17,795,000	29,605,000	12,975,000	20,495,000	13,880,000	13,880,000
Other (Specify)	Hennepin County Regional Railroad Authority Levy	17,920,000	-	-	8,960,000	8,960,000	-	-
Other (Specify)	Washington County Regional Railroad Authority Levy	102,300,000	34,100,000	34,100,000	34,100,000	-	-	-
Other (Specify)	Municipal	29,760,000	5,800,000	7,050,000	4,565,000	4,445,000	3,950,000	3,950,000
TOTALS (Must agree with Summary by Project)		\$ 1,255,415,000	\$ 217,605,000	\$ 209,205,000	\$ 364,065,000	\$ 219,020,000	\$ 151,090,000	\$ 94,430,000

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Public Works - 550000

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
1	Pavement Preservation	\$ 39,905,000	\$ 5,105,000	\$ 6,100,000	\$ 7,000,000	\$ 7,700,000	\$ 7,000,000	\$ 7,000,000
2	Road Construction	165,660,000	29,485,000	34,440,000	33,995,000	37,640,000	15,050,000	15,050,000
3	Transit Way Improvements	1,013,110,000	177,030,000	162,430,000	314,390,000	168,200,000	123,860,000	67,200,000
4	Traffic Signal Upgrades	13,740,000	2,600,000	2,215,000	4,125,000	1,600,000	1,600,000	1,600,000
5	Drainage Systems & Structures	3,920,000	720,000	600,000	600,000	600,000	700,000	700,000
6	Comprehensive Bridge Maintenance	2,300,000	100,000	400,000	400,000	400,000	500,000	500,000
7	Pedestrian & Bike Facilities	9,525,000	1,685,000	1,840,000	1,800,000	1,800,000	1,200,000	1,200,000
8	ADA Compliance	4,000,000	700,000	700,000	600,000	600,000	700,000	700,000
9	Roadway Appurtenances	2,100,000	100,000	400,000	400,000	400,000	400,000	400,000
10	New Equipment - Rd Mtce & Eng	480,000	80,000	80,000	80,000	80,000	80,000	80,000
11	Arden Hills facility Yard Lighting	675,000	-	-	675,000	-	-	-
TOTALS (Last Page Only)		\$ 1,255,415,000	\$ 217,605,000	\$ 209,205,000	\$ 364,065,000	\$ 219,020,000	\$ 151,090,000	\$ 94,430,000



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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>	___
<hr/>				
Account:	441201___ 441212___	Dept Priority	Service Team Priority	
	441202___ OTHER 443201	Number:		
		<u>1</u>	<u>3</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					
		2022	2023	2024	2025	2026	2027
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	\$ 440,000	440,000	-	-	-	-	-
Other (Specify): CSAH	\$ 6,675,000	875,000	300,000	1,200,000	1,900,000	1,200,000	1,200,000
Other (Specify): Municipal	\$ 55,000	55,000	-	-	-	-	-
Other (Specify): Wheelage Tax	\$ 20,735,000	1,735,000	3,800,000	3,800,000	3,800,000	3,800,000	3,800,000
Totals (Project/Item Funding)	\$ 39,905,000	\$ 5,105,000	\$ 6,100,000	\$ 7,000,000	\$ 7,700,000	\$ 7,000,000	\$ 7,000,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-20

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 prioritized and completed based on road surface condition, potential safety improvements, historical and geographical context, and available funding. Major maintenance activities 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>	___	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 (2022-2027)
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 proposed financing this project using bond proceeds of \$2,000,000 in 2022 and \$2,000,000 in 2023 along with State Funds, County State Aid Highway (CSAH) Funds, Municipal Funds and Wheelage Tax Funds.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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 #: Public Works - 550000	Item: Road Construction		___	X
			X	___

Account:	441201___	441212___	Dept Priority Number:	2	Service Team Priority	N/A	CM Ranking	not ranked	CIPAC Ranking	not ranked
	441202___	OTHER 442305								

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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ 10,250,000	3,250,000	-	7,000,000	-	-	-
State Funds	\$ 17,925,000	2,625,000	-	-	15,300,000	-	-
Other (Specify): Rice Creek Commons Project	\$ 13,060,000	-	-	13,060,000	-	-	-
Other (Specify): County State Aid Highway	\$ 93,310,000	16,645,000	27,995,000	9,855,000	16,615,000	11,100,000	11,100,000
Other (Specify): Municipal	\$ 27,200,000	5,335,000	6,265,000	3,755,000	3,945,000	3,950,000	3,950,000
Other (Specify): Wheelage Tax	\$ 3,915,000	1,630,000	180,000	325,000	1,780,000		
Totals (Project/Item Funding)	\$ 165,660,000	\$ 29,485,000	\$ 34,440,000	\$ 33,995,000	\$ 37,640,000	\$ 15,050,000	\$ 15,050,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-20

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	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 (2022-2027)
DETAIL BY PROJECT

Project # (CM Use Only)

Department Name & Code

#: Public Works - 550000

Project Title or Item: 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 <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)		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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Federal Funds, State Funds, Rice Creek Commons Project, County State Aid Highway (CSAH) Funds, Municipal Funds and Wheelage Tax Funds in 2022 and 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING NR

Department Name & Code #: <u>Public Works - 125000</u>	Project Title or Item: <u>Transit Way Improvements</u>	NON-ROUTINE (New/Renovation) <u>X</u> Or ROUTINE (Maintenance) <u>X</u>	Yes <u>X</u>	No ____
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Account:	441201____	441212____	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
	441202____	OTHER <u>424625</u>	Number:	<u>3</u>	<u>N/A</u>	<u>not ranked</u>
						<u>not ranked</u>

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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ 396,980,000	77,880,000	77,880,000	159,550,000	81,670,000	-	-
State Funds	\$ 4,400,000	4,400,000	-	-	-	-	-
Other (Specify): Hennepin County Regional Railroad	\$ 17,920,000	-	-	8,960,000	8,960,000	-	-
Other (Specify): Washington County Regional Railroad	\$ 102,300,000	34,100,000	34,100,000	34,100,000	-	-	-
Other (Specify): Regional Railroad Authority Levy	\$ 129,840,000	37,700,000	27,500,000	21,450,000	15,920,000	20,550,000	6,720,000
Other (Specify): Transit Sales & Use Tax	\$ 361,670,000	22,950,000	22,950,000	90,330,000	61,650,000	103,310,000	60,480,000
Totals (Project/Item Funding)	\$ 1,013,110,000	\$ 177,030,000	\$ 162,430,000	\$ 314,390,000	\$ 168,200,000	\$ 123,860,000	\$ 67,200,000

Who Prepared Cost Estimate: Public Works Multi-Modal Staff

Date of Estimate: Dec-20

NARRATIVE JUSTIFICATION:

The funds are needed to advance the METRO Gold Line Bus Rapid Transit Project, Rush Line Bus Rapid Transit Project, and Riverview Corridor, in addition to providing funding for future rail property acquisitions and capital reserves for the Union Depot. The METRO Gold Line Bus Rapid Transit Project completed its environmental documentation and is nearing completion of 60% engineering plans with the completion of 100% plans in the summer of 2021. Construction is anticipated to start in late 2021 with service beginning in 2024. The Rush Line Bus Rapid Transit Project will complete its environmental documentation and transition to the Metropolitan Council in 2021. Project Development will be complete in 2023 and Engineering will be complete in 2024. The Riverview Corridor will begin its three year Engineering and Pre-Environmental Phase with completion in late 2023.

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 (2022-2027)
DETAIL BY PROJECT

Project # (CM Use Only)

Department Name & Code

#: Public Works - 125000

Project Title or Item: Transit Way Improvements

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 x

No

When? Annually

If project was funded, are carryover funds available?

Yes X

No x

Year(s) and amounts budgeted and expended

Year(s) Annually

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:

CIPAC did not rank this project, as no bond funding was requested in 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Federal Funds, State Funds, Washington County Regional Railroad Funds, Ramsey County Regional Railroad Authority Levy, and Transit & Sales Tax Funds in 2022 and 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Yes **No**

Department Name &		Project Title or		NON-ROUTINE (New/Renovation)		
Code #: Public Works - 550000		Item: Traffic Signal Upgrades		Or ROUTINE (Maintenance)	<u>X</u>	<u> </u>

Account:	441201	441212	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
	441202	OTHER 442320	Number: 4	N/A	not ranked	not ranked

PROJECT DESCRIPTION:

Replacement and upgrades to traffic signal systems.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ 2,000,000	-	-	2,000,000	-	-	-
State Funds	\$ 1,125,000	405,000	720,000	-	-	-	-
Other (Specify): CSAH	\$ 5,035,000	-	820,000	1,215,000	1,000,000	1,000,000	1,000,000
Other (Specify): Municipal	\$ 815,000	360,000	145,000	310,000			
Other (Specify): Wheelage Tax	\$ 4,765,000	1,835,000	530,000	600,000	600,000	600,000	600,000
Totals (Project/Item Funding)	\$ 13,740,000	\$ 2,600,000	\$ 2,215,000	\$ 4,125,000	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-20

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 \$250,000 to \$300,000.

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 (2022-2027)
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 X

When? _____

If project was funded, are carryover funds available?

Yes

No

Year(s) and amounts budgeted and expended

Year(s) 2018 & 2019

Budgeted/Expended \$800,000 annually

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:

30 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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with State Funds, Municipal Funds, and Wheelage Tax Funds in 2022 and adding County State Aid Highway (CSAH) Funds in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: Public Works - 550000	Item: Drainage Systems & Structures	Or ROUTINE (Maintenance)	<u> X </u>	<u> </u>
Account: 441201____ 441212____ 441202____ OTHER	Dept Priority Number: <u> 5 </u>	Service Team Priority <u> N/A </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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Municipal	\$ 50,000	50,000					
Other (Specify): Wheelage Tax	\$ 3,870,000	670,000	600,000	600,000	600,000	700,000	700,000
Totals (Project/Item Funding)	\$ 3,920,000	\$ 720,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 700,000	\$ 700,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-20

NARRATIVE JUSTIFICATION:
Ramsey County Public Works has an estimated 11,000 to 12,000 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 40 outfalls annually. The county's Asset Management system 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>	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 (2022-2027)
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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Municipal Funds and Wheelage Tax Funds in 2022 and Wheelage Tax Funds in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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>Public Works - 550000</u>	Item: <u>Comprehensive Bridge Maintenance</u>		<u>X</u>	_____

Account:	441201 _____	441212 _____	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
	441202 _____	OTHER <u>443201</u>	Number:	<u>6</u>	<u>N/A</u>	<u>not ranked</u>
					<u>not ranked</u>	<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 work 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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Wheelage Tax	\$ 2,300,000	100,000	400,000	400,000	400,000	500,000	500,000
Totals (Project/Item Funding)	\$ 2,300,000	\$ 100,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 500,000	\$ 500,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-20

NARRATIVE JUSTIFICATION:

The Ramsey County Public Works Department maintains the suburban County bridges. 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 annual maintenance payment to the city, however, does not cover extraordinary repairs including replacement of repairs to decks, repair masonry joints, vehicle impact damage 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>	_____	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 (2022-2027)
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, possible load weight restrictions and ultimately closures. Load posting and 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 X

No

When? Annually since 1998.

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.)

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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Wheelage Tax Funds in 2022 and 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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>Public Works - 550000</u>	Item: <u>Pedestrian & Bike Facilities</u>		<u>X</u>	_____

Account:	441201 _____	441212 _____	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
	441202 _____	OTHER <u>443201</u>	Number:	<u>7</u>	<u>N/A</u>	<u>not ranked</u>
						<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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ 860,000	860,000	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): CSAH	\$ 3,130,000	195,000	410,000	625,000	900,000	500,000	500,000
Other (Specify): Municipal	\$ 1,640,000	-	640,000	500,000	500,000		
Other (Specify): Wheelage Tax	\$ 3,895,000	630,000	790,000	675,000	400,000	700,000	700,000
Totals (Project/Item Funding)	\$ 9,525,000	\$ 1,685,000	\$ 1,840,000	\$ 1,800,000	\$ 1,800,000	\$ 1,200,000	\$ 1,200,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-20

NARRATIVE JUSTIFICATION:

In order to provide safe and efficient multi-modal travel, Public Works allocates funding annually towards construction and/or enhancements to sidewalks, trails, and on-street facilities within the county highway system. These projects are developed in cooperation with municipal partners based on needs and benefits. Improvements constructed under this initiative include stand-alone projects as well as features within pavement preservation and reconstruction projects.

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 (2022-2027)
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 X

When?

If project was funded, are carryover funds available?

Yes___

No___

Year(s) and amounts budgeted and expended

Year(s) 2018 & 2019

Budgeted/Expended \$800,000 (2018) \$700,000 (2019)

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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Federal Funds, County State Aid Highway (CSAH) Funds and Wheelage Tax Funds in 2022 and CSAH Funds, Municipal Funds, and Wheelage Tax Funds in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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>Public Works - 550000</u>	Item: <u>ADA Compliance</u>		<u>X</u>	_____

Account:	441201 _____	441212 _____	Dept Priority Number:	<u>8</u>	Service Team Priority	<u>N/A</u>	CM Ranking	<u>not ranked</u>	CIPAC Ranking	<u>not ranked</u>
	441202 _____	OTHER <u>443201</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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Wheelage Tax	\$ 4,000,000	700,000	700,000	600,000	600,000	700,000	700,000
Totals (Project/Item Funding)	\$ 4,000,000	\$ 700,000	\$ 700,000	\$ 600,000	\$ 600,000	\$ 700,000	\$ 700,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-20

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 includes upgraded curb ramps, accessible pedestrian signal (APS) systems, traffic signal upgrades and other pedestrian enhancements. Allocating a portion of Wheelage Tax to construction and improvements of pedestrian facilities, in conjunction with the pavement preservation program, ensures that the existing facilities are brought into compliance appropriately and effectively. This initiative is 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>	_____	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 (2022-2027)
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___	No X	When?
If project was funded, are carryover funds available?	Yes___	No___	
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.)

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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Wheelage Tax Funds in 2022 and 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2020-2027)
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 #: Public Works - 550000	Item: Roadway Appurtenances		<u> X </u>	<u> </u>
<hr/>				
Account: 441201 <u> </u> 441212 <u> </u>	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
441202 <u> </u> OTHER <u>443201</u>	Number: <u> 9 </u>	<u> N/A </u>	<u>not ranked</u>	<u>not ranked</u>

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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Wheelage Tax	\$ 2,100,000	100,000	400,000	400,000	400,000	400,000	400,000
Totals (Project/Item Funding)	\$ 2,100,000	\$ 100,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000

Who Prepared Cost Estimate: Public Works Engineering Staff

Date of Estimate: Dec-20

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 current system guardrails, many do not meet height guidelines and 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	<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 (2020-2027)
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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with Wheelage Tax Funds in 2022 and 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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	Dept Priority	Service Team Priority		
441202 <u> </u> OTHER <u> </u>	Number: <u> 10 </u>	<u> N/A </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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): County State Aid Highway	\$ 480,000	80,000	80,000	80,000	80,000	80,000	80,000
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-20

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 (2022-2027)
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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project with State Funds in 2022 and 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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>Arden Hills facility Yard Lighting</u>		<u>X</u>	___
<hr/>				
Account: 441201___ 441212___ 441202___ OTHER <u>441207</u>	Dept Priority Number: <u>11</u>	Service Team Priority <u>N/A</u>	CM Ranking <u>not ranked</u>	CIPAC Ranking <u>not ranked</u>

PROJECT DESCRIPTION:

Provide OSHA required lighting levels in rear yard work area of the Arden Hills Public Works facility for employees and tenants to perform work or to have safe travel by foot.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 675,000	\$ -	\$ -	\$ 675,000	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 675,000	\$ -	\$ -	\$ 675,000	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Wold Engineering

Date of Estimate: 25-Jan-18

NARRATIVE JUSTIFICATION:

The Arden Hills Public Works facility is a joint facility between Ramsey County Public Works, Ramsey County Sheriff, Arden Hills Public Works and Mounds View School District Maintenance. Due to the operations of these entities, there is often work activity occurring in the dark in the back yard area where materials are stored and where all vehicles come and go from. This is especially true when employees are called in in the middle of the night for snow and ice operations. Since occupancy of public works campus, numerous requests for improved lighting of rear outdoor work area have been made by tenants. Several close calls or "near misses" have been reported where employees have come close to being hit by vehicles because the operator of the vehicle could not see the other person due to inadequate lighting. Additional near misses have been reported while attempting to load or secure equipment during early morning or night work.

The yard lighting that is currently in place was installed when the building was first built in 2004. Property Management has replaced some lighting along the buildings to improve some visibility issues and install more efficient lighting, but it has not addressed the larger concern. Property Management contracted with Wold Engineering in 2018 to conduct a lighting analysis, which showed that there are many areas with the yard that do not meet the minimum lighting standards set forth by OSHA.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Public Works - 550000

Item: Arden Hills facility Yard Lighting

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Serious injury or death to employee and or damage to equipment; potential fines levied by Minnesota OSHA up to \$134,937 per violation for a willful violation and/or \$13,494 per violation or per day beyond abatement date.

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.)

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

LED technology continues to improve and become less costly and more efficient while providing better lighting levels. The new lighting would utilize the most recent technology to maximize the lighting levels while being as energy efficient as they can be.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Estimated Useful Life: 20

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 2022 or 2023.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2022 or 2023.

Roadway Pavement Preservation Improvements - 2022													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Hugo Rd	154	Park Ave to County Rd J	RC	WBT	Pavement Preservation		\$440			\$440			\$880
Jackson Street	55	Arlington Ave to Larpenteur Ave	RC	SP	Pavement Preservation		\$170						\$170
Lexington Avenue	51	Highway 36 to County Rd C2	RC	RV	Pavement Preservation		\$760						\$760
McKnight Road	68	Beam Ave to County Rd D	RC	MW/NSP	Pavement Preservation		\$350						\$350
Old Highway 8	77	CR D to 5th Ave.	RC	NB	Right of way		\$55		\$55				\$110
Randolph Avenue	38	I-35E to West 7th St	RC	SP	Pavement Preservation		\$485						\$485
Rice Street	49	County Rd B2 to Owasso Blvd N	RC	LC/RV	Pavement Preservation			\$875					\$875
St Paul Avenue	46	Edgcumbe Rd to Cleveland Ave	RC	SP	Pavement Preservation		\$395						\$395
Various					Crack Seal		\$1,080						\$1,080
													\$0
Total 2022						\$0	\$3,735	\$875	\$55	\$440	\$0	\$0	\$5,105
Roadway Pavement Preservation Improvements - 2023													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Beam Avenue	20	US 61 to Swanson St (Mall Entrance)	RC	MW	Pavement Preservation		\$760						\$760
Cleveland Avenue	46	Ford Pkwy to Randolph Ave	RC	SP	Pavement Preservation		\$285						\$285
County Road B2	111	Dale St to Rice St	RC	RV	Pavement Preservation		\$290						\$290
County Road C	23	Hazelwood St to White Bear Ave	RC	MW	Pavement Preservation		\$470						\$470
County Road E	15	Lexington Ave to Victoria St	RC	SV	Pavement Preservation		\$190						\$190
County Road J	1	W. County Line to US 10	RC	MV	Pavement Preservation		\$200						\$200
Labore Road	108	County Rd E to Goose Lake Rd	RC	GL/VH	Pavement Preservation		\$240						\$240
Larpenteur Avenue	30	East Shore Dr to Flandrau St	RC	MW/SP	Pavement Preservation		\$550						\$550
Old Highway 8	77	CR E to 5th Ave.	RC	NB	Preservation/Signals		\$1,000		\$300				\$1,300
Randolph Avenue	38	Cleveland Ave to Brimhall St	RC	SP	Pavement Preservation		\$540						\$540
Old Snelling Ave N	76	County Rd E to County Highway 96	RC	AH	Pavement Preservation		\$1,030						\$1,030
					Crack Seal		\$245						\$245
													\$0
Total 2023						\$0	\$5,800	\$0	\$300	\$0	\$0	\$0	\$6,100
Roadway Pavement Preservation Improvements 2024													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Pavement Preservation	\$1,200	\$5,600						\$6,800
Various					Crack Seal		\$200						\$200
													\$0
Total 2024						\$1,200	\$5,800	\$0	\$0	\$0	\$0	\$0	\$7,000
Roadway Pavement Preservation Improvements - 2025													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
White Bear Avenue	65	Frost Ave. to Beam Ave.	RC	MW/WB	Preservation	\$700							\$700
Old Highway 8	77	CR D to CR E	RC	NB	Preservation	\$800							\$800
Various					Pavement Preservation	\$400	\$5,600						\$6,000
Various					Crack Seal		\$200						\$200
													\$0
													\$0
Total 2025						\$1,900	\$5,800	\$0	\$0	\$0	\$0	\$0	\$7,700

Roadway Construction Improvements - 2022													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
County Road B	25	Snelling Ave.to Lexington Ave.	RC	RV	Right of way	\$160			\$160				\$320
County Road B2	78	at Lexington Ave.	RC	RV	Construction	\$935			\$40		\$750		\$1,725
County Road D	19	Greenbrier St. to CR D Cir.	RC	LC/MW/VH	Planning/Design	\$450			\$110				\$560
County Road E	15	at Old Snelling Ave.	AH	AH	Right of way	\$200			\$200				\$400
Eustis Street	127	St Paul Border to Larpenteur Ave	RC	LD	Planning/Design		\$220		\$50				\$270
Jackson Street	55	Pennsylvania Ave. to Acker St.	RC	SP	Planning/Design	\$1,000			\$290				\$1,290
Jackson Street	55	Rose Ave. to Arlington Ave.	RC	SP	Planning/Design	\$1,200			\$285				\$1,485
Lexington Avenue	51	CR E to I-694	RC	AH/SV	Construction	\$10,700			\$1,760	\$25			\$12,485
Lexington Parkway	51	Shepard Rd. to W. 7th St.	RC	SP	Construction				\$1,500		\$2,500		\$4,000
Rice Street	49	Maryland Ave. to Wheelock Pkwy	RC	SP	Right of way			\$300	\$300				\$600
Rice Street	49	Pennsylvania Ave. to Maryland Ave.	RC	SP	Construction			\$600	\$100				\$700
Rice Street	49	Wheelock Pkwy. to CR B	RC	MW/RV/SP	Planning/Design			\$800	\$140				\$940
South Shore Blvd	94	White Bear Ave to CR F	RC	WB/WBT	Construction		\$1,410		\$100	\$2,600			\$4,110
TCAAP Spine Road		CSAH 96 to CR H	RC	AH	Construction							\$13,060	\$13,060
White Bear Avenue	65	Larpenteur Ave to North St Paul Rd	RC	MW/SP	Right of way	\$300			\$300				\$600
													\$0
Total 2022						\$14,945	\$1,630	\$1,700	\$5,335	\$2,625	\$3,250	\$13,060	\$42,545
Roadway Construction Improvements - 2023													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
County Road B	25	Snelling Ave.to Lexington Ave.	RC	RV	Construction	\$3,535			\$1,440				\$4,975
County Road E	15	at Old Snelling Ave.	AH	AH	Construction	\$1,125			\$375				\$1,500
County Road J	81	Centerville Rd. to Otter Lake Rd.	RC	NO/WBT	Right of way	\$250			\$500			\$250	\$1,000
Hodgson Road	49	Gramsie Rd. to CSAH 96	RC	SV/VH	Construction			\$9,640	\$1,725				\$11,365
Otter Lake Rd	60	CSAH 96 to 4th Ave	RC	WB	Right of way	\$550			\$550				\$1,100
Rice Street	49	Maryland Ave. to Wheelock Pkwy	RC	SP	Construction			\$5,000	\$1,300				\$6,300
White Bear Avenue	65	Larpenteur Ave to North St Paul Rd	RC	MW/SP	Construction	\$7,645	\$180		\$375				\$8,200
													\$0
													\$0
Total - 2023						\$13,105	\$180	\$14,640	\$6,265	\$0	\$0	\$250	\$34,440
Roadway Construction Improvements - 2024													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
County Road D	19	Greenbrier St. to CR D Cir.	RC	LC/MW/VH	Right of way	\$200			\$200				\$400
County Road J	81	Centerville Rd. to Otter Lake Rd.	RC	NO/WBT	Construction	\$5,000			\$2,400		\$7,000		\$14,400
Eustis Street	127	St Paul Border to Larpenteur Ave	RC	LD	Right of way		\$325		\$325				\$650
Jackson Street	55	Pennsylvania Ave. to Acker St.	RC	SP	Right of way	\$200			\$200				\$400
Jackson Street	55	Rose Ave. to Arlington Ave.	RC	SP	Right of way	\$200			\$200				\$400
Otter Lake Road	60	CSAH 96 to 4th Ave	RC	WB	Construction	\$4,055			\$230				\$4,285
Rice Street	49	Wheelock Pkwy. to CR B	RC	MW/RV/SP	Right of way			\$200	\$200				\$400
													\$0
													\$0
													\$0
Total 2024						\$9,655	\$325	\$200	\$3,755	\$0	\$7,000	\$0	\$20,935
Roadway Construction Improvements - 2025													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
County Road D	19	Greenbrier St. to CR D Cir.	RC	LC/MW/VH	Construction	\$3,965			\$500				\$4,465
Eustis Street	127	St Paul Border to Larpenteur Ave	RC	LD	Construction		\$1,780		\$450				\$2,230
Jackson Street	55	Pennsylvania Ave. to Acker St.	RC	SP	Construction	\$3,060			\$500	\$7,200			\$10,760
Jackson Street	55	Rose Ave. to Arlington Ave.	RC	SP	Construction	\$2,590			\$1,690	\$8,100			\$12,380
Rice Street	49	Wheelock Pkwy. to CR B	RC	MW/RV/SP	Construction			\$7,000	\$805				\$7,805
Total - 2025						\$9,615	\$1,780	\$7,000	\$3,945	\$15,300	\$0	\$0	\$37,640

Transitway Improvements - 2022

Transitway		Termini	Lead Agency	City	Work Type	Federal 5309	CTIB / State	Henn Co / HCRRA	Wash Co / WCRRA	Ramsey County	RCRRA	Total
Gold Line		Saint Paul, Woodbury	Metro Transit	Saint Paul	Construction	\$77,880	\$4,400		\$34,100	\$21,240	\$5,530	\$143,150
Rush Line		Saint Paul, White Bear Lake	Metro Transit	STP, MW, VH, GL, WBL, WBT	Planning/Design					\$36,000	\$4,000	\$40,000
Riverview		Saint Paul, Bloomington	Ramsey County	Saint Paul	Planning/Design							
Total 2022						\$77,880	\$4,400	\$0	\$34,100	\$57,240	\$9,530	\$183,150

Transitway Improvements - 2023

Transitway		Termini	Lead Agency	City	Work Type	Federal 5309	CTIB / State	Henn Co / HCRRA	Wash Co / WCRRA	Ramsey County	RCRRA	Total
Gold Line		Saint Paul, Woodbury	Metro Transit	Saint Paul	Construction	\$77,880			\$34,100	\$21,240	\$5,530	\$138,750
Rush Line		Saint Paul, White Bear Lake	Metro Transit	STP, MW, VH, GL, WBL, WBT	Planning/Design					\$22,500	\$2,500	\$25,000
Riverview		Saint Paul, Bloomington	Ramsey County	Saint Paul	Planning/Design							
Total 2023						\$77,880	\$0	\$0	\$34,100	\$43,740	\$8,030	\$163,750

Transitway Improvements - 2024

Transitway		Termini	Lead Agency	City	Work Type	Federal 5309	CTIB / State	Henn Co / HCRRA	Wash Co / WCRRA	Ramsey County	RCRRA	Total
Gold Line		Saint Paul, Woodbury	Metro Transit	Saint Paul	Construction	\$77,880			\$34,100	\$21,240	\$5,530	\$138,750
Rush Line		Saint Paul, White Bear Lake	Metro Transit	STP, MPL, VH, GL, WBL, WBT	Construction	\$81,670				\$42,830	\$13,830	\$138,330
Riverview		Saint Paul, Bloomington	Ramsey County	Saint Paul	Planning/Design			\$8,960		\$18,820	\$2,090	\$29,870
Total 2024						\$159,550	\$0	\$8,960	\$34,100	\$82,890	\$21,450	\$306,950

Transitway Improvements - 2025

Transitway		Termini	Lead Agency	City	Work Type	Federal 5309	CTIB / State	Henn Co / HCRRA	Wash Co / WCRRA	Ramsey County	RCRRA	Total
Gold Line		Saint Paul, Woodbury	Metro Transit	Saint Paul	Construction							\$0
Rush Line		Saint Paul, White Bear Lake	Metro Transit	STP, MPL, VH, GL, WBL, WBT	Construction	\$81,670				\$42,830	\$13,830	\$138,330
Riverview		Saint Paul, Bloomington	Ramsey County	Saint Paul	Planning/Design			\$8,960		\$18,820	\$2,090	\$29,870
Total 2025						\$81,670	\$0	\$8,960	\$0	\$61,650	\$15,920	\$168,200

Traffic Signal Upgrades - 2022													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Hamline Avenue		Highway 36	MnDOT	RV	Signal Reconstruction		\$190		\$95	\$95			\$380
Pierce Butler Rte	33	at Minnehaha Ave	SP	SP	Signal Reconstruction		\$835		\$185				\$1,020
Silver Lake Road	44	I-694 South and North Ramps	MnDOT	NB	Signal Reconstruction		\$310		\$80	\$310			\$700
Various					Traffic Signals		\$300						\$300
Various					Traffic Studies		\$200						\$200
Total 2022						\$0	\$1,835	\$0	\$360	\$405	\$0	\$0	\$2,600
Traffic Signal Upgrades - 2023													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Fairview Avenue	48	at TH 36 ramps	MnDOT	RV	Signal reconstruction	\$310			\$80	\$310			\$700
Little Canada Road	21	at I-35E Ramps	MnDOT	LC	Signal reconstruction	\$440			\$65	\$410			\$915
Various					Traffic Signals	\$70	\$430						\$500
Various					Traffic Studies		\$100						\$100
Total 2023						\$820	\$530	\$0	\$145	\$720	\$0	\$0	\$2,215
Traffic Signal Upgrades - 2024													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Dale Street	53	Como Ave to Highway 36	RC	RV/SP	Preservation/Signals	\$1,215			\$310		\$2,000		\$3,525
Various					Traffic Signals		\$500						\$500
Various					Traffic Studies		\$100						\$100
Total 2024						\$1,215	\$600	\$0	\$310	\$0	\$2,000	\$0	\$4,125
Traffic Signal Upgrades - 2025													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Traffic Signals	\$1,000	\$500						\$1,500
Various					Traffic Studies		\$100						\$100
Total 2025						\$1,000	\$600	\$0	\$0	\$0	\$0	\$0	\$1,600

Stormwater Improvements - 2022													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
County Road B	25	at I-35E	RC	LC/MW	Planning/Design		\$200						\$200
Edgerton Street	58	at Centerville Rd.	RC	VH	Planning/Design		\$220						\$220
Hamline Avenue	50	at Clarmar Ave.	RV	RV	Construction		\$50		\$50				\$100
Various					Drainage Systems		\$200						\$200
													\$0
Total 2022						\$0	\$670	\$0	\$50	\$0	\$0	\$0	\$720
Stormwater Improvements - 2023													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Drainage Systems		\$600						\$600
													\$0
Total 2023						\$0	\$600	\$0	\$0	\$0	\$0	\$0	\$600
Stormwater Improvements - 2024													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Drainage Systems		\$600						\$600
													\$0
Total 2024						\$0	\$600	\$0	\$0	\$0	\$0	\$0	\$600
Stormwater Improvements													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Drainage Systems		\$600						\$600
Total						\$0	\$600	\$0	\$0	\$0	\$0	\$0	\$600

Bridge Maintenance - 2022													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Bridges		\$100						\$100
Total 2022						\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$100
Bridge Maintenance - 2023													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Bridges		\$400						\$400
Total 2023						\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400
Bridge Maintenance - 2024													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Bridges		\$400						\$400
Total 2024						\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400
Bridge Maintenance - 2025													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Bridges		\$400						\$400
Total 2025						\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400

Pedestrian / Bicycle Improvements - 2022													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Larpenteur Ave	30	McKnight Ave to Sterling St	MW	MW	Planning/Design		\$100		\$25				\$125
Lexington Avenue	51	Sherren st. to Sandhurst Dr.	RV	RV	Construction		\$170		\$170				\$340
University Avenue	34	Wheeler St to Arundel St.	RC	SP	Construction		\$60				\$860		\$920
Various					Ped/Bike Facilities		\$300						\$300
													\$0
Total 2022						\$0	\$630	\$0	\$195	\$0	\$860	\$0	\$1,685
Pedestrian / Bicycle Improvements - 2023													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Larpenteur Avenue	30	McKnight Ave to Sterling St	MW	MW	Right of Way	\$200			\$200				\$400
Larpenteur Avenue	30	Dale St to Farrington St	SP	SP	Construction		\$200		\$200				\$400
Larpenteur Avenue	30	Hamline Ave to Victoria St	SP	SP	Construction		\$240		\$240				\$480
Various					Ped/Bike Facilities	\$210	\$350						\$560
													\$0
Total 2023						\$410	\$790	\$0	\$640	\$0	\$0	\$0	\$1,840
Pedestrian / Bicycle Improvements - 2024													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Larpenteur Avenue	30	McKnight Ave to Sterling St	MW	MW	Construction	\$500			\$500				\$1,000
Various					Ped/Bike Facilities	\$125	\$675						\$800
Total 2024						\$625	\$675	\$0	\$500	\$0	\$0	\$0	\$1,800
Pedestrian / Bicycle Improvements - 2025													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Larpenteur Avenue	30	McKnight Ave to Sterling St	RC	MW	Construction	\$500			\$500				\$1,000
Various					Ped/Bike Facilities	\$400	\$400						\$800
Total 2025						\$900	\$400	\$0	\$500	\$0	\$0	\$0	\$1,800

ADA Compliance - 2022													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					ADA Compliance		\$700						\$700
Total 2022							\$700	\$0	\$0	\$0	\$0	\$0	\$700
ADA Compliance - 2023													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					ADA Compliance		\$700						\$700
Total 2023						\$0	\$700	\$0	\$0	\$0	\$0	\$0	\$700
ADA Compliance - 2024													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					ADA Compliance		\$600						\$600
Total 2024						\$0	\$600	\$0	\$0	\$0	\$0	\$0	\$600
ADA Compliance - 2025													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					ADA Compliance		\$600						\$600
Total 2025						\$0	\$600	\$0	\$0	\$0	\$0	\$0	\$600

Roadway Appurtenances - 2022													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Roadway Appurtenances		\$100						\$100
Total 2022						\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$100
Roadway Appurtenances - 2023													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Roadway Appurtenances		\$400						\$400
Total 2023						\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400
Roadway Appurtenances - 2024													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Roadway Appurtenances		\$400						\$400
Total 2024						\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400
Roadway Appurtenances - 2025													
Road Name	Road No.	Termini	Lead Agency	City	Work Type	CSAH	County	County Turnback	Local	State	Federal	Other	Total
Various					Roadway Appurtenances		\$400						\$400
Total - 2025						\$0	\$400	\$0	\$0	\$0	\$0	\$0	\$400

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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Ramsey County Care Center

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 2,904,650	\$ 437,250	\$ 301,444	\$ 981,556	\$ 272,900	\$ 624,000	\$ 287,500
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 2,904,650	\$ 437,250	\$ 301,444	\$ 981,556	\$ 272,900	\$ 624,000	\$ 287,500

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Ramsey County Care Center

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
1	CCURE Card Access System Module Replacement and Camera System Design and Replacement	102,000	52,000	50,000	-	-	-	-
2	Exterior Tuck-pointing - Brick Repair	95,250	95,250	-	-	-	-	-
3	Plumbing System Update	290,000	290,000	-	-	-	-	-
4	Building Automation System Upgrade	178,000	-	178,000	-	-	-	-
5	Roof Replacement	845,000	-	73,444	771,556	-	-	-
6	Windows, Entrance Doors, and Solarium and Admin Windows Glazing	210,000	-	-	210,000	-	-	-
7	Interior and Exterior Lighting System Upgrade	161,000	-	-	-	161,000	-	-
8	Parking Lot Mill and Overlay, Curbing & Strip & Concrete Work	735,900	-	-	-	111,900	624,000	-
9	Elevators Design & Upgrade	287,500	-	-	-	-	-	287,500
TOTALS (Last Page Only)		\$ 2,904,650	\$ 437,250	\$ 301,444	\$ 981,556	\$ 272,900	\$ 624,000	\$ 287,500



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 6

Department Name & Ramsey County Care Center		Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
				<u>X</u>	___
Code #: 610180		Item: CCURE Card Access System Module Replacement and Camera System Design and Replacement	Or ROUTINE (Maintenance)	___	<u>X</u>

Account:	441201 ___	441212 ___	Dept Priority	Service Team Priority		
	441202 ___	OTHER ___	Number: 1	N/A	CM Ranking 9	CIPAC Ranking 2

PROJECT DESCRIPTION:

Ramsey County Care Center Facility Management identifies the need to replace the existing building security system control panels and power supplies and security camera system and related components which operate the security system. Access control panels and camera systems are “technology” and subject to ever changing advances in performance, design standards and software requirements. More critical and inevitable, circuit systems inside the panels and other equipment physically wear out due to constant electric conductivity. The existing systems are beyond their useful life, no longer supported by the manufacturer and are physically worn inside. These access control panel and camera systems require replacement with upgrades to ensure uninterrupted building security system performance with mechanical and technical support.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 102,000	\$ 52,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 102,000	\$ 52,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Cost estimate is based on 2013 CCAMPP report and cost estimate, 2.5% annual escalations, 15% design, and 15% project contingency.

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

Existing equipment is at or near end of useful life. Procurement of repair parts is difficult and eventually will be impossible. The manufacturer no longer supports the existing card access systems with replacement parts or technical support. Wear from aging panel circuits and other components has a detrimental effect on system reliability in terms of programming, monitoring and response. This condition is a compromise to building security, County services security and life safety. Replacement with new systems will provide more robust and customizable security programming options and bring solution to all the problematic existing conditions.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name & Care Center

Project Title or

Code #: 610180

Item: CCURE Card Access System Module Replacement and Camera System Design and Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The Care Center operates as a supervised, 24/7/365 living facility for several hundred elderly adults; many of whom have severe medical conditions and physical disabilities. To not fund this request would subject this especially vulnerable population to compromised quality of living conditions. If existing conditions are left uncorrected and consequences develop which cause a portion of the facility to temporarily close for a response, the disruption will be especially difficult for residents and their families.

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.)

None.

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

Insignificant.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Facility conditions and resident experience directly informs the Care Center reputation in the community which in turn contributes to occupancy rates and revenues.

Estimated Useful Life: 10 years

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$52,000 in 2022 and for \$50,000 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$52,000 in 2022 and \$50,000 in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 13

Department Name & Ramsey County Care Center	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		Or ROUTINE (Maintenance)	<u>X</u>	___
Code #: 610180	Item: Exterior Tuck-pointing - Brick Repair		___	<u>X</u>
<hr/>				
Account: 441201___ 441212___	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
441202___ OTHER_____	Number: 2	N/A	18	10

PROJECT DESCRIPTION:

Ramsey County Care Center Facility Management identifies the need to preform select areas of masonry tuck pointing and related repair to the exterior envelope of the facility. This project will repair or remove and replace aged or failing brick; weather resistant caulking that has separated, disintegrated or is missing; related mortar systems that are cracked, spalled or missing.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING							
		2022	2023	2024	2025	2026	2027		
County Funds	\$ 95,250	\$ 95,250	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Funds	\$ -	-	-	-	-	-	-		
State Funds	\$ -	-	-	-	-	-	-		
Other (Specify):	\$ -	-	-	-	-	-	-		
Totals (Project/Item Funding)	\$ 95,250	\$ 95,250	\$ -	\$ -	\$ -	\$ -	\$ -		

Who Prepared Cost Estimate: Cost estimate is based on 2013 CCAMPP report and cost estimate, 2.5% annual escalations, 15% design, and 15% project contingency.

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

This Project is critical to the responsible and professional management of the facility by ensuring the integrity of its structure, weather tightness and safety to people.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name & Care Center

Project Title or

Code #: 610180

Item: Exterior Tuck-pointing - Brick Repair

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

To not fund this project will cause conditions to deteriorate with time, possibly allowing water infiltration. Future repairs and replacement will be made at increased cost.

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.)

Exterior tuck-pointing ensures that facility envelope is not compromised. Completing this project will reduce operating budget costs related to water and moisture migrations and reduces the protentional for mold growth on interior surfaces.

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!)

None.

Estimated Useful Life: 10 years

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$95,250 in 2022 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$95,250 in 2022.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **4**

Department Name & Ramsey County Care Center	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		<u>X</u>	<u> </u>	<u> </u>
Code #: 610180	Item: Plumbing System Update	Or ROUTINE (Maintenance)	<u> </u>	<u>X</u>
Account: 441201____ 441212____	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
441202____ OTHER_____	Number: <u>3</u>	<u>N/A</u>	<u>4</u>	<u>6</u>

PROJECT DESCRIPTION:

Ramsey County Care Center Facility Management identifies the need to replace and upgrade resident room sinks, toilets and associated plumbing. The project includes select identified plumbing repair or replacement in operating locations at the Care Center.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 290,000	\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 290,000	\$ 290,000	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Cost estimate is based on 2013 CCAMPP report and cost estimate, 2.5% annual escalations, 15% design, and 15% project contingency.

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

This project will greatly reduce redundant repairs and cost of attaching outdated systems together with modern plumbing.

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> </u>	<u>X</u>
3 & 4. Replace Facility or Maintain Physical Property	<u>X</u>	<u> </u>	8. Provide Public Convenience	<u> </u>	<u>X</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 (2022-2027)
DETAIL BY PROJECT**

Department Name & Care Center

Project Title or

Code #: 610180

Item: Plumbing System Update

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

More floods, reduced customer satisfaction (leaks of sinks and toilets are a theme here at RCCC). Preventing non routine hours of repairs (cost of overtime and emergency hour charges from vendors).

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.)

Reduction in staff and contractor repair time and material costs and minimizes disruption of services provided to facility residents by program and employees.

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

Stopping leaks will reduce water consumption.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Reduction in staff and contractor repair time and material costs.

Estimated Useful Life: 10 years

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$290,000 in 2022 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$290,000 in 2022.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 22

Department Name & Ramsey County Care Center		Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			Or ROUTINE (Maintenance)	<u>X</u>	___
Code #: 610180		Item: Building Automation System Upgrade		___	<u>X</u>
<hr/>					
Account:	441201___ 441212___	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
	441202___ OTHER_____	Number: 4	N/A	21	20

PROJECT DESCRIPTION:

Ramsey County Care Center Facility Management identifies the need to upgrade the Building Automation Systems ("BAS") installed in 2010. BAS controls and reports on various components within a building's structure, primarily HVAC, and lighting, and in some cases Life Safety. Building system efficiency and sustainability are benchmarks for the responsible management of any commercial facility. BAS reduces operational costs by lessening energy consumption and increasing building systems reliability and safety. BAS is standard for almost any commercial facility and requires upgrades.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING											
		2022		2023		2024		2025		2026		2027	
County Funds	\$ 178,000	\$		\$	178,000	\$		\$		\$		\$	
Federal Funds	\$ -		-		-		-		-		-		-
State Funds	\$ -		-		-		-		-		-		-
Other (Specify):	\$ -		-		-		-		-		-		-
Totals (Project/Item Funding)	\$ 178,000	\$		\$	178,000	\$		\$		\$		\$	

Who Prepared Cost Estimate: Cost estimate is based on 2013 CCAMPP report and cost estimate, 2.5% annual escalations, 15% design, and 15% project contingency.

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

BAS are "technology" and subject to ever changing advances in performance capability, design standards and software requirements. Inevitably BAS requires replacement with upgrades to ensure uninterrupted system performance with mechanical and technical support. BAS upgrades help to ensure continuation of building system function with high levels of efficiency and facility user environmental comfort and safety.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name & Care Center

Project Title or

Code #: 610180

Item: Building Automation System Upgrade

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Outdated technology is limiting the extent of energy savings. Loss of automation will increase energy consumption and costs. Loss of automated environmental control (i.e., temperature). Risk of replacement parts becoming unavailable and loss of manufacturer technical and software support.

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.)

Care Center Facility Management has not calculated estimates for a reduction in operating costs. However, it is a reasonable expectation that a new equipment will deliver costs savings through less energy consumption. Replacement equipment has a life expectancy of twenty (10) years.

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

Care Center Facility Management has not calculated estimates for increased energy efficiency. However, it is a reasonable expectation that a new equipment will increase energy efficiency.

IMPACT ON FUTURE REVENUES: (Be Specific!)

None.

Estimated Useful Life: 10 years

Estimated Payback Period: 8 to 10 years (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project for \$178,000 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$178,000 in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 10

Department Name & Ramsey County Care Center		Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
				<u>X</u>	___
Code #: 610180		Item: Roof Replacement	Or ROUTINE (Maintenance)	___	<u>X</u>
Account:	441201___ 441212___ 441202___ OTHER_____	Dept Priority Number:	5	Service Team Priority	N/A
		CM Ranking	3	CIPAC Ranking	17

PROJECT DESCRIPTION:

Ramsey County Care Center Facility Management identifies the need to hire an engineer to develop designs and hire a contractor to replace a building roof that is nearly 30 years old and a second roof that is 20 years old. Both roofs are approaching and/or are the end of their useful lifecycle.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 845,000		\$ 73,444	\$ 771,556	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 845,000	\$ -	\$ 73,444	\$ 771,556	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Cost estimate is based on 2013 CCAMPP report and cost estimate, 2.5% annual escalations, 15% design, and 15% project contingency.

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

Both roofs are approaching and/or are at the end of their useful lifecycle. They leak frequently and require costly repairs that are disruptive to continuity in service to residents and staff. Water infiltrations to interior portion of the facility will result in mold growth and increase potential for other environmental hazards.

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 (2022-2027)
DETAIL BY PROJECT

Department Name & Care Center

Project Title or

Code #: 610180

Item: Roof Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Both roofs are approaching and/or are at the end of their useful lifecycle. They leak frequently and require costly repairs that are disruptive to continuity in service to residents and are frustrating to staff.

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_ <input checked="" type="checkbox"/> 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 are possibilities for reduction in energy consumption through use of building materials with enhanced insulating qualities.

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

Care Center Facility Management estimates up to a 10% reduction in energy loss with use of modern roofing material with enhanced insulation qualities.

IMPACT ON FUTURE REVENUES: (Be Specific!)

None.

Estimated Useful Life: 20 - 25 years

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$73,444 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$73,444 in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name & Ramsey County Care Center	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		<u>X</u>	<u>X</u>	___
Code #: 610180	Item: Windows, Entrance Doors, and Solarium and Admin Windows Glazing	Or ROUTINE (Maintenance)	___	<u>X</u>
<hr/>				
Account: 441201___ 441212___ 441202___ OTHER_____	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
	Number: 6	N/A	not ranked	not ranked

PROJECT DESCRIPTION:

Ramsey County Care Center Facility Management identifies the need to replace window glazing, gaskets, doors and related system components in the solarium.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 210,000	\$ -	\$ -	\$ 210,000	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 210,000	\$ -	\$ -	\$ 210,000	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Cost estimate is based on 2013 CCAMPP report and cost estimate, 2.5% annual escalations, 15% design, and 15% project contingency.

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

Glass is broke and clouded. Window gaskets, weather stripping, doors and related are aged, whether worn and failing. Existing conditions allow water to penetrate the building which could cause mold growth. The overall aesthetic is a very poor image with existing and potential residents and their families and other visitors.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name & Care Center

Project Title or

Code #: 610180

Item: Windows, Entrance Doors, and Solarium and Admin Windows Glazing

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

To not fund this request would subject this especially vulnerable population to compromised quality of living conditions and potential for physical risk. The look of existing conditions is embarrassing to staff and management. Energy is lost through the broken glass and related.

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.)

Care Center Facility Management has not calculated estimates for a reduction in operating costs. However, it is a reasonable expectation that a replacement equipment will deliver costs savings through less energy consumption.

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

Care Center Facility Management has not calculated estimates for increased energy efficiency. However, it is a reasonable expectation that replacement equipment will greatly reduce the energy leak.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Facility conditions and resident experience directly informs the Care Center reputation in the community which in turn contributes to occupancy rates and revenues.

Estimated Useful Life: 15 years

Estimated Payback Period: Not sure (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 2022 or 2023.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2022 or 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name & Ramsey County Care Center

Project Title or

NON-ROUTINE
(New/Renovation)

Yes

No

X

Code #: 610180

Item: Upgrade

Or ROUTINE
(Maintenance)

X

Account:	441201____ 441212____	Dept Priority	Number: <u>7</u>	Service Team Priority	N/A	CM Ranking	not ranked	CIPAC Ranking	not ranked
	441202____ OTHER_____								

PROJECT DESCRIPTION:

Ramsey County Care Center Facility Management identifies the need to hire a lighting engineer to provide complete design and construction observation services for the comprehensive replacement of interior and exterior lighting systems in all areas. This request seeks funds for design in one year and funds to construct in the following year.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 161,000		\$ -	\$ -	\$ 161,000	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 161,000	\$ -	\$ -	\$ -	\$ 161,000	\$ -	\$ -

Who Prepared Cost Estimate: Cost estimate is based on 2013 CCAMPP report and cost estimate, 2.5% annual escalations, 15% design, and 15% project contingency.

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

Property-wide lighting systems are vastly inconsistent in age, style, technology, efficiency and performance. This condition creates inconsistent experience for residents, staff and visitors. This condition also requires a lot of maintenance time and requires operations to stock multiple parts. This project has potential to create unrealized energy efficiency. Inoperative/poor lighting increases falling hazards and negatively impacts residents, visitors, and employees safety.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name & Care Center

Project Title or

Code #: 610180

Item: Interior and Exterior Lighting System Upgrade

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

To not fund this request would leave in place the potential that energy efficiencies are not being captured.

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.)

Care Center Facility Management has not calculated estimates for a reduction in operating costs. However, it is a reasonable expectation that a replacement equipment will deliver costs savings through less energy consumption.

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

Care Center Facility Management has not calculated estimates for increased energy efficiency. However, it is a reasonable expectation that a new equipment will consume less energy.

IMPACT ON FUTURE REVENUES: (Be Specific!)

None.

Estimated Useful Life: 15 years

Estimated Payback Period: 8 to 10 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 2022 or 2023.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2022 or 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name & Ramsey County Care Center	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
	Parking Lot Mill and Overlay,	<u>X</u>		
Code #: 610180	Item: Curbing & Strip & Concrete Work	Or ROUTINE (Maintenance)		<u>X</u>
<hr/>				
Account: 441201____ 441212____	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
441202____ OTHER_____	Number: 8	N/A	not ranked	not ranked

PROJECT DESCRIPTION:

Ramsey County Care Center Facility Management identifies the need to repair concrete sidewalks, mill and overlay asphalt paved driveways and parking areas, repair or replace select curbs and concrete areas, and improve use and safety with changes to paint striping.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 735,900	\$ -	\$ -	\$ -	\$ 111,900	\$ 624,000	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 735,900	\$ -	\$ -	\$ -	\$ 111,900	\$ 624,000	\$ -

Who Prepared Cost Estimate: Cost estimate is based on 2013 CCAMPP report and cost estimate, 2.5% annual escalations, 15% design, and 15% project contingency.

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

These improvements will maintain the structural and water shedding integrity and safety of the drive and parking areas and end visitor frustration with certain conditions.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name & Care Center

Project Title or

Code #: 610180

Item: Parking Lot Mill and Overlay, Curbing & Strip & Concrete Work

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

To not fund this project will require future repairs at an increased cost and allow user frustrations to continue. Additionally, unlevel parking and sidewalks surfaces increase falling hazards for residents, visitors, and employees at Care Center and as a result, Ramsey County could potentially face litigations and experience financial loss, poor public image, and loss of employee productivity.

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.)

Care Center Facility Management has not calculated estimates for a reduction in operating costs. However, it is a reasonable expectation that asphalt sealing and patch repairs will be required should mill and overlay not occur.

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!)

Facility conditions and resident experience directly informs the Care Center reputation in the community which in turn contributes to occupancy rates and revenues.

Estimated Useful Life: 10 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 2022 or 2023.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2022 or 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **NR**

Department Name & Ramsey County Care Center	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		<u>X</u>	<u> </u>	<u> </u>
Code #: 610180	Item: Elevators Design & Upgrade	Or ROUTINE (Maintenance)	<u> </u>	<u>X</u>
<hr/>				
Account: 441201____ 441212____ 441202____ OTHER_____	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
	Number: 9	N/A	not ranked	not ranked

PROJECT DESCRIPTION:

Ramsey County Care Center Facility Management identifies the need to upgrade existing elevators to comply with MN state code and remodel cab design finishes to meet the public's expectation.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 287,500		\$ -	\$ -	\$ -	\$ -	\$ 287,500
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 287,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 287,500

Who Prepared Cost Estimate: Cost estimate is based on 2013 CCAMPP report and cost estimate, 2.5% annual escalations, 15% design, and 15% project contingency.

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

Elevators are currently in, and will need to remain in compliance with state code requirements. Keeping elevators operational is a necessity for the delivery of program services at the Care Center and residents depend on them to move to different levels and throughout the facility. The elevator mechanical system will be in need of upgrading and/or replacement. Additionally, cab interiors are not welcoming as they are dated and damaged which provides a poor resident, staff and visitor experience.

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>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 (2022-2027)
DETAIL BY PROJECT**

Department Name & Care Center

Project Title or

Code #: 610180

Item: Elevators Design & Upgrade

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

To not fund this project will leave the non-compliant conditions in place.

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.)

Operating and maintenance costs will be approximately the same.

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!)

Facility conditions and resident experience directly informs the Care Center reputation in the community which in turn contributes to occupancy rates and revenues.

Estimated Useful Life: 15 years

Estimated Payback Period: not calculated (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 2022 or 2023.

COUNTY MANAGER COMMENTS:

This project did not request funding in 2022 or 2023.

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Lake Owasso Residence

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 1,031,188	\$ 377,611	\$ 653,577	\$ -	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 1,031,188	\$ 377,611	\$ 653,577	\$ -	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Lake Owasso Residence

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
1	Fire Alarm System and Device Replacement - 8	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -
2	Resident Houses Bathroom Repairs	108,760	108,760	-	-	-	-	-
3	HVAC/BAS Replacement	188,851	188,851	-	-	-	-	-
4	Roof and Gutter Systems Replacement	428,577	-	428,577	-	-	-	-
5	Kitchen Cabinetry Replacement/Repair & Vinyl	225,000	-	225,000	-	-	-	-
TOTALS (Last Page Only)		\$ 1,031,188	\$ 377,611	\$ 653,577	\$ -	\$ -	\$ -	\$ -

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COMBINED RANKING 1

CM Ranking	1	CIPAC Ranking	3
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Lake Owasso Residence (LOR) Facilities Management has identified the need to replace the existing fire monitoring and alarm systems which are beyond their useful lifecycle, obsolete, and unreliable.

Date of Estimate: December, 2020

The existing fire monitoring and alarm systems are original to the development of the facility in 2001. The systems are beyond their useful life and require replacement. The Project will replace the fire monitor, alarm and pump control panel and necessary related components such as wiring, smoke detection devices, flow switches and other necessary related system requirements. A reliable fire monitoring, alarm and response system is required for the responsible and professional management of any facility as it is critical to preservation of the facility and life-safety of everyone who enters these facilities.

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Lake Owasso Residence

Item: Fire Alarm System and Device Replacement - 8 Houses & Admin. Bldg.

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

It is possible the system will fail to detect a fire, alert for emergency response(s) and/or activate the suppression system. Ramsey County could be subject to fines for operating residential facilities with no working fire alarm system and will have increased potential for litigation should there be a fire related incident on site.

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 is potential to avoid thousands of dollars in maintenance and repair costs, fines, and costly litigations.

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!)

Facility conditions and resident experience directly informs LOR reputation in the community which in turn contributes to occupancy rates and revenues.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 7

Department Name & Lake Owasso Residence	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
Code #: _____	Item: Resident Houses Bathroom Repairs		<u>X</u>	___
Account: 441201___ 441212___ 441202___ OTHER_____	Dept Priority Number: <u>2</u>	Service Team Priority <u>N/A</u>	CM Ranking <u>7</u>	CIPAC Ranking <u>7</u>

PROJECT DESCRIPTION:

Lake Owasso Residence (LOR) Facilities Management has identified the dire need to repair and replace bathroom floors, bathroom cabinets and toilets in resident houses. 20 years of high frequency use by residents with special needs have caused the bathrooms to be worn. Water from showers and bathtubs has penetrated the tile floors and damaged the substrates causing them to be soft and structurally unstable in areas. At times, special needs residents rock on the toilets while seated. This action has damaged the toilet fixture sewer drain seals on the floor and has caused water to leak at the fixture bases. Over time, this rotted the substrate flooring and the toilets are no longer securely anchored to the floors. In past, water has also saturated carpets and damaged the flooring at bathroom doors. Removal of bathroom cabinetry are required to repair or replace flooring. Because bathroom cabinetry are also in need of refinishing or replacement, it is logical and most cost efficient to address that need in the scope of this project.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 108,760	\$ 108,760	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 108,760	\$ 108,760	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Patrick Miller Construction with LOR Facilities Management

Date of Estimate: 12/7/2020

NARRATIVE JUSTIFICATION:

LOR's twenty-year-old resident houses bathroom floors, bathroom cabinets and toilets should be repaired and/or replaced because: 1) there is risk for structural failure including potential for toilets falling over and injuring residents; 2) they are unstable due to age and heavy use; 3) they frequently require repair which is costly and very disruptive to residents and efficient delivery of program services; 4) existing flooring is slippery; 5) existing flooring does not properly pitch water to floor drains.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Lake Owasso Residence

Item: Resident Houses Bathroom Repairs

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

LOR operates as a supervised living facility for adults with dual diagnosis of moderate to severe developmental and physical disabilities. The facility is home, on a 24/7/365 basis, to as many as 64 adults. To not fund this request would subject this especially vulnerable population to compromised quality of living conditions and potential risk of exposure to damaged facilities and mold that might develop. If existing conditions are left uncorrected and consequences develop which cause a portion of the facility to temporarily close for a response, the disruption will be especially difficult for residents and their families.

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 project will reduce having to shut down a bathroom for days while the floor underneath the toilet is repaired or replaced. Water and sewage will not be able to penetrate the flooring into the basement and crawlspace. The potential for slippage and costly environmental clean up will be reduced by the newer style water resistant flooring and tiles.

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

Reduction of water usage per flush by installing new modern toilet will save water and sewer costs.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Facility conditions and resident experience directly informs LOR reputation in the community which in turn contributes to occupancy rates and revenues.

Estimated Useful Life: 20 years

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$108,760 in 2022 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$108,760 in 2022.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 9

Department Name & Lake Owasso Residence	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	—
Code #: _____	Item: HVAC/BAS Replacement	Or ROUTINE (Maintenance)	<u>X</u>	—

Account:	441201 _____	441212 _____	Dept Priority	Service Team Priority			
	441202 _____	OTHER _____	Number: _____	_____	_____	CM Ranking _____	CIPAC Ranking _____
			3	N/A		8	11

PROJECT DESCRIPTION:

Lake Owasso Residence ("LOR") Facilities Management has identified HVAC/BAS Replacement Project to include replacement of furnace, condenser, coil and related equipment on eight (8) resident houses and the administration building as original to development of the facility in 2001. The systems are twenty (20) years old and beyond their useful life. The mechanical reliability of the furnace and condensing equipment has begun to fail which increases the frequency of emergency repairs and unplanned costs associated with parts and labor. Twenty-year-old HVAC systems are not designed to perform at high-efficiency levels possible with equipment available today.

*LOR HVAC systems originally featured bipolar ionization devices that create millions of positive and negative ions which when released into airways is a proven method of destroying viruses. Under prior management when the ionizers failed they were merely turned off due to lack of funding for repair or replacement. In the context of COVID-19 functional ionizing equipment is now more critical to the health, safety and wellness of residents and staff more than ever before. Ionizing devices should be replaced with the HVAC systems.

*LOR HVAC systems are not under the monitoring and control of any Building Automation System ("BAS"). BAS controls and reports on various components within a building's structure, primarily HVAC and improves system efficiency, reduces costs and increases reliability and safety. BAS is standard for almost any commercial or multi-residence facility. BAS will provide the added benefit of monitoring and controlling of the environmental conditions, domestic hot water temperature; protecting residents from hot water scalding in the shower or bath. The inclusion of a high functioning BAS is necessary to the replacement of LOR HVAC systems.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 188,851	\$ 188,851	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 188,851	\$ 188,851	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: NAC, Inc. & Erwin Radoc, Property Management; for LOR Facilities Man**Date of Estimate:** 12/9/2020

NARRATIVE JUSTIFICATION:

LOR's twenty-year-old HVAC systems should be replaced with new HVAC systems because: 1) they are unreliable in that there is increased risk for mechanical failure including the potential for releasing carbon monoxide gas; 2) they are unreliable in that age-worn components are prone to break causing shutdowns; 3) the frequency of repair increases costs for parts and labor; 4) they do not deliver high energy-efficiency that is possible with new equipment; 5) they do not feature virus killing ionization devices; 6) without BAS they cannot be monitored and programmed for maximum comfort and energy consumption performance; 7) they do not feature the ability to monitor and produce or control humidification which has a direct effect upon temperature set point and therefore consumption costs.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Lake Owasso Residence

Item: HVAC/BAS Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

LOR operates as a supervised living facility for adults with dual diagnosis of moderate to severe developmental and physical disabilities. The facility is home, on a 24/7/365 basis, to as many as 64 adults. To not fund this request would subject this especially vulnerable population to compromised quality of living conditions and potential risk of exposure to carbon monoxide, mold or unacceptable levels of cold, heat or humidity that might occur due to underperforming or failing HVAC systems. If existing conditions are left uncorrected LOR will continue to experience increased costs for repairs and labor. Should a portion of the HVAC system fail which causes a portion of the facility to temporarily close for a response, the disruption will be especially difficult for residents and their families.

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 project will reduce the frequency of repairs and increase energy efficiency which will result in lower operational costs. Future life-cycle maintenance costs per unit (9 total), each year, are approximated as follows: \$120.00 for each of 6 filter changes; \$100 for each inspection for CO or gas leaks, burner efficiency cost \$200; 12 to 15-year stable system barring any unforeseen issues/defects. Total estimated saving is \$320.00 per year in maintenance cost for each of nine (9) units for 10 to 12 years.

*From a risk perspective, the project will reduce the potential that someone's health will become compromised and for which the County might experience a financial liability and public relations cost.

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

LOR estimates the combined yield in energy and operational efficiency from new HVAC equipment (4%), GPS Ionization devices (25% due to a 70% reduction in reliance on outside air); BAS and use of free cooling (5%) will produce not less than \$320 and up to \$500 in saving per unit each year. The total yearly savings is estimated at \$2,880 to \$4,500.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Facility conditions and resident experience directly informs LOR reputation in the community which in turn contributes to occupancy rates and revenues.

Estimated Useful Life: 20 years

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$188,851 in 2022 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$188,851 in 2022.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 18

Department Name & Lake Owasso Residence		Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: _____		Item: Roof and Gutter Systems Replacement	Or ROUTINE (Maintenance)	<u>X</u>	_____
Account:	441201____ 441212____ 441202____ OTHER_____	Dept Priority Number:	Service Team Priority	CM Ranking	CIPAC Ranking
		4	N/A	11	21

PROJECT DESCRIPTION:

Lake Owasso Residence (LOR) Facilities Management has identified the Roof and Gutter Systems Replacement Project to include replacement of asphalt shingle roof and gutter systems on eight (8) resident houses and the administration building as original to development of the facility in 2001. The systems are twenty (20) years old and beyond their useful life. *The structural integrity of the shingles, vent piping and flashing and related components has begun to fail and need replacement. *Gutter systems are insufficient in size relative to the surface area of roofs and the volume of water shed and are misaligned and need replacement.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 428,577	\$ -	\$ 428,577	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 428,577	\$ -	\$ 428,577	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Patrick Miller Construction for LOR Facilities Management

Date of Estimate: 12/3/2020

NARRATIVE JUSTIFICATION:

*The twenty (20) year old asphalt shingles and related system are worn and damaged from wind, rain, hail, snow, ice, UV light, mold growth and a high volume of squirrels. Small areas of water infiltration occur where shingles are missing and where squirrels chewed the rubber membrane at vent flashings. It is a reasonable presumption this water infiltration contributes to the interior mold growth that has occurred for several years. Replacement of deteriorated or failing asphalt shingle roof systems is critical to maintaining a weather tight building and protects against damage to the structure and finished interior of the building and reduces the potential for mold growth and associated air quality health risk.

*The insufficient gutter system causes storm water to pour over the leading edge and pool at building foundations and infiltrate residence basements. This results in unsafe conditions including ground ice during shoulder seasons and standing water and mold inside. Existing gutters are 4". Larger 6", 32 mil, K-style gutters are required. Appropriately designed replacement gutter systems have been installed on House 6 and a portion of House 5 and has proven to significantly mitigate problems.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Lake Owasso Residence

Item: Roof and Gutter Systems Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

LOR operates as a supervised living facility for adults with dual diagnosis of moderate to severe developmental and physical disabilities. The facility is home, on a 24/7/365 basis, to as many as 64 adults. To not fund this request would subject this especially vulnerable population to compromised quality of living conditions and potential risk of fall and potential risk of exposure to mold that might develop. If existing conditions are left uncorrected and consequences develop which cause a portion of the facility to temporarily close for a response, the disruption will be especially difficult for residents and their families.

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 project will reduce the risk of damage and costly, disruptive repairs in the future. From a risk perspective, the project may reduce the potential that someone's health will become compromised and for which the County might experience a financial liability and public relations cost.

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

LOR Management estimates up to a 10% reduction in energy loss with use of modern roofing material with enhanced insulation qualities.

IMPACT ON FUTURE REVENUES: (Be Specific!)

Facility conditions and resident experience directly informs LOR reputation in the community which in turn contributes to occupancy rates and revenues.

Estimated Useful Life: _____

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

CIPAC COMMENTS:

CIPAC recommends financing this project for \$428,577 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$428,577 in 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 27

Department Name & Lake Owasso Residence		Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes	No
		Kitchen Cabinetry Replacement/Repair & Vinyl Floor replacement - 8 Houses		<u>X</u>	___
Code #: _____		Item: 1 Kitchen & 2 Baths		___	<u>X</u>

Account:	441201___	441212___	Dept Priority	Service Team Priority			
	441202___	OTHER_____	Number:	N/A	CM Ranking	CIPAC Ranking	
			<u>5</u>		<u>25</u>	<u>27</u>	

PROJECT DESCRIPTION:

Lake Owasso Residence (LOR) Facilities Management has identified the Kitchen Cabinetry Replace Project to replace kitchen cabinetry and floor covering in eight (8) resident houses. The kitchens are original to the development of the facility in 2001 and are beyond their useful life. The kitchen cabinetries are in poor conditions due to extraordinary amount of wear and tear from serving many meals and unintended damage by special needs residents who rely on wheelchairs and walkers for mobility.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 225,000	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 225,000	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: LOR Facilities Management

Date of Estimate: December, 2020

NARRATIVE JUSTIFICATION:

LOR's twenty-year-old resident houses kitchen cabinets & floors should be replaced/repared because: 1) bacteria from food can linger in the open porous materials that are now present from years of wear and tear in the cabinetry and flooring; 2) Damaged corners from wood splinters on cabinets and base boards could inflict cuts and scraps on residence and workers.

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 (2022-2027)
DETAIL BY PROJECT

Department Name &

Project Title or

Code #: Lake Owasso Residence

Item: Kitchen Cabinetry Replacement/Repair & Vinyl Floor replacement - 8 Houses - 1 Kitchen & 2 Baths

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

LOR operates as a supervised living facility for adults with dual diagnosis of moderate to severe developmental and physical disabilities. The facility is home, on a 24/7/365 basis, to as many as 64 adults. To not fund this request would subject this especially vulnerable population to compromised quality of living conditions and potential risk of exposure to damaged facilities and mold that might develop. If existing conditions are left uncorrected and consequences develop which cause a portion of the facility to temporarily close for a response, the disruption will be especially difficult for residents and their families.

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.)

None.

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!)

Having an unsafe kitchen that could cause illness from bacteria could shut down a house for a period of time. Facility conditions and resident experience directly informs LOR reputation in the community which in turn contributes to occupancy rates and revenues.

Estimated Useful Life: 20+ years

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

CIPAC COMMENTS:

CIPAC does not recommend financing this project in 2023.

COUNTY MANAGER COMMENTS:

County Manager does not recommend financing this project in 2023.

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # (EMCOM) 490101

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other: Fund Balance (14001)	1,330,000	1,105,000	225,000	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 1,330,000	\$ 1,105,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # (EMCOM) 490101

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
1	Emergency Communications Dispatch Center r	\$ 980,000	\$ 980,000	\$ -	\$ -	\$ -	\$ -	\$ -
2	Arden Hills UPS Replacement	125,000	125,000	-	-	-	-	-
3	Arden Hills Generator Replacement	225,000	-	225,000	-	-	-	-
TOTALS (Last Page Only)		\$ 1,330,000	\$ 1,105,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
			<u>X</u>	___
Code #: (EMCOM) 490101	Item: Emergency Communications Dispatch Center renovation	Or ROUTINE (Maintenance)	___	___
<hr/>				
Account: 441201___ 441212___	Dept Priority	Service Team Priority		
441202___ OTHER_____	Number: 1	See DCM Memo	CM Ranking _____	CIPAC Ranking _____

PROJECT DESCRIPTION:

The project is a major renovation of the Emergency Communications Dispatch Center. It include replacement of desk consoles, flooring and wiring. An additional toilet room will be added.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): ECOM Fund Balance 14001	\$ 980,000	980,000	-	-	-	-	-
Totals (Project/Item Funding)	\$ 980,000	\$ 980,000	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Wold Architects and Engineers

Date of Estimate: 12/3/2019

NARRATIVE JUSTIFICATION:

The current UPS system will be reaching end-of-life and will need to be replaced. This system protects and provides power to the Computer Aided Dispatch system, 911 phone system, Ramsey County Radio system, as well as several RCSO servers and Ramsey IS switches.

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>	___	<u>X</u>
7. Provide Public Service	___	___	___	___
8. Provide Public Convenience	___	___	___	___
9. Enhance County Image	___	___	___	___

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

Department Name &

Project Title or

Code #: (EMCOM) 490101

Item: Emergency Communications Dispatch Center renovation

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

The current Emergency Communications Center will be almost 17 years old. The desk consoles are failing and have been discontinued long ago. Parts are very difficult to find. Network wiring needs to be updated. The carpet will have reached end-of-life. In recent years we have taken on additional dispatch responsibilities for the City of White Bear Lake, State Fairgrounds, as well as pre-arrival for Allina Health. Changes like these affects both workflow and staff duties, thus making the current floor layout less effective. Spacing needs for Covid-19 and additional consoles needed during other event such as riots have reaffirmed the need to redesign the dispatch center floor. The need for an additional toilet room is also needed. Dispatchers and call-takers do not have the time needed to leave the Emergency Communications Center and walk to the far side of the LEC building when maintenance or cleaning is performed on the current restroom.

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.)

N/A

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: 10 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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project for \$980,000 in 2022 using Emergency Communications fund balance.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: (EMCOM) 490101	Item: Arden Hills UPS Replacement	Or ROUTINE (Maintenance)	<u>X</u>	
Account: 441201____ 441212____	Dept Priority	Service Team Priority		
441202____ OTHER_____	Number: 2	See DCM Memo	CM Ranking _____	CIPAC Ranking _____

PROJECT DESCRIPTION:

Replacement of two uninterrupt power supply (UPS) units at our backup data center.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): ECOM Fund Balance 14001	\$ 125,000	125,000	-	-	-	-	-
Totals (Project/Item Funding)	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Price based upon previous purchase.

Date of Estimate:

NARRATIVE JUSTIFICATION:

The current UPS system will be reaching end-of-life and will need to be replaced. This system protects and provides power to the Computer Aided Dispatch system, 911 phone system, Ramsey County Radio system, as well as several RCSO servers and Ramsey IS switches.

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>		<u>X</u>
			7. Provide Public Service	
			8. Provide Public Convenience	
			9. Enhance County Image	

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: (EMCOM) 490101

Item: Arden Hills UPS Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Risk of network and system failure of three highly critical public safety systems.

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 system uses Lithium ion batteries that last 10 to 12 years versus 3 to 5 years like the current batteries.

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

Replacement Generator will be more efficient than current model.

IMPACT ON FUTURE REVENUES: (Be Specific!)

N/A

Estimated Useful Life: 10 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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project for \$125,000 in 2022 using Emergency Communications fund balance.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING

Department Name &	Project Title or	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes		No
Code #: (EMCOM) 490101	Item: Arden Hills Generator Replacement		<u>X</u>		
<hr/>					
Account: 441201 X 441212	Dept Priority	Service Team Priority			
441202 OTHER	Number: 3	See DCM memo	CM Ranking	CIPAC Ranking	

PROJECT DESCRIPTION:

Generator replacement at our Arden Hills backup data center.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-	-	-	-	-
Other (Specify): ECOM Fund Balance 14001	\$ 225,000	-	225,000	-	-	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 225,000	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Ziegler

Date of Estimate: 2019

NARRATIVE JUSTIFICATION:

The current generator will be reaching end-of-life and will need to be replaced. This system serves as a backup power source for the Emergency Communications backup dispatch center and data center which hosts the Computer Aided Dispatch system, 911 phone system, Ramsey County Radio system, as well as several RCSO servers and Ramsey IS switches.

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>		<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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: (EMCOM) 490101

Item: Arden Hills Generator Replacement

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Risk of network and system failure of three highly critical public safety systems.

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.)

Future maintenance will be apart of the ECC operational budget

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

Replacement Generator will be more efficient that current model.

IMPACT ON FUTURE REVENUES: (Be Specific!)

N/A

Estimated Useful Life: 25 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 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project for \$225,000 in 2023 using Emergency Communications fund balance.

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Sheriff's Office (48)

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 2,869,256	\$ 2,137,256	\$ 657,000	\$ 75,000	\$ -	\$ -	\$ -
Federal Funds	-	-	-	-	-	-	-
State Funds	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-
TOTALS (Must agree with Summary by Project)	\$ 2,869,256	\$ 2,137,256	\$ 657,000	\$ 75,000	\$ -	\$ -	\$ -

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Sheriff's Office (48)

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
	1 Water Patrol Station Security	\$ 478,900	\$ 478,900	\$ -	\$ -	\$ -	\$ -	\$ -
	2 Patrol Station Security	898,500	898,500	-	-	-	-	-
	3 Water Patrol Search, Rescue, and Recover Replacement Equipment	87,856	87,856	-	-	-	-	-
	4 Conference Room Updates & Furniture Replacement	454,000	197,000	182,000	75,000	-	-	-
	5 Adult Detention Center Health & Efficiency Updates	950,000	475,000	475,000	-	-	-	-
TOTALS (Last Page Only)		\$ 2,869,256	\$ 2,137,256	\$ 657,000	\$ 75,000	\$ -	\$ -	\$ -



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 12

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		Or ROUTINE (Maintenance)	<u>X</u>	_____
Code #: <u>Sheriff's Office (48)</u>	Item: <u>Water Patrol Station Security</u>		_____	<u>X</u>
<hr/>				
Account: 441201____ 441212____	Dept Priority	Service Team Priority	CM Ranking	CIPAC Ranking
441202____ OTHER_____	Number: <u>1</u>	See DCM Memo	<u>19</u>	<u>8</u>

PROJECT DESCRIPTION:

Ramsey County owns and operates a building in Little Canada, which houses the Sheriff's Office Water Patrol and equipment and vehicles used by the Sheriff's Office and the Emergency Management Department (including the mobile command post and emergency response vehicles). This campus also serves as the centrally located staging area for staff during critical incidents. The campus is a critical and vital infrastructure for the county, providing 24-hour emergency services. The scope of this project includes adding a security fence, complete with gates, around the entire campus as well as additional security cameras.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 478,900	\$ 478,900	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 478,900	\$ 478,900	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Wold Architects and Engineers

Date of Estimate: Dec. 2020

NARRATIVE JUSTIFICATION:

Over the last year, protests and riots (civil unrest) took place across the United States and in the Twin Cities metropolitan area. It is estimated that throughout Minnesota over \$500 million in property damage occurred during the riots, with the majority in Minneapolis and Saint Paul. Government buildings have become a target and site for demonstrations. There is a need for additional security measures. Given the critical and vital services provided at the building, there is a need to protect the campus and secure it when necessary. Should there be a breach of security at the campus, several emergency services would be compromised. This request is to protect and secure the campus and prevent it from damage and destruction by adding a security fence.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Sheriff's Office (48)

Item: Water Patrol Station Security

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

There is currently no comprehensive permanent security fence in place at the campus. Temporary measures have been used, including staff overtime and interim barriers/fencing, which are very costly. Without a permanent solution, three deputies are required to secure the campus during emergencies or heightened states of security. Deputies are generally assigned to work campus security on overtime, which is very costly (over \$5,000 per day). Without funding, the building runs the risk of being damaged and destroyed.

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.)

Permanent security fencing will reduce operating costs as less staff will be required to provide security services. There are limited maintenance costs associated with fencing.

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

N/A

IMPACT ON FUTURE REVENUES: (Be Specific!)

N/A

Estimated Useful Life: 25 years

Estimated Payback Period: 7 years (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project for \$478,900 in 2022 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$478,900 in 2022.

Ramsey County Sheriff Office – Sheriff Patrol Station and Water Patrol Station Perimeter Fence Project

Project background

Ramsey County Sheriff Office has requested Property Management's assistance with developing options and cost estimates for installation of perimeter fencing at the Sheriff Patrol Station and Water Patrol Station. To assist with development of options and cost estimates, Wold Architects and Engineers (Wold) professional services were obtained by the Property Management department.

Project Options

The project cost estimates are for the two site options (**Option A and Option B**) and two levels of protection for each option which include installation of **Level 1- Vehicle Resistant** Stalwart IS Fence and **Level 2 - Non-Vehicle Resistant** Impasse Security Fence. At the Sheriff Patrol Station, there are two Option A (A1 & A2) and two Option B (B1 & B2).

Cost estimates and assumptions

Project estimates are based on a unit cost from previous installed projects and applied the construction industry average of 4% inflation per year. Per the fencing contractor, steel costs are quite variable, and they have seen inflation averaging 5-8% per year, which has led us to budget \$240/lineal foot for the Impasse style fence.

Gates vary greatly depending on style. Typically, each project utilizes a combination of more expensive cantilevered or rolling motorized gates on primary entrances with less expensive manual hinged gates on rarely used emergency exits. When both styles are used in combination in a 50/50 ratio, it averages about \$40,000 per gate location.

It is estimated that adding vehicle resistance to a fence DOUBLES the cost of the installed fence. Fencing contractor also warned that if a vehicle resistant fence is used, it is typical to utilize a vehicle resistant gate as well. Otherwise, the gate becomes the weak link and it's typically located right where cars can get a good run at it. Per the contractor input a single, vehicle resistant, cantilevered gate should be budgeted at \$240,000 per location.

Project cost includes the estimated construction cost plus 25% for miscellaneous soft costs like engineering fees, permitting, contingency, etc. Cost of site acquisition, utility relocation and other elements beyond the actual construction project are excluded from these estimates.

Sheriff Patrol Station - Options A & B

Option A is comprised of approximately 1,946 linear feet fencing, four (4) gates, and secured the entire campus.

Option B is comprised of approximately 913 linear feet, 2 gates, establishes a secure perimeter around the Sheriff Patrol Station only.

Level 1 includes installation **Vehicle Resistant** of Stalwart IS Fence. **Level 2** includes installation of **Non-Vehicle Resistant** Impasse Security Fence.

- **Option A Level 1 - Vehicle Resistant** Stalwart IS Fence - Entire Campus
\$934,080 = 1946lf x \$480
\$960,000 = 4 gates x \$240k per gate
\$1,894,080 Construction Cost
\$ 473,520 Misc. Costs
\$2,367,600 Project Cost

- **Option A Level 2 - Non-Vehicle Resistant** Impasse Security Fence – Entire Campus
 $\$467,040 = 1946\text{lf} \times \240
 $\$160,000 = 4 \text{ gates} \times 40\text{k per gate}$
 $\$627,040$ Construction Cost
 $\$156,760$ Misc. Costs
\$783,800 Project Cost
-

- **Option B Level 1 - Vehicle Resistant** Stalwart IS Fence – Sheriff Patrol Station Perimeter
 $\$438,240 = 913\text{lf} \times \480
 $\$960,000 = 4 \text{ gates} \times \240k per gate
 $\$1,398,240$ Construction Cost
 $\$349,560$ Misc. Costs
\$1,747,800 Project Cost

- **Option B Level 2 - Non-Vehicle Resistant** Impasse Security Fence - Sheriff Patrol Station Perimeter
 $\$219,120 = 913\text{lf} \times \240
 $\$160,000 = 4 \text{ gates} \times \40k per gate
 $\$379,120$ Construction Cost
 $\$94,780$ Misc. Costs
\$473,900 Project Cost
-

Sheriff Water Patrol

Level 1 includes installation **Vehicle Resistant** of Stalwart IS Fence. **Level 2** includes installation of **Non-Vehicle Resistant** Impasse Security Fence.

- **Level 1 - Vehicle Resistant** Stalwart IS Fence - Entire Campus
 $\$491,040 = 1,023\text{lf} \times \480
 $\$480,000 = 2 \text{ gates} \times \240k per gate
 $\$971,040$ Construction Cost
 $\$243,760$ Misc. Costs
\$1,213,800 Project Cost
- **Level 2 - Non-Vehicle Resistant** Impasse Security Fence - Sheriff Patrol Station Perimeter
 $\$245,520 = 1,023\text{lf} \times \240
 $\$80,000 = 2 \text{ gates} \times \40k per gate
 $\$325,520$ Construction Cost
 $\$81,380$ Misc. Costs
\$406,900 Project Cost

Map Key:

- The black line is existing fencing at both locations.
- The gold line is proposed fencing.
- The green line is gate locations.



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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 15

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
		<u>X</u>	<u>X</u>	___
		Or ROUTINE (Maintenance)	___	<u>X</u>
Code #: <u>Sheriff's Office (48)</u>		Item: <u>Patrol Station Security</u>		
<hr/>				
Account:	441201___ 441212___	Dept Priority	Service Team Priority	
	441202___ OTHER___	Number: <u>2</u>	See DCM Memo	
			CM Ranking <u>14</u>	CIPAC Ranking <u>15</u>

PROJECT DESCRIPTION:

Ramsey County owns and operates a public facing campus located in Arden Hills that houses the Ramsey County Sheriff's Office Patrol Station, Ramsey County Emergency Communications Center Back-up Dispatch Center, Ramsey County Public Works, City of Arden Hills Public Works, and Mounds View Public Schools District Maintenance Office. The campus is a critical and vital infrastructure for the county, providing 24-hour emergency services, including patrol, investigations, and roadway safety services (i.e., snowplowing and treatment). The scope of this project includes adding a security fence, complete with gates, around the entire campus as well as additional security cameras.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 898,500	\$ 898,500	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 898,500	\$ 898,500	\$ -	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Wold Architects and Engineers

Date of Estimate: Dec. 2020

NARRATIVE JUSTIFICATION:

Over the last year, protests and riots (civil unrest) took place across the United States and in the Twin Cities metropolitan area. It is estimated that throughout Minnesota over \$500 million in property damage occurred during the riots, with the majority in Minneapolis and Saint Paul. Government buildings have become a target and site for demonstrations. There have been credible threats against the Patrol Station and the need for additional security measures. Given the critical and vital services provided at the campus, there is a need to protect the campus and secure it when necessary. Should there be a breach of security at the campus, several emergency services would be compromised. This request is to protect and secure the campus and prevent it from damage and destruction by adding a security fence.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Sheriff's Office (48)

Item: Patrol Station Security

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

There is currently no comprehensive permanent security fence in place at the campus. Temporary measures have been used, including staff overtime and interim barriers/fencing, which are very costly. Without a permanent solution, six deputies are required to secure the campus during emergencies or heightened states of security. Deputies are generally assigned to work campus security on overtime, which is very costly (over \$10,000 per day). Without funding, the campus runs the risk of being damaged and destroyed.

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.)

Permanent security fencing will reduce operating costs as less staff will be required to provide security services. There are limited maintenance costs associated with fencing.

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: 25 years

Estimated Payback Period: 3 years (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project for \$686,711 in 2022 and for \$211,789 in 2023 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$686,711 in 2022 and \$211,789 in 2023.

Ramsey County Sheriff Office – Sheriff Patrol Station and Water Patrol Station Perimeter Fence Project

Project background

Ramsey County Sheriff Office has requested Property Management's assistance with developing options and cost estimates for installation of perimeter fencing at the Sheriff Patrol Station and Water Patrol Station. To assist with development of options and cost estimates, Wold Architects and Engineers (Wold) professional services were obtained by the Property Management department.

Project Options

The project cost estimates are for the two site options (**Option A and Option B**) and two levels of protection for each option which include installation of **Level 1- Vehicle Resistant** Stalwart IS Fence and **Level 2 - Non-Vehicle Resistant** Impasse Security Fence. At the Sheriff Patrol Station, there are two Option A (A1 & A2) and two Option B (B1 & B2).

Cost estimates and assumptions

Project estimates are based on a unit cost from previous installed projects and applied the construction industry average of 4% inflation per year. Per the fencing contractor, steel costs are quite variable, and they have seen inflation averaging 5-8% per year, which has led us to budget \$240/lineal foot for the Impasse style fence.

Gates vary greatly depending on style. Typically, each project utilizes a combination of more expensive cantilevered or rolling motorized gates on primary entrances with less expensive manual hinged gates on rarely used emergency exits. When both styles are used in combination in a 50/50 ratio, it averages about \$40,000 per gate location.

It is estimated that adding vehicle resistance to a fence DOUBLES the cost of the installed fence. Fencing contractor also warned that if a vehicle resistant fence is used, it is typical to utilize a vehicle resistant gate as well. Otherwise, the gate becomes the weak link and it's typically located right where cars can get a good run at it. Per the contractor input a single, vehicle resistant, cantilevered gate should be budgeted at \$240,000 per location.

Project cost includes the estimated construction cost plus 25% for miscellaneous soft costs like engineering fees, permitting, contingency, etc. Cost of site acquisition, utility relocation and other elements beyond the actual construction project are excluded from these estimates.

Sheriff Patrol Station - Options A & B

Option A is comprised of approximately 1,946 linear feet fencing, four (4) gates, and secured the entire campus.

Option B is comprised of approximately 913 linear feet, 2 gates, establishes a secure perimeter around the Sheriff Patrol Station only.

Level 1 includes installation **Vehicle Resistant** of Stalwart IS Fence. **Level 2** includes installation of **Non-Vehicle Resistant** Impasse Security Fence.

- **Option A Level 1 - Vehicle Resistant** Stalwart IS Fence - Entire Campus
\$934,080 = 1946lf x \$480
\$960,000 = 4 gates x \$240k per gate
\$1,894,080 Construction Cost
\$ 473,520 Misc. Costs
\$2,367,600 Project Cost

- **Option A Level 2 - Non-Vehicle Resistant** Impasse Security Fence – Entire Campus
 $\$467,040 = 1946\text{lf} \times \240
 $\$160,000 = 4 \text{ gates} \times 40\text{k per gate}$
 $\$627,040$ Construction Cost
 $\$156,760$ Misc. Costs
\$783,800 Project Cost
-

- **Option B Level 1 - Vehicle Resistant** Stalwart IS Fence – Sheriff Patrol Station Perimeter
 $\$438,240 = 913\text{lf} \times \480
 $\$960,000 = 4 \text{ gates} \times \240k per gate
 $\$1,398,240$ Construction Cost
 $\$349,560$ Misc. Costs
\$1,747,800 Project Cost

- **Option B Level 2 - Non-Vehicle Resistant** Impasse Security Fence - Sheriff Patrol Station Perimeter
 $\$219,120 = 913\text{lf} \times \240
 $\$160,000 = 4 \text{ gates} \times \40k per gate
 $\$379,120$ Construction Cost
 $\$94,780$ Misc. Costs
\$473,900 Project Cost
-

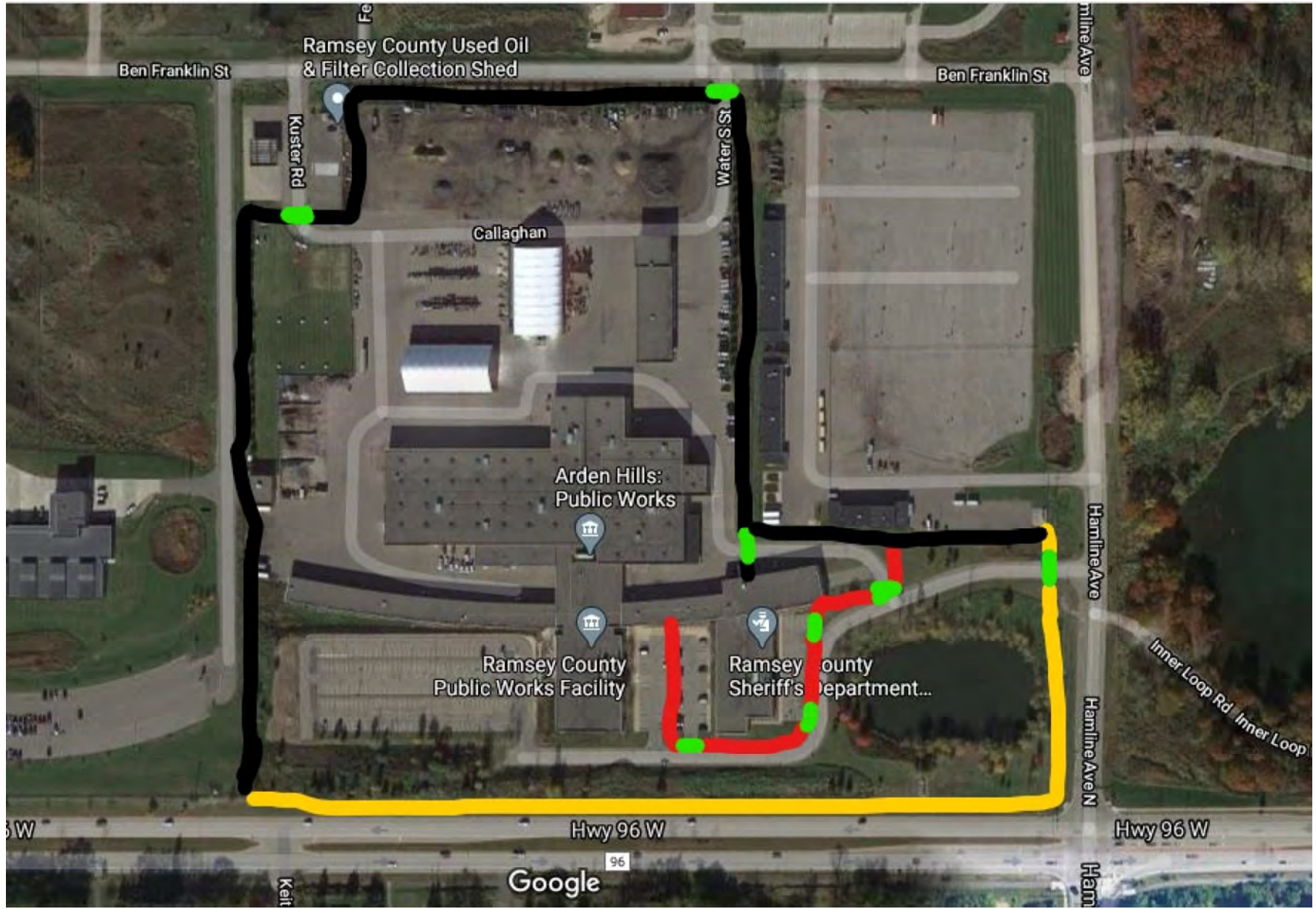
Sheriff Water Patrol

Level 1 includes installation **Vehicle Resistant** of Stalwart IS Fence. **Level 2** includes installation of **Non-Vehicle Resistant** Impasse Security Fence.

- **Level 1 - Vehicle Resistant** Stalwart IS Fence - Entire Campus
 $\$491,040 = 1,023\text{lf} \times \480
 $\$480,000 = 2 \text{ gates} \times \240k per gate
 $\$971,040$ Construction Cost
 $\$243,760$ Misc. Costs
\$1,213,800 Project Cost
- **Level 2 - Non-Vehicle Resistant** Impasse Security Fence - Sheriff Patrol Station Perimeter
 $\$245,520 = 1,023\text{lf} \times \240
 $\$80,000 = 2 \text{ gates} \times \40k per gate
 $\$325,520$ Construction Cost
 $\$81,380$ Misc. Costs
\$406,900 Project Cost

Map Key:

- The black line is existing fencing at both locations.
- The gold line is proposed fencing.
- The green line is gate locations.



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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 8

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
	Water Patrol Search, Rescue, and	<u>X</u>	<u>X</u>	___
Code #: Sheriff's Office (48)	Item: Recover Replacement Equipment	Or ROUTINE (Maintenance)	___	<u>X</u>

Account:	441201___ 441212___	Dept Priority	Service Team Priority		
	441202___ OTHER_____	Number:	See DCM Memo	CM Ranking	CIPAC Ranking
		<u>3</u>		<u>2</u>	<u>16</u>

PROJECT DESCRIPTION:

This request is for search, rescue, and recovery replacement equipment used by the Sheriff's Office Water Patrol Unit. This request also includes painting and upgrades to boats and other equipment that have sustained damage or wear and tear. The Water Patrol Unit is responsible for law enforcement, safety instruction, and promotion of safe boating and riding habits on the county's lakes, rivers, and trails. Ramsey County has 82 lake basins and 18 miles of the Mississippi and Minnesota Rivers within its boundaries. Of those lakes, 23 are accessible to the public for recreational use. This request will provide updated equipment, including a FLIR thermal camera system, sonar technology, solid-state radar, and modern GPS on the boats used by the Sheriff's Office to rescue or recovery people from the county's waterways.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING							
		2022	2023	2024	2025	2026	2027		
County Funds	\$ 87,856	\$ 87,856	\$ -	\$ -	\$ -	\$ -	\$ -		
Federal Funds	\$ -	-	-	-	-	-	-		
State Funds	\$ -	-	-	-	-	-	-		
Other (Specify):	\$ -	-	-	-	-	-	-		
Totals (Project/Item Funding)	\$ 87,856	\$ 87,856	\$ -	\$ -	\$ -	\$ -	\$ -		

Who Prepared Cost Estimate: Donatini, Inc. & Nelson Marine

Date of Estimate: Dec. 2020

NARRATIVE JUSTIFICATION:

Minnesota state statutes designates that "the sheriff... maintain a program of search, rescue, buoying and marking, patrol, removal of hazards to navigation, and inspection of watercraft for rent, lease or hire." The statute further requires the sheriff to "investigate watercraft accidents and drowning and report findings to the commissioner [of the Minnesota Department of Natural Resources]" (Minnesota State Statute § 86B.105). This request provides the Sheriff's Office with the necessary equipment to conduct search, rescue, and recovery operations. New technology will support operations, reducing the amount of time staff are engaged in complex and risky search, rescue, and recovery operations.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Sheriff's Office (48)

Item: Water Patrol Search, Rescue, and Recover Replacement Equipment

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Replacement equipment and technology will improve the county's response to water-related emergencies and lessen dependency on other law enforcement and public safety agencies. This will improve response times and the likelihood of saving lives. Funding will help prevent search and rescue operations from changing into a recovery operation.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	When? <u>__N/A__</u>
If project was funded, are carryover funds available?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
Year(s) and amounts budgeted and expended	Year(s) <u>__N/A__</u>		Budgeted/Expended <u>__N/A__</u>

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

New technology will support operations, reducing the amount of time staff are engaged in complex and risky search, rescue, and recovery operations.

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

N/A

IMPACT ON FUTURE REVENUES: (Be Specific!)

N/A

Estimated Useful Life: 5 to 7 years

Estimated Payback Period: 2 years (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC recommends financing this project for \$87,856 in 2022 with bonds.

COUNTY MANAGER COMMENTS:

County Manager proposes financing this project using bond proceeds of \$87,856 in 2022.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING 25

Department Name & Code #: <u>Sheriff's Office (48)</u>	Project Title or Item: <u>Conference Room Updates & Furniture Replacement</u>	NON-ROUTINE (New/Renovation) <u>X</u> Or ROUTINE (Maintenance) <u>X</u>	Yes <u>X</u>	No <u> </u>
<hr/>				
Account: 441201 <u> </u> 441212 <u> </u> 441202 <u> </u> OTHER <u> </u>	Dept Priority Number: <u>4</u>	Service Team Priority See DCM Memo	CM Ranking <u>26</u>	CIPAC Ranking <u>23</u>

PROJECT DESCRIPTION:

This request is a continuation of a project (Furniture Replacement, Citizen Privacy Updates) that was approved in the 2020-2025 project cycle. The scope of the project 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 warrants/gun permits/fingerprinting areas. Patrol areas include the community lobby, records, investigations, community services, and report rooms/patrol. A project budget of \$466,000 was originally requested and a \$378,550 budget was provided. This request continues this work and adds technology updates to conference rooms so that online meetings and training can be conducted.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 454,000	\$ 197,000	\$ 182,000	\$ 75,000	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 454,000	\$ 197,000	\$ 182,000	\$ 75,000	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Henricksen

Date of Estimate: Fall 2018 and Jan. 2019; Dec. 2020

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 mental health data to comply with legal requirements. Additionally, Sheriff's Office employees are required to complete state mandated training on topics such as use of force, de-escalation, diversity, and community policing. The requested technology updates to conference rooms will allow for this training to be conducted virtually. Federal CARES funding was requested for these technology updates, but the county denied the request. This request will also 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>	<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>		

Project # (CM Use Only)

Department Name &

Code #: Sheriff's Office (48)

Item: Conference Room Updates & Furniture Replacement

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. Completing state mandated training on topics such as use of force, de-escalation, diversity, and community policing would also remain challenging.

Has this project been requested previously? Yes X No _____ When? 2020-2025 project cycle _____

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

Year(s) and amounts budgeted and expended Year(s) 20201 Budgeted/Expended \$378,550 / \$378,550 will be spent in 20201

There will be a limited impact to future operating costs.

Estimated Useful Life: 15 - 20 years

Estimated Payback Period: 3 (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC does not recommend financing this project in 2022 or 2023.

County Manager does not recommend financing this project in 2022 or 2023.



**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

COMBINED RANKING **24**

Department Name & Code #: <u>Sheriff's Office (48)</u>	Project Title or Item: <u>Adult Detention Center Health & Efficiency Updates</u>	NON-ROUTINE (New/Renovation) Or ROUTINE (Maintenance)	Yes <u>X</u>	No <u> </u>
<hr/>				
Account: 441201 <u> </u> 441212 <u> </u> 441202 <u> </u> OTHER <u> </u>	Dept Priority Number: <u>5</u>	Service Team Priority See DCM Memo	CM Ranking <u>24</u>	CIPAC Ranking <u>24</u>

PROJECT DESCRIPTION:

This request is for several public health and efficiency updates to the Adult Detention Center. The public health updates were requested, but denied funding by the county for reimbursement under the federal CARES Act. The public health updates include replacing workstations for Public Health staff, changing surfaces to stainless, and improving medical and dental area/exam rooms. The medical/dental exam room improvements include transitioning to modern design standards for patient care. Public health updates will allow for proper cleaning and sanitizing of surfaces. Efficiency updates include updates to the Property Room to replace property storage system (improving services for citizens) and control room ergonomics to prevent repetitive workplace injury prevention (i.e., replacement of outdated and worn equipment and furniture).

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 950,000	\$ 475,000	\$ 475,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 950,000	\$ 475,000	\$ 475,000	\$ -	\$ -	\$ -	\$ -

Who Prepared Cost Estimate: Wold Architects and Engineers & RAK Construction

Date of Estimate: Dec. 2020

NARRATIVE JUSTIFICATION:

Public health, medical, and dental updates will improve patient care and ensure a more safe and healthy detention environment. There will be an improved use of existing space, including adding 2 additional workstations, which will reduce the need for sharing of workstations. The exterior panels of the existing workstations are covered in padded fabric. The material has proven to be unsuitable for the clinic environment because it is not able to be properly cleaned and disinfected. Large and heavy medication carts are currently physical obstacles in the middle of the workspace because the clinic environment has changed. In the Property Room, the motorized clothes rack system is slow and prone to mechanical failures. On multiple occasions, the belt system has become overloaded which caused hundreds of inmate property bags to fall to the floor in a pile and took days for staff to reorganize. The repairs to the current system are costly and labor intensive. In many areas, office space is not efficiently utilized and a more modern and ergonomic design will improve service delivery.

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 (2022-2027)
DETAIL BY PROJECT**

Department Name &

Project Title or

Code #: Sheriff's Office (48)

Item: Adult Detention Center Health & Efficiency Updates

CONSEQUENCES OF NOT FUNDING THIS PROJECT:

Public health and detention staff will continue to work in an antiquated and worn workspace which reduces efficiency and safety. The current Property Room system will likely continue to fail and require costly repairs. The current exam rooms will continue to be inefficient and unable to be properly sanitized. The current workstations will continue to be inefficient and may put employees at risk for repetitive stress injuries while on duty.

PREVIOUS PROJECT FUNDING:

Has this project been requested previously?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	When? <u>__N/A__</u>
If project was funded, are carryover funds available?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
Year(s) and amounts budgeted and expended	Year(s) <u>__N/A__</u>		Budgeted/Expended <u>__N/A__</u>

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

There will be a reduction in operating costs as measured decreases in work-related injuries and improvements in the delivery of medical and dental care.

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

N/A

IMPACT ON FUTURE REVENUES: (Be Specific!)

N/A

Estimated Useful Life: 20-25 years

Estimated Payback Period: 4 to 8 years (Based on estimated cost reductions/revenue increases or estimated productivity improvements.)

CIPAC COMMENTS:

CIPAC does not recommend financing this project in 2022 or 2023.

COUNTY MANAGER COMMENTS:

County Manager does not recommend financing this project in 2022 or 2023.

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Property Management Building Improvements

FUNDING SOURCE	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
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 (NET Building Improvement Needs)	77,581,708	4,948,659	3,708,476	23,410,221	23,285,404	8,222,669	14,006,279
TOTAL COSTS (equals Summary by Project)	\$ 98,489,440	\$ 8,433,281	\$ 7,193,098	\$ 26,894,843	\$ 26,770,026	\$ 11,707,291	\$ 17,490,901

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Property Management Building Improvements

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
	Public Works/Partners/Patrol Station	\$ 26,328,810	\$ 465,800	\$ 111,705	\$ 15,600,138	\$ 868,167	\$ 4,678,000	\$ 4,605,000
	Ramsey County Libraries	5,013,660	3,051,186	315,000	861,979	306,994	278,501	200,000
	City Hall / Courthouse	43,935,021	7,798,021	9,010,000	1,910,000	17,355,000	1,337,000	6,525,000
	General Building Fund	57,796,466	14,252,633	13,632,883	8,846,114	8,281,859	5,639,902	7,143,075
less	Regular and Major CIP Requests	(34,584,517)	(17,134,359)	(15,876,490)	(323,388)	(41,994)	(226,112)	(982,174)
TOTALS (Last Page Only)		\$ 98,489,440	\$ 8,433,281	\$ 7,193,098	\$ 26,894,843	\$ 26,770,026	\$ 11,707,291	\$ 17,490,901

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

COMBINED RANK _____

Yes No

Department Name & Property Management

Project Title or

NON-ROUTINE
(New/Renovation)
Or ROUTINE
(Maintenance)

Code #: Public Works/Partners/Patrol Station

Item: Building Improvements

X

Account: 441201 441212
441202 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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Rental Revenue & Fund Balance	\$ 26,328,810	465,800	111,705	15,600,138	868,167	4,678,000	4,605,000
Totals (Project/Item Funding)	\$ 26,328,810	\$ 465,800	\$ 111,705	\$ 15,600,138	\$ 868,167	\$ 4,678,000	\$ 4,605,000

Who Prepared Cost Estimate: Property Management

Date of Estimate: 12/22/2020

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 (2022-2027)
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 2022 - 2027

BUILDING NAME PROJECT DESCRIPTION		Separate CIP Request	ESTIMATED COST							TOTAL
			DEFERRED	2022	2023	2024	2025	2026	2027	
Public Works	Replace 10-15 rusted man doors. 2022			35,000						35,000
Public Works	Main PW overhead doors. Replace with rollup. 2022			80,000						80,000
Public Works	I star Replacements (security)	7.00		84,000						84,000
Public Works	Replace overhead garage doors, openers, gate operators - phase B 2022			95,000						95,000
Public Works	Lighting & BAS controls replacement. Convert to LED's. 2022			171,800						171,800
Public Works	Building assessment - Specialty Systems				36,705	1,425				38,130
Public Works	Building assessment - Life Safety & Security				75,000	4,280,650	156,267			4,511,917
Public Works	Building assessment - Plumbing					89,462				89,462
Public Works	Building assessment - Technology					142,456				142,456
Public Works	Building assessment - Land ground					603,250		4,000,000		4,603,250
Public Works	Building assessment - electrical					4,900,201				4,900,201
Public Works	Building assessment - HVACR					5,582,694				5,582,694
Public Works	Replace Water heater Patrol Station. 2020						6,600			6,600
Public Works	Review and make recommendations for Rip Rap basin. (GBB)						15,000			15,000
Public Works	Conference rm furniture replacement. Marsden, 576 rm 29 chairs,2 tables. 2022						22,000			22,000
Public Works	Replace exterior doors and hardware. 2019						25,000			25,000
Public Works	Replace concrete sidewalks/curbs around the PW building. 2020						44,000			44,000
Public Works	Replace boiler room pumps. 2021						13,200			13,200
Public Works	Replace loading dock leveler equipment. 2023						15,000			15,000
Public Works	Replace gate operators rear yard. 2021						16,500			16,500
Public Works	Replace/update building sign monument. 2023						17,000			17,000
Public Works	Replace RTU-3, 5 and 6. 2021						52,800			52,800
Public Works	Replace unit and infrared heaters throughout campus. 2021						74,800			74,800
Public Works	Replace flooring, carpet etc. 2021						110,000			110,000
Public Works	Replace RTU'S 1, 2 and 4. 2023						300,000			300,000
Public Works	Replace card readers all entries as needed. 2024							12,000		12,000
Public Works	Concrete walks replace/repair as needed. 2024							16,000		16,000
Public Works	Upgrade fire alarm system. 2024							21,000		21,000
Public Works	Replace generator underground storage tank. 2024							21,000		21,000
Public Works	Replace exhaust fans. 2024							24,000		24,000
Public Works	Replace garage unit heaters. 2024							27,000		27,000
Public Works	Replace garage doors and openers -phase c. 2024							30,000		30,000
Public Works	Replace daylight harvesting controls throughout campus. 2024							35,000		35,000
Public Works	Repair fuel island and building canopies. 2024							35,000		35,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

BUILDING NAME		PROJECT DESCRIPTION	Separate CIP Request	ESTIMATED COST							TOTAL
				DEFERRED	2022	2023	2024	2025	2026	2027	
Public Works		Replace millwork/countertops throughout campus. 2024							42,000		42,000
Public Works		Replace garage main air compressor/air dryer. 2024							50,000		50,000
Public Works		Paint, replace louvers, screening throughout campus. 2024							65,000		65,000
Public Works		Replace overhead doors and openers-Phase c 2024							100,000		100,000
Public Works		Replace Five MUA units. 2024							200,000		200,000
Public Works		Curb and gutter repair. 2025								15,000	15,000
Public Works		Concrete panels re-caulk. 2025								23,000	23,000
Public Works		Ceiling tile replacement. 2025								32,000	32,000
Public Works		Replace UPS modules. 2025								35,000	35,000
Public Works		Replace VAV boxes, reheat coils and controls. 2025								45,000	45,000
Public Works		Replace Liebert units. Three dedicated cooling units. 2025								45,000	45,000
Public Works		Replace ECC generator.								100,000	100,000
Public Works		Replace PW generator. 2025								100,000	100,000
Public Works		Replace/update BAS. 2025								110,000	110,000
Public Works		Replace roof/skylights. AMBE recommends replacement in 2022. (PM Assist)								4,100,000	4,100,000
TOTAL PUBLIC WORKS				-	465,800	111,705	15,600,138	868,167	4,678,000	4,605,000	26,328,810

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

COMBINED RANK _____

Yes No

Department Name & Property Management

Project Title or

NON-ROUTINE
(New/Renovation)
Or ROUTINE
(Maintenance)

Code #: Ramsey County Libraries

Item: Building Improvements

X

Account: 441201____ 441212____
441202____ 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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Rental Revenue & Fund Balance	\$ 5,013,660	3,051,186	315,000	861,979	306,994	278,501	200,000
Totals (Project/Item Funding)	\$ 5,013,660	\$ 3,051,186	\$ 315,000	\$ 861,979	\$ 306,994	\$ 278,501	\$ 200,000

Who Prepared Cost Estimate: Property Management

Date of Estimate: 12/22/2020

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. The 2022 column involving Other funds includes scheduled amounts in 2022 (\$2,851,138) plus the total backlog of the unfunded scheduled projects prior to 2022 (\$200,048).

1 & 2. Protect Life/Safety or Maintain Public Health
3 & 4. Replace Facility or Maintain Physical Property
5. Reduce Operating Costs
6. Protect Property

X
X
X
X

7. Provide Public Service
8. Provide Public Convenience
9. Enhance County Image

X
X
X

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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 2022 - 2027

		Separate	ESTIMATED COST							
BUILDING NAME		CIP Request	DEFERRED	2022	2023	2024	2025	2026	2027	TOTAL
RV, MP, SV, NB, MV	Card Readers on Main Entrances for RV, SV, MP & Card Readers for Data Closets at MP, MV, & NB		45,000							45,000
RV	Replace Security System Replacement (facility condition assessment project)		155,048							155,048
MV	Replace Access Control System (facility condition assessment project)			19,317						19,317
Library All	Replace AEDs (facility condition assessment project)			20,000						20,000
MV	Replace Security Camera System (facility condition assessment project)			38,634						38,634
Roseville	Recarpet Main & Lower Level Leaving VCT in Place			45,000	150,000					195,000
Shoreview	Install Crosswalk from Employee Parking Lot to Employee Entrance			75,000						75,000
Roseville	Recarpet Upper Level Leaving VCT in Place (2021 Project)			125,000						125,000
MV	Replace Interior Lighting System (facility condition assessment project)			144,878						144,878
RV	Replace Security Camera System (facility condition assessment project)			442,995						442,995
MP,RV,SV	Building Assessment - Land ground	3.00		1,940,314		269,335	41,994	197,001		2,448,644
Library All	I star Replacements (security)	7.00			70,000					70,000
Mounds View	Replace AHU or Retrofit AHU with HW Coil Engineering & Construction				95,000					95,000
MV	Replace Public Address System (facility condition assessment project)					14,488				14,488
Maplewood	Replace John Deere & Attachments					35,000				35,000
Mounds View	Refurbish all Restrooms					45,000				45,000
Mounds View	Add 2nd Small Boiler for Redundancy					50,000				50,000
Roseville	Replace Lighting Controls to Work with BAS					60,000				60,000
White Bear	Replace RTU 2					75,000				75,000
MV	Replace Exfn 1-5, CUH 1-3, VAV 1-5 (facility condition assessment project)					113,156				113,156
Maplewood	Mill & Overlay Parking Lot					200,000				200,000
MP, MV, RV, WB	Plumbing Integrity Tests Waste & Domestic						20,000			20,000
Mounds View	Install Safe Access to Roof						20,000			20,000
Maplewood	Replace/Retrofit Main Doors, Rebuild Hardware, Install New Handicap Operators						40,000			40,000
Maplewood	Replace Damaged Exterior Custom Paneling						60,000			60,000
Roseville	Retrofit 1st & 2nd Floor to LED						125,000			125,000
Roseville	Retrofit Sign to LED							11,500		11,500
Mounds View	Replace Fire Panel							20,000		20,000
Roseville	Retrofit Lower Level to LED							50,000		50,000
Library All	Convert Security System to Work in Conjunction with Card Access System								25,000	25,000
Maplewood	Study & Construction to Combine RTU's 1, 2, and 3 & AHU1 with RTU 4								175,000	175,000
TOTAL LIBRARIES			200,048	2,851,138	315,000	861,979	306,994	278,501	200,000	5,013,660

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Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

COMBINED RANK _____

Yes **No**

Department Name & Property Management

Project Title or

NON-ROUTINE
(New/Renovation)
Or ROUTINE
(Maintenance)

Code #: City Hall / Courthouse

Item: Building Improvements

X _____

Account: 441201 _____ 441212 _____
 441202 _____ 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						
		2022	2023	2024	2025	2026	2027	
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Federal Funds	\$ -	-	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-	-
Other (Specify): Rental Revenue & Fund Balance	\$ 43,935,021	7,798,021	9,010,000	1,910,000	17,355,000	1,337,000	6,525,000	
Totals (Project/Item Funding)	\$ 43,935,021	\$ 7,798,021	\$ 9,010,000	\$ 1,910,000	\$ 17,355,000	\$ 1,337,000	\$ 6,525,000	

Who Prepared Cost Estimate: Property Management

Date of Estimate: 12/22/2020

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 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.

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 (2022-2027)
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 2022 - 2027

BUILDING NAME	PROJECT DESCRIPTION	Separate CIP Request	ESTIMATED COST							TOTAL
			DEFERRED	2022	2023	2024	2025	2026	2027	
CHCH	Power factor capacitors			50,000						50,000
CHCH	Centrifugal Fire Pump Replacement			55,000						55,000
CHCH	I star Replacements (security)	7.00		98,000						98,000
CHCH	Domestic Hot Water Heat Exchanger Replacement			100,000						100,000
CHCH	Suite 220, County Board Carpet Replacement			150,000						150,000
CHCH	Restroom Upgrades to Touchless Faucets & Toilet Repairs - 8 - 18th Floors			160,000						160,000
CHCH	Sidewalk Entire Building, Snow Melt System 4th Street Addition			250,000						250,000
CHCH	Renewal Phase - Courtroom Carpet 3 Floors - 16, 15 and 14th Floors			500,000						500,000
CHCH	Light fixture ballast replacement - T25 & LED fixtures - 18, 17 & 16th Floors			900,000						900,000
CHCH	Roof & Rooftop Ductwork Replacement	5.00		2,150,300						2,150,300
CHCH	BAS replacement	6.00		3,384,721						3,384,721
CHCH	Sump Pump Replacements				30,000					30,000
CHCH	Humidification and Dehumidification Systems Upgrade				80,000					80,000
CHCH	Courtroom Benches Refinishing & Council Chambers Cushion Replacements				200,000					200,000
CHCH	Exhaust Fans Replacement				300,000					300,000
CHCH	Renewal Phase - Courtroom Carpet 3 Floors - 13, 12 and 11th Floors				500,000					500,000
CHCH	Light fixture ballast replacement - T25 & LED fixtures - 15, 14 and 13th Floors				900,000					900,000
CHCH	Exterior Limestone Cleaning, Joint & Metal Work and 672 Windows Replaced	1.00			7,000,000					7,000,000
CHCH	Restroom Upgrades to Touchless Faucets & Toilet Repairs - 1 - 7th Floors					160,000				160,000
CHCH	Plumbing Upgrades, Water Fountains, Flush Valves - All Floors					350,000				350,000
CHCH	Renewal Phase - Carpet 3 Floors - 10, 8 and Council Chambers					500,000				500,000
CHCH	Light fixture ballast replacement - T25 & LED fixtures - 12, 11 and 10th Floors					900,000				900,000
CHCH	Trash Compactor Replacement						5,000			5,000
CHCH	Lower Level Generator Replacement						450,000			450,000
CHCH	Light fixture ballast replacement - T25 & LED fixtures - LL, 1, 2 and 3rd Floors						900,000			900,000
CHCH	Roof Replacements - All Levels, Plus 19th Level Generator Replacement						8,000,000			8,000,000
CHCH	Sprinkler System - 3" and Smaller Fire Sprinkler Piping Rusting/Leaking						8,000,000			8,000,000
CHCH	Replace Finned-Tube Radiation Heaters All Floors							20,000		20,000
CHCH	Fan Coil Units, LL, 2nd, Mezzanine & 19th Floor							152,000		152,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

BUILDING NAME		Separate CIP Request	ESTIMATED COST							TOTAL
			DEFERRED	2022	2023	2024	2025	2026	2027	
CHCH	Air Handler Ventilation Systems - LL, 6th & 19th Floors							1,165,000		1,165,000
CHCH	Reception Stations								75,000	75,000
CHCH	Upgrade X-Ray Machines, Walk Thru Metal Detectors								150,000	150,000
CHCH	Refinish/Replace Wall & Window Coverings All Floors								1,000,000	1,000,000
CHCH	Replace All Reheat Coils								5,300,000	5,300,000
TOTAL COURTHOUSE CITY HALL			-	7,798,021	9,010,000	1,910,000	17,355,000	1,337,000	6,525,000	43,935,021

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

			COMBINED RANK _____	
			Yes	No
Department Name & Property Management		Project Title or	NON-ROUTINE (New/Renovation)	_____
Code #: General Building Fund		Item: Building Improvements	Or ROUTINE (Maintenance)	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						
		2022	2023	2024	2025	2026	2027	
County Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Federal Funds	\$ -	-	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-	-
Other (Specify): Rental Revenue & Fund Balance	\$ 57,796,466	14,252,633	13,632,883	8,846,114	8,281,859	5,639,902	7,143,075	
Totals (Project/Item Funding)	\$ 57,796,466	\$ 14,252,633	\$ 13,632,883	\$ 8,846,114	\$ 8,281,859	\$ 5,639,902	\$ 7,143,075	

Who Prepared Cost Estimate: Property Management

Date of Estimate: 12/22/2020

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 Family Service Center, 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. The 2022 column involving Other funds includes scheduled amounts in 2022 (\$13,751,100) plus the total backlog of the unfunded scheduled projects prior to 2022 (\$501,533).

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 (2022-2027)
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 2022 - 2027

		Separate	ESTIMATED COST							
BUILDING NAME		CIP Request	DEFERRED	2022	2023	2024	2025	2026	2027	TOTAL
Family Service Center	Roof replacement - bid documents			30,000						30,000
Family Service Center	Security Intrusion System (program)			64,000						64,000
Family Service Center	Building Assessment - Land ground	3.00		175,605		54,053			182,988	412,646
Family Service Center	Roof replacement- Shingles and EPDM(could bundle)	1.00		470,000						470,000
Family Service Center	Replace recirculating pumps, motors and controls					5,332				5,332
Family Service Center	Sweep and stripe lot, repairs to lot 2019 - appearance					7,500				7,500
Family Service Center	Living unit bath tile (phase 1) - CCAMPP 2020					55,000				55,000
Family Service Center	Building Assessment - Structure, Enclosures & Finishes					82,653				82,653
Family Service Center	Metal Panel work - CCAMPP 2020						22,000			22,000
Family Service Center	Gutters and downspouts - CCAMPP 2024						23,100			23,100
Family Service Center	Siding and soffits - CCAMPP 2025						34,100			34,100
Family Service Center	Building Assessment - Life Safety & Security						73,365			73,365
Family Service Center	Operable windows CCAMPP 2020						88,000			88,000
Family Service Center	Building Assessment - Plumbing						100,000	692,181	15,567	807,748
Family Service Center	Tuck-pointing/ Brickwork - CCAMPP 2025						120,000			120,000
Family Service Center	Building Assessment - HVACR						450,000		105,852	555,852
Family Service Center	Tub room remodel to ADA - CCAMPP 2013							17,600		17,600
Family Service Center	Exterior LED upgrade (wall packs/lot lights)							20,000		20,000
Family Service Center	Building exhaust - CCAMPP 2019-may not be needed							27,500		27,500
Family Service Center	Corridor doors - CCAMPP 2025							33,000		33,000
Family Service Center	Office carpet - CCAMPP 2015								13,200	13,200
Family Service Center	New ceiling tile - CCAMPP 2025								17,600	17,600
Family Service Center	Parking lot stripe and crack seal								25,000	25,000
Family Service Center	Living unit balance of flooring - CCAMPP 2013								38,500	38,500
TOTAL FAMILY SERVICE CENTER			-	739,605	-	204,538	910,565	790,281	398,707	3,043,696

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

BUILDING NAME	PROJECT DESCRIPTION	Separate CIP Request	ESTIMATED COST							TOTAL
			DEFERRED	2022	2023	2024	2025	2026	2027	
RCGC-East	I star Replacements (security)	7.00		98,000						98,000
RCGC-East	Dock Leveler requested in 2016 for \$10,000 for 2020 Operating					20,000				20,000
RCGC-East	Replace 9 exhaust motors and fans					26,000				26,000
RCGC-East	Replace 3 VFD's on main core loop					33,000				33,000
RCGC-East	Improve parking lot lighting after West deconstruction					48,000				48,000
RCGC-East	Painting contract for a substantial amount for multiple painting projects in the building throughout the year (\$40,000) Operating					50,000				50,000
RCGC-East	All automated door operators replaced					60,000				60,000
RCGC-East	Overhead door replacements total of 4					70,000				70,000
RCGC-East	Replace or repoint boiler smokestack on rooftop (Should be moved into 2022)					75,000				75,000
RCGC-East	Generator Overhaul requested in 2016 for \$45,000 for 2019 Operating					75,000				75,000
RCGC-East	Camera System / card access system upgrade					97,000				97,000
RCGC-East	Specialty heater replacement in entryways and vestibules					115,000				115,000
RCGC-East	Fire pump maintenance / replacement					125,000				125,000
RCGC-East	Misc. Sinks - kitchen, slop sinks / kitchen cabinets, countertops and backsplashes - Requested in 2016 for 125,000 for 2018 and revised for \$35,000 for 2019 (4%/year) Operating					150,000				150,000
RCGC-East	Casework Repair - Kitchenette cabinets, countertops, copy room cabinets 2016 request for \$125,000					150,000				150,000
RCGC-East	Buss duct system repair					157,000				157,000
RCGC-East	Heat Pump replacement phase 4 Replace 15 heat pumps					170,000				170,000
RCGC-East	Interior lockset replacement phased throughout the building					180,000				180,000
RCGC-East	Reserve for Plumbing and other emergencies Plumbing System and Restroom Remodel Phase 3 Replace remaining end of life galvanized piping					200,000	200,000			400,000
RCGC-East	Sealing and striping of back lot					275,000				275,000
RCGC-East	Replace MUA #3					380,000				380,000
RCGC-East	Cooling Towers Replaced					500,000				500,000
RCGC-East	Flooring renewal phase 1 carpeting replaced					605,000				605,000
RCGC-East	Mechanical system study and replacement for condensing boilers, cooling towers, and energy recovery					1,115,000				1,115,000
RCGC-East	BAS lighting control for office spaces						65,000			65,000
RCGC-East	Operational energy savings for bathrooms, stairwells, and parking lot lighting						70,000			70,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

BUILDING NAME		PROJECT DESCRIPTION	Separate	ESTIMATED COST						TOTAL	
			CIP Request	DEFERRED	2022	2023	2024	2025	2026		2027
RCGC-East		Drinking fountain replacements throughout the building						80,000			80,000
RCGC-East		Window sill replacement phased throughout the building						250,000			250,000
RCGC-East		Bluff work/shotcrete in the back parking lot						250,000			250,000
RCGC-East		Thermostat conversion to wall plate sensors phased throughout the building						250,000			250,000
RCGC-East		Trash compactor replacement							50,000		50,000
RCGC-East		Sidewalk repair off of Kellogg and Robert							75,000		75,000
RCGC-East		Partition wall replacement in conference rooms 9600 A, B, C and D.							80,000		80,000
RCGC-East		Blind replacement phased throughout the building							200,000		200,000
RCGC-East		Retaining wall rebuild 2nd street and railroad walls							500,000		500,000
RCGC-East		Janitorial Equipment - floor scrubbers, vacuums, extractors								50,000	50,000
RCGC-East		Solar panel study								50,000	50,000
RCGC-East		Circuit tracing and marking throughout the building								65,000	65,000
RCGC-East		Landscaping updates - tree planting, mulch, removal of bushes and trees								75,000	75,000
RCGC-East		Exterior of building pressure washed								80,000	80,000
RCGC-East		Main lobby casework								250,000	250,000
RCGC-East		Repairing, repainting, or replacing the green rail around the park								2,000,000	2,000,000
TOTAL GOVERNMENT CENTER EAST			-	98,000	-	4,676,000	1,165,000	905,000	2,570,000	9,414,000	

JFJC		Exterior Door Replacement - St Peter Street 2022			12,000						12,000
JFJC		Entrance Terrazzo Mitigation - Professional Services 2022			20,000						20,000
JFJC		Fire Panel Zone Replacement 2 of 2 requested 2022			28,000						28,000
JFJC		Replace Heating Pumps 2022			60,000						60,000
JFJC		Elevator Modernization - Construction Services for Unit H in Detention 2022			140,000						140,000
JFJC		Finishes, updates and carpet replacement - JDC offices, commons Phase 1 2022			170,000						170,000
JFJC		#373 Tuckpointing 2020			414,000						414,000
JFJC		Building Assessment - Land ground	3.00		494,587						494,587
JFJC		Elevator Modernization - Construction Services for Units A, C, D, E, F 2022			1,300,000						1,300,000
JFJC		Pod repainting, phase 1 2023				60,000					60,000
JFJC		Interior lighting upgrades. courtside lobbies 2023				110,000					110,000
JFJC		Finishes, updates and carpet replacement - JDC offices, commons Phase 2 2023				170,000					170,000
JFJC		Pod repainting, phase 2 2024					60,000				60,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

		Separate	ESTIMATED COST							
BUILDING NAME		CIP Request	DEFERRED	2022	2023	2024	2025	2026	2027	TOTAL
JFJC	Replace existing cameras systems - courtside, design & install 2024					280,000				280,000
JFJC	UPS Replacement 2025						30,000			30,000
JFJC	Detention Lock Replacement 2025						160,000			160,000
JFJC	Finishes, updates and carpet replacement - JDC offices, commons Phase 3 2025						170,000			170,000
JFJC	Install JDC heating loops onto BAS Controls - include valves, pumps and sensors 2025						185,000			185,000
JFJC	Replace X-ray machine 2026							55,000		55,000
JFJC	AHU replacements - S units 1, 2, 3 and 7. 2026							180,000		180,000
JFJC	Ramp & snow melt system replacement 2027								160,000	160,000
JFJC	AHU replacements - S units 4, 5, 6. 2027								180,000	180,000
TOTAL JUVENILE AND FAMILY JUSTICE			-	2,638,587	340,000	340,000	545,000	235,000	340,000	4,438,587

LEC		AED Replacement			9,500						9,500
LEC		Paint tenant offices and hallways			15,000						15,000
LEC		Caulking around exterior of facility	1.00		15,000						15,000
LEC		Recirculation line for locker rooms			15,000						15,000
LEC		Redo Locker-room Shower tile			20,000						20,000
LEC		Replace dock leveler			20,000						20,000
LEC		Jail Submeter District Cooling			35,000						35,000
LEC		Replace Carpet 1st Floor B Building			90,000						90,000
LEC		Upgrade non 24 hour ahu components			100,000						100,000
LEC		UV lights in AHU's			146,000						146,000
LEC		Tuck point exterior	1.00		170,000						170,000
LEC		Building Assessment - Land ground	3.00		1,667,926						1,667,926
LEC		Elevator Sump Pump				4,800					4,800
LEC		Thermostatic Valves in Central Plant				6,300					6,300
LEC		RPZ replacement				9,500					9,500
LEC		Pump 12 and 13				19,000					19,000
LEC		Recirculation Pumps				57,000					57,000
LEC		Heating and Cooling Pumps 1-6				68,000					68,000
LEC		Replace fire alarm system in central control				69,000					69,000
LEC		Booking Flooring Replacement				90,000					90,000
LEC		Carpet 3rd floor b				90,000					90,000
LEC		Replace Carpet on 2nd Floor B				90,000					90,000
LEC		Carpet 1st Floor C				90,000					90,000
LEC		Modernization elevators				2,531,000					2,531,000
LEC		Roof Replacement	1.00			3,928,009					3,928,009
LEC		Replace (3)loading dock garage doors with rollup style door						40,000			40,000
LEC		Cooling in Courtrooms						50,000			50,000
LEC		Snow Melt Replacement						67,000			67,000
LEC		Recoat mechanical room floors						75,000			75,000
LEC		Courtroom carpet replacement						75,000			75,000
LEC		Courtroom carpet replacement						95,000			95,000
LEC		Jail Pod Paint							10,000		10,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

BUILDING NAME		PROJECT DESCRIPTION	Separate CIP Request	ESTIMATED COST							TOTAL
				DEFERRED	2022	2023	2024	2025	2026	2027	
LEC		Replace power window operator's in the jail pods							90,000		90,000
LEC		Exterior LEC Replacement							100,000		100,000
LEC		Redo courtroom paneling								100,000	100,000
LEC		Replace cell pass thru's in jail								200,000	200,000
TOTAL LAW ENFORCEMENT CENTER				-	2,303,426	7,052,609	-	402,000	200,000	300,000	10,258,035
Suburban Courts		BAS, Lighting control, and LED upgrade			50,000						50,000
Suburban Courts		BAS energy saving upgrades	6.00		50,000						50,000
Suburban Courts		Replace cement exterior panels - Encompass 10/25/18 report item 2.5a - CCAMPP 2020	1.00		856,488						856,488
Suburban Courts		Camera Upgrade - CCAMPP 2014				22,782					22,782
Suburban Courts		I star Replacements (security)	7.00			28,000					28,000
Suburban Courts		Building Assessment - Structure, Enclosures & Finishes				44,673	921,785	1,631,460			2,597,918
Suburban Courts		Building Assessment - Life Safety & Security				82,271	5,698				87,969
Suburban Courts		Building Assessment - Land ground				287,239					287,239
Suburban Courts		Traffic control at weapons screening - CCAMPP 2017					120,000				120,000
Suburban Courts		Building Assessment - Electrical					189,555				189,555
Suburban Courts		Remodel Courtroom A - CCAMPP 2020						6,600			6,600
Suburban Courts		Building Assessment - Plumbing						7,630			7,630
Suburban Courts		New downspouts (underground?) 2019 appearance - CCAMPP 2030						30,000			30,000
Suburban Courts		Replace irrigation system, control heads, valves and small amount of piping						30,000			30,000
Suburban Courts		Exhaust fans - CCAMPP 2025						80,000			80,000
Suburban Courts		Remodel Courtroom B - CCAMPP 2020						80,000			80,000
Suburban Courts		Building Assessment - HVACR						396,756			396,756
Suburban Courts		Parking gate controller - CCAMPP 2017							13,200		13,200
Suburban Courts		RTU replacement court room (one unit) - CCAMPP 2025							15,000		15,000
Suburban Courts		Curb & gutter - CCAMPP 2016							15,400		15,400
Suburban Courts		Concrete walks - CCAMPP 2025							16,500		16,500
Suburban Courts		Fire Alarm Panel and device replacement - CCAMPP 2025							20,000		20,000
Suburban Courts		Trash enclosure - CCAMPP 2017							30,000		30,000
Suburban Courts		Landscaping - CCAMPP 2013							40,000		40,000
Suburban Courts		Roof - repair flat - CCAMPP 2025								6,600	6,600
Suburban Courts		RTU replacement - other court room and public / office areas (two units) - CCAMPP 2030								6,600	6,600
Suburban Courts		Reroof flat - CCAMPP 2030								8,800	8,800
Suburban Courts		Metal screen on roof - CCAMPP 2020								17,600	17,600
Suburban Courts		Sewer line to street engineering study - CCAMPP 2015								20,000	20,000
Suburban Courts		Main building sign - CCAMPP 2015								22,000	22,000
Suburban Courts		Judicial suites counter tops - CCAMPP 2025								50,000	50,000
Suburban Courts		Reroof flat - CCAMPP 2030								200,000	200,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

		Separate	ESTIMATED COST							
BUILDING NAME	PROJECT DESCRIPTION	CIP Request	DEFERRED	2022	2023	2024	2025	2026	2027	TOTAL
TOTAL SUBURBAN COURTS			-	956,488	464,965	1,237,038	2,262,446	150,100	331,600	5,402,637
Plato	Infrared/electrical safety checks & repairs			5,000	5,000					10,000
Plato	Parking lot patching, stripping & upgrades			7,500	10,000					17,500
Plato	Painting			7,500	10,000					17,500
Plato	Replace HP's			20,000	25,000					45,000
Plato	Replace MAU #1 (PROJECT MGRS ASSISTANCE)			35,000						35,000
Plato	Replace MAU #2 (PROJECT MGRS ASSISTANCE))			35,000						35,000
Plato	Building Exterior Envelope Renovation	4.00		232,510	3,996,481					4,228,991
Plato	I star Replacements (security)	7.00			28,000					28,000
Plato	Carpet replacement (Project Mgrs Assistance Requested)				70,000					70,000
Plato	Infrared/electrical safety checks & repairs					5,000				5,000
Plato	Parking lot patching, stripping & upgrades					7,500				7,500
Plato	Roof Inspection & repairs					12,000				12,000
Plato	Heat pump replacements) - CCAMPP 2028					20,000				20,000
Plato	Refinish staircases - includes floors, skirts, and handrails					36,000				36,000
Plato	Replace carpet - phase 1 (1st floor public) - CCAMPP 2020 (PROJECT MGRS ASSISTANCE)					75,000				75,000
Plato	Infrared/electrical safety checks & repairs						5,000			5,000
Plato	Parking lot patching, stripping & upgrades						7,500			7,500
Plato	Heat pump replacements - 2019 project - CCAMPP 2028						20,000			20,000
Plato	Freight Elevator upgrades (PROJECT MGRS ASSISTANCE)						50,000			50,000
Plato	Replace carpet - phase 2 (1st floor office) - CCAMPP 2021 (PROJECT MGRS ASSISTANCE)						75,000			75,000
Plato	Infrared/electrical safety checks & repairs							5,000		5,000
Plato	Parking lot patching, stripping & upgrades							7,500		7,500
Plato	Roof Inspection & repairs							12,000		12,000
Plato	Replace heat pumps - CCAMPP 2031 (Replace heat pumps that reached life expectancy or cost prohibitive to repair)							20,000		20,000
Plato	Rest room upgrades - 2018 project (- CCAMPP 2019 divisions 9 & 10) (PROJECT MGRS ASSISTANCE)							30,000		30,000
Plato	Replace carpet - phase 4 (2nd floor) - CCAMPP 2023 (PROJECT MGRS ASSISTANCE)							75,000		75,000
Plato	Replace 7 RTUs Phase 1 (PROJECT MGRS ASSISTANCE)							125,000		125,000
Plato	Infrared/electrical safety checks & repairs								5,000	5,000
Plato	Parking lot - concrete CCAMPP 2014, asphalt resurface & restripe CCAMPP 2015 (PROJECT MGRS ASSISTANCE)								7,500	7,500
Plato	Roof Inspection & repairs								12,000	12,000
Plato	Replace heat pumps - CCAMPP 2031								20,000	20,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

BUILDING NAME		PROJECT DESCRIPTION	Separate CIP Request	ESTIMATED COST							TOTAL
				DEFERRED	2022	2023	2024	2025	2026	2027	
Plato		Replace carpet - phase 3 (3rd and 4th floors) - CCAMPP 2022 (PROJECT MGRS ASSISTANCE)								75,000	75,000
Plato		Replace 7 RTUs Phase 2 (PROJECT MGRS ASSISTANCE)								175,000	175,000
TOTAL 90 WEST PLATO				-	342,510	4,144,481	155,500	157,500	274,500	294,500	5,368,991
ECC/911 Center		UV Lights in RTU's			18,000						18,000
ECC/911 Center		BAS and HVAC upgrades (smart stats, radiant in breakroom)			50,000						50,000
ECC/911 Center		Concrete Replacing				40,000					40,000
ECC/911 Center		Comfloor Carpet					65,000				65,000
ECC/911 Center		Office Carpet						55,000			55,000
ECC/911 Center		Replace RTU 1 and 2						65,000			65,000
ECC/911 Center		LED Exterior Lights							15,000		15,000
ECC/911 Center		Replace RTU 4 and 3							65,000		65,000
ECC/911 Center		Roof Repair								200,000	200,000
TOTAL CONSOLIDATED 911 CENTER				-	68,000	40,000	65,000	120,000	80,000	200,000	573,000
Metro Square		Replace water heater w/high efficiency unit. End of life expectancy 2022			20,000						20,000
Metro Square		BAS software upgrades. 2022			35,000						35,000
Metro Square		Loading Dock Upgrades: door/opener, seal/shelter, leveler replacements 2022			60,000						60,000
Metro Square		Public area carpet replacement, phase III, IV 3rd & 5th floors. 2022			100,000						100,000
Metro Square		Building Assessment - Land ground	3.00		116,868						116,868
Metro Square		Update lighting to LED: professional services, 1st floor & stairwell replacement. 2022			195,000						195,000
Metro Square		Metro Square Exterior Envelope Assessment and Repair Project	2.00		3,559,552						3,559,552
Metro Square		I star Replacements (security)	7.00			70,000					70,000
Metro Square		Replace galvanized 3" domestic water piping, phase II - east plumbing chase. 2023				75,000					75,000
Metro Square		Radiation cabinets, phase I - 5th floor north and east walls. 2023				100,000					100,000
Metro Square		Replace Fire & Jockey Pumps 2023				135,000					135,000
Metro Square		Light Fixture LED Upgrades, 2nd & 3rd Floor common areas 2023				260,000					260,000
Metro Square		Replace aged transformers & electric panels, phase 1 2024					70,000				70,000
Metro Square		Radiation cabinets, phase II - 5th floor south and west walls. 2024					100,000				100,000
Metro Square		Replace galvanized 3" domestic water piping, phase III, IV - center & west plumbing chase 2024					175,000				175,000
Metro Square		Replace Life/Safety Generator 2024					225,000				225,000
Metro Square		Radiation cabinets, phase III - 4th floor north & east walls. 2025						100,000			100,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

BUILDING NAME		PROJECT DESCRIPTION	Separate	ESTIMATED COST							TOTAL
			CIP Request	DEFERRED	2022	2023	2024	2025	2026	2027	
Metro Square		Light Fixture LED Upgrades, 2nd Floor common areas 2025						130,000			130,000
Metro Square		Public area carpet replacement, phase VI - 4th Floor & lower level conf center 2025						135,000			135,000
Metro Square		Replace aged transformers & electric panels, phase 2 2025						205,000			205,000
Metro Square		Replaced aged HVAC equipment Fan Units 1-3 & Relief Fans 2026							270,000		270,000
Metro Square		Replace aged transformers & electric panels, phase 3 2026							300,000		300,000
Metro Square		Paint exterior of skyway 2027								45,000	45,000
Metro Square		Replace aged Plumbing fixtures all levels 2027								65,000	65,000
Metro Square		Replace fire alarm system, design & phase 1 2027								190,000	190,000
Metro Square		Replaced aged HVAC equipment Fan Units 4-7 2027								270,000	270,000
TOTAL METRO SQUARE				-	4,086,420	640,000	570,000	570,000	570,000	570,000	7,006,420
402		Concrete Stair Repair			8,000						8,000
402		Marathon Garage Door Replacement			20,000						20,000
402		Distech controls with occ sensor			50,000						50,000
402		UV Lights in the RTU's			75,000						75,000
402		I star Replacements (security)	7.00		84,000						84,000
402		Building Assessment - Land ground	3.00		144,166				29,111		173,277
402		LED retro				75,000	75,000				150,000
402		Garage door replacement						50,000			50,000
402		Flooring in offices and common area							65,000		65,000
402		Parking lot resurface and restripe								50,000	50,000
TOTAL 402 UNIVERSITY				-	381,166	75,000	75,000	50,000	94,111	50,000	725,277
5 Owasso		Building assessment - Specialty Systems (program)		38,604							38,604
5 Owasso		Service roof full replacement 2019 - 550k taken for metro roof		341,929	38,328						380,257
5 Owasso		I star Replacements (security)	7.00		-	14,000					14,000
5 Owasso		Building assessment - Structure, enclosures, finishes	1.00		1,100,000						1,100,000
5 Owasso		landscaping and general clean up of property				10,000					10,000
5 Owasso		HVAC/BAS/LED improvements, updates etc.				28,328					28,328
5 Owasso		Add flagpole.					7,150				7,150
5 Owasso		Building assessment - Life safety					11,000				11,000
5 Owasso		Fire alarm panel update replacement. Some original equipment.					20,000				20,000
5 Owasso		Re-caulk panels every 10+ years to prevent moisture infiltration.					25,000				25,000
5 Owasso		Office carpet replacement. Currently wearing well.					25,000				25,000
5 Owasso		Building assessment - HVACR					341,929	74,985			416,914

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

BUILDING NAME PROJECT DESCRIPTION		Separate CIP Request	ESTIMATED COST							TOTAL
			DEFERRED	2022	2023	2024	2025	2026	2027	
5 Owasso	Remove/Replace concrete approaches in public parking lot.						35,200			35,200
5 Owasso	Infill loading dock to better utilize space. 41x79. 3280 additional sf.						66,172			66,172
5 Owasso	Building assessment - plumbing						125,000			125,000
5 Owasso	Building assessment - electrical						286,122			286,122
5 Owasso	Building assessment - Land ground						597,710	1,144,721		1,742,431
5 Owasso	Impound gate operator will need replacement.							8,000		8,000
5 Owasso	Ceiling tile replacement							25,000		25,000
5 Owasso	Replace at least 14 sections of concrete sidewalk.							60,000		60,000
5 Owasso	Replace fire alarm panel.								25,000	25,000
5 Owasso	Impound lot fence replacement.								43,000	43,000
5 Owasso	Generator replacement								75,000	75,000
TOTAL 5 SOUTH OWASSO			380,533	1,138,328	52,328	430,079	1,185,189	1,237,721	143,000	4,567,178

RCCF	Abate & Reinsulate Water Lines phase 2 2022			12,000						12,000
RCCF	Building Assessment - Land ground	3.00		242,322					799,186	1,041,508
RCCF	Replace AHUs 9 & 11 serving Dorms 200 & 400 2022			250,000						250,000
RCCF	I star Replacements (security)	7.00			14,000					14,000
RCCF	BAS Upgrades, replace pneumatics 2023	6.00			700,000					700,000
RCCF	Turnaround Project Dorm 400 2024					120,000				120,000
RCCF	Chilled Water Loop Upgrade & Install Heat Recovery Unit 2024					550,000				550,000
RCCF	Abate & Reinsulate Water Lines phase 3 2025						25,000			25,000
RCCF	Turnaround Project Dorm 100 2025						140,000			140,000
RCCF	Replace Heat Exchangers to Gas in North Bldg 2026 (Programs to change Kitchen Kettles to Gas)							250,000		250,000
RCCF	Replace Heat Exchangers in East Mech Room 2026							250,000		250,000
RCCF	Turnaround Project in Dorm 1300 2027								120,000	120,000
RCCF	Replace Industry HVAC Unit 2027								200,000	200,000
TOTAL CORRECTIONAL FACILITY			-	504,322	714,000	670,000	165,000	500,000	1,119,186	3,672,508

ME	Ahu 3 (Red Cross)		121,000							121,000
ME	Roof inspection & repairs			5,000						5,000
ME	Infrared/electrical safety checks			5,000						5,000
ME	Building envelope brickwork, grounds & structural repairs			5,000						5,000
ME	FACILITY ASSESSMENTS Generator replace\$221,498(PROJECT MGRS ASSISTANCE)			221,498						221,498
ME	Roof inspection & repairs				5,000					5,000
ME	Parking lot patching, stripping & upgrades				5,000					5,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

		Separate	ESTIMATED COST							
BUILDING NAME		CIP Request	DEFERRED	2022	2023	2024	2025	2026	2027	TOTAL
ME	FACILITY ASSESSMENTS Generator replace\$221,498(PROJECT MGRS ASSISTANCE)				12,000					12,000
ME	I star Replacements (security)	7.00			14,000					14,000
ME	Roof inspection & repairs					5,000				5,000
ME	Infrared/electrical safety checks					5,000				5,000
ME	Building envelope brickwork, grounds & structural repairs					12,000				12,000
ME	Carpet					45,000				45,000
ME	Roof inspection & repairs						5,000			5,000
ME	Infrared/electrical safety checks						5,000			5,000
ME	Building envelope brickwork, grounds & structural repairs						12,000			12,000
ME	Roof inspection & repairs							5,000		5,000
ME	Infrared/electrical safety checks							5,000		5,000
ME	Building envelope brickwork, grounds & structural repairs							12,000		12,000
ME	Roof inspec./Elec infrared/Bld envelope								17,000	17,000
ME	Door Systems Phase 1								55,000	55,000
ME	Resilient Flooring								110,000	110,000
TOTAL MEDICAL EXAMINER			121,000	236,498	36,000	67,000	22,000	22,000	182,000	686,498

555 Cedar	FACILITY ASSESSMENTS>LIFE SAFETY>REPLACE 2 AED'S (\$1,500/EACH)			3,000							3,000
555 Cedar	FACILITY ASSESSMENTS>HEPA FILTERS			12,750							12,750
555 Cedar	Replace X3 water heaters			15,000	15,000						30,000
555 Cedar	FACILITY ASSESSMENT(Phase 2 & 3)Replace boiler/abate/separate ramp heat (PROJ. MGRS ASSIST REQUIRED)			227,000	30,000						257,000
555 Cedar	Infrared/electrical safety checks				1,500						1,500
555 Cedar	Parking lot patching, stripping & upgrades				5,000						5,000
555 Cedar	Replace existing lighting and convert to LED's (MAY BUNDLE THIS WITH PROJECT MGRS ASSISTANCE?)				8,000						8,000
555 Cedar	I star Replacements (security)	7.00			14,000						14,000
555 Cedar	Remove VAT tile in penthouse - Wold priority 2					10,000					10,000
555 Cedar	Remove transite wall panels in four rooms clinical wing 1st level - Wold priority 2					27,500					27,500
555 Cedar	Replace VCT in corridors - CCAMPP 2017					30,800					30,800
555 Cedar	Elevator remodel - CCAMPP 2014 & 2024 refurbish and replace respectively - last remodeled 1989 (PROJECT MGRS ASSISTANCE REQUIRED)					90,200					90,200
555 Cedar	FACILITY ASSESSMENTS>DOMESTIC HOT WATER REPLACEMENT (PROJ. MGRS. ASSISTANCE REQUESTED)					97,459					97,459
555 Cedar	Controls for building are nonexistent - 2020 appearance					100,000					100,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

BUILDING NAME		PROJECT DESCRIPTION	Separate CIP Request	ESTIMATED COST							
				DEFERRED	2022	2023	2024	2025	2026	2027	TOTAL
555 Cedar		Repair interior main stair case railing - CCAMPP 2020						11,000			11,000
555 Cedar		Replace other remaining doors - CCAMPP 2025						16,500			16,500
555 Cedar		Replace millwork on public counter areas - CCAMPP 2015						22,000			22,000
555 Cedar		Replace condensate and/or steam traps - CCAMPP 2015						49,500			49,500
555 Cedar		Replace carpet phase 4 - office areas 2nd floor - CCAMPP 2026- last replaced 2010 (PROJECT MGRS ASSISTANCE REQUIRED)						50,000			50,000
555 Cedar		Replace main entry doors - CCAMPP 2025						57,200			57,200
555 Cedar		Replace boiler tubes and/or steam piping - CCAMPP 2018 (MAY BUNDLE THIS WITH BOILER REPLACEMENT PROJECT MGRS ASSISTANCE?)						93,500			93,500
555 Cedar		FACILITY ASSESSMENTS>DOMESTIC COLD WATER REPLACEMENT (PROJECT MGRS ASSISTANCE REQUIRED)						97,459			97,459
555 Cedar		Replace carpet phase 1 - public areas 1st floor - CCAMPP 2020 - last replaced 2010 (PROJECT MGRS ASSISTANCE REQUIRED)						110,000			110,000
555 Cedar		Replace carpet phase 2 - office areas 1st floor - CCAMPP 2022- last replaced 2010 (PROJECT MGRS ASSISTANCE REQUIRED)						110,000			110,000
555 Cedar		Replace carpet phase 3 - public areas 2nd floor - CCAMPP 2024- last replaced 2010 (PROJECT MGRS ASSISTANCE REQUIRED)						110,000			110,000
555 Cedar		Infrared/electrical safety checks							5,000		5,000
555 Cedar		Building envelope brickwork, grounds 7 structural repairs							5,000		5,000
555 Cedar		Remodel & upgrades 1st floor (PROJECT MGRS ASSISTANCE REQUIRED)							75,000		75,000
555 Cedar		FACILITY ASSESSMENTS>SEWER REPLACEMENT							146,189		146,189
555 Cedar		Parking lot needs to be upgraded - 2020 appearance - CCAMPP 2028 & Wold priority 2 (PROJECT MGRS ASSISTANCE REQUIRED)							150,000		150,000
555 Cedar		Parking lot access control system, gates, intercom							200,000		200,000
555 Cedar		Roof inspection and repairs								5,000	5,000
555 Cedar		Infrared/electrical safety checks								5,000	5,000
555 Cedar		Building envelope brickwork, grounds & structural repairs								5,000	5,000
555 Cedar		FACILITY ASSESSMENTS>AHU #3 REPLACEMENT (PROJECT MGRS ASSISTANCE REQUIRED)								139,227	139,227
555 Cedar		Concrete Replacement								150,000	150,000
555 Cedar		Remodel & upgrades 2nd floor								150,000	150,000

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

			Separate CIP Request	ESTIMATED COST							
BUILDING NAME		PROJECT DESCRIPTION		DEFERRED	2022	2023	2024	2025	2026	2027	TOTAL
555 Cedar		FACILITY ASSESSMENTS>MAIN ELECTRICAL PANEL REPLACEMENT (PROJECT MGRS ASSISTANCE REQUIRED)								189,855	189,855
TOTAL 555 CEDAR				-	257,750	73,500	355,959	727,159	581,189	644,082	2,639,639
TOTAL GENERAL BUILDING FUND				501,533	13,751,100	13,632,883	8,846,114	8,281,859	5,639,902	7,143,075	57,796,466

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY FUNDING SOURCE**

Dept Name & Code # Building & Grounds Improvements/Repairs

COUNTY BUILDINGS/DEPARTMENTS	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
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)	1,131,732	172,210	150,750	166,970	414,560	98,128	129,114
TOTAL FUNDING	7,731,732	1,272,210	1,250,750	1,266,970	1,514,560	1,198,128	1,229,114
Unfunded Projects	4,716,721	3,871,468	29,567	336,847	1,150,080	(545,159)	(126,082)
TOTAL COSTS (equals Summary by Project)	\$ 12,448,453	\$ 5,143,678	\$ 1,280,317	\$ 1,603,817	\$ 2,664,640	\$ 652,969	\$ 1,103,032

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
SUMMARY BY PROJECT**

Dept Name & Code # Building & Grounds Improvements/Repairs

Priority Number	Project or Item	Total Project Cost	ESTIMATED COST					
			2022	2023	2024	2025	2026	2027
	Extension Barn 760000	\$ 5,803,807	\$ 3,542,573	\$ 47,320	\$ 563,300	\$ 1,055,000	\$ 191,781	\$ 403,833
	Landmark Center 720000	2,547,714	1,029,694	622,500	338,520	157,000	200,000	200,000
	Parks & Recreation/660000	4,096,932	571,411	610,497	701,997	1,452,640	261,188	499,199
TOTALS (Last Page Only)		\$ 12,448,453	\$ 5,143,678	\$ 1,280,317	\$ 1,603,817	\$ 2,664,640	\$ 652,969	\$ 1,103,032

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

COMBINED RANK _____

Department Name &		Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
				_____	<u>X</u>
Code #: Extension Barn 760000		Item: Building Improvements/Repairs	Or ROUTINE (Maintenance)	<u>X</u>	_____
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 2027.

FUNDING SOURCE:	Total All Years	ESTIMATED COST					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 5,803,807	\$ 3,542,573	\$ 47,320	\$ 563,300	\$ 1,055,000	\$ 191,781	\$ 403,833
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 5,803,807	\$ 3,542,573	\$ 47,320	\$ 563,300	\$ 1,055,000	\$ 191,781	\$ 403,833

Who Prepared Cost Estimate: Staff (based on recent project costs)

Date of Estimate: Dec-22

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 2022 column involving County funds includes scheduled amounts in 2022 (\$50,000) plus the total backlog of the unfunded scheduled projects prior to 2022 (\$3,492,573).

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>	_____			

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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 2006-2021

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 as 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 2022 - 2027

		Separate CIP Request	ESTIMATED COST							TOTAL
BUILDING NAME	PROJECT DESCRIPTION		DEFERRED	2022	2023	2024	2025	2026	2027	
Ext Barn	Building Assessment - Plumbing		119,229							119,229
Ext Barn	Building Assessment - Life Safety & Security		131,918							131,918
Ext Barn	Building Assessment - Land ground		213,254			192,936				406,190
Ext Barn	Building Assessment - HVACR		281,112							281,112
Ext Barn	Building Assessment - Electrical		303,786							303,786
Ext Barn	Building Assessment - Structures, Enclosures & Finish		2,443,274			68,364				2,511,638
Ext Barn	I star Replacements (security)	7.00		-	14,000					14,000
Ext Barn	BAS upgrade (could bundle)	6.00		50,000						50,000
Ext Barn	Kitchen remodel 2019				33,320					33,320
Ext Barn	Entrance to tunnel - CCAMPP 2015					12,000				12,000
Ext Barn	Windows for remaining 1st floor - CCAMPP 2013					20,000				20,000
Ext Barn	Entry 5 doors - CCAMPP 2020					25,000				25,000
Ext Barn	Replace two original barn doors - CCAMPP 2018					25,000				25,000
Ext Barn	Hay mow on north and south - CCAMPP 2018					40,000				40,000
Ext Barn	Interior lighting LED retrofit					60,000				60,000
Ext Barn	Baseboard heat 2017 - \$2000, combining with 2016 and 2017 HVAC \$17,000 and 2018 BAS upgrades \$5000					120,000				120,000
Ext Barn	Replace fire safety systems - common area smoke detectors 1980's vintage, location of horn is bad, no strobe lights, etc.						80,000			80,000
Ext Barn	Tuck pointing / brickwork - CCAMPP 2013						225,000			225,000
Ext Barn	Fire suppression system and new domestic water line						750,000			750,000
Ext Barn	Soffit and fascia - CCAMPP 2023							25,300		25,300
Ext Barn	Office windows - CCAMPP 2020							29,481		29,481
Ext Barn	Gutters/ downspouts CCAMPP 2023							33,000		33,000
Ext Barn	Dormer siding - CCAMPP 2023							44,000		44,000
Ext Barn	Dormer glass replacement 2018 - CCAMPP 2018							60,000		60,000
Ext Barn	Water heater - CCAMPP 2014								5,000	5,000
Ext Barn	Tankless water heaters - CCAMPP 2017								5,000	5,000
Ext Barn	Curb stops - CCAMPP 2013								6,000	6,000
Ext Barn	Driveway - CCAMPP 2015								10,000	10,000
Ext Barn	Lighting controls - CCAMPP 2015								15,000	15,000
Ext Barn	Sidewalks - CCAMPP 2015								15,000	15,000
Ext Barn	Concrete foundation - CCAMPP 2013								20,000	20,000
Ext Barn	Tunnel inspection and repair - CCAMPP 2025								20,000	20,000
Ext Barn	Building Assessment - Technology & Communication								77,833	77,833
Ext Barn	Parking lot upgrades 2018 - CCAMPP 2014								230,000	230,000
TOTAL EXTENSION BARN			3,492,573	50,000	47,320	563,300	1,055,000	191,781	403,833	5,803,807

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Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

COMBINED RANK _____

Department Name &		Project Title or	NON-ROUTINE (New/Renovation)	Yes	No
Code #: Landmark Center 720000		Item: Building Improvements/Repairs	Or ROUTINE (Maintenance)	X	
Account: 441201	441212	Dept Priority	CM Rating	CIPAC Rating	
441202	OTHER	Number:			

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 2027.

FUNDING SOURCE:	Total All Years	ESTIMATED COST					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 2,547,714	\$ 1,029,694	\$ 622,500	\$ 338,520	\$ 157,000	\$ 200,000	\$ 200,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Totals (Project/Item Funding)	\$ 2,547,714	\$ 1,029,694	\$ 622,500	\$ 338,520	\$ 157,000	\$ 200,000	\$ 200,000

Who Prepared Cost Estimate: Staff (based on recent project costs)

Date of Estimate: Dec-20

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 2022 column involving County funds includes scheduled amounts in 2022 (\$876,414) plus the total backlog of the unfunded scheduled projects prior to 2022 (\$153,280).

EVALUATION CRITERIA:

	Yes	No		Yes	No
1 & 2. Protect Life/Safety or Maintain Public Health	X	(in some instances)	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 (2022-2027)
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 2006-2021

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:

PROPERTY MANAGEMENT BUILDING IMPROVEMENT PLANS 2022 - 2027

		Separate	ESTIMATED COST							
BUILDING NAME	PROJECT DESCRIPTION	CIP Request	DEFERRED	2022	2023	2024	2025	2026	2027	TOTAL
Landmark Center	Fire System Update (controllers, not piping or fixtures)	8.00	-	239,400	-	-	-	-	-	239,400
Landmark Center	Final Restroom Remodel (Basement, 5th; updated for 6% proj mgmt./10% contingency/10% escalator)	9.00	-	332,500	332,500	-	-	-	-	665,000
Landmark Center	Engineering Investigation - Building-wide Vertical Piping System**	10.00	-	-	100,000	-	-	-	-	100,000
Landmark Center	Update Energy Mgmt. (BAS) System	11.00	-	-	140,000	-	-	-	-	140,000
Landmark Center	Replace LC Dimmer Panels		-	-	-	163,520	-	-	-	163,520
Landmark Center	Stairwell Wall Restoration (central and southeast) - Plaster and Paint		-	-	-	125,000	-	-	-	125,000
Landmark Center	Replace LC Main Hot/Cold Vertical Piping**	7.00	-	-	-	-	107,000	-	-	107,000
Landmark Center	AHU Replacement (#3 & 2nd) /VFD Installation(#3, #13, #18)	6.00	-	-	-	-	-	150,000	-	150,000
Landmark Center	Auditorium Lighting & Tech Upgrade		-	-	-	-	-	-	150,000	150,000
Landmark Center	2nd Floor AHU Unit Replacement/Revamp		90,000	-	-	-	-	-	-	90,000
Landmark Center	North, South and West Sidewalk Replacement***		-	204,514	-	-	-	-	-	204,514
Landmark Center	Plumbing Replacement - Vertical Piper Risers**		-	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Landmark Center	Loading Dock Upgrades and Resurfacing		63,280	-	-	-	-	-	-	63,280
Landmark Center	Interior Stone Repairs in Cortile and Public Areas		-	50,000	-	-	-	-	-	50,000
Landmark Center	Carpet Replacement in Misc. Areas (Galleria, Offices)		-	10,000	10,000	10,000	10,000	10,000	10,000	60,000
TOTAL LANDMARK CENTER			153,280	876,414	622,500	338,520	157,000	200,000	200,000	2,547,714

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Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

COMBINED RANK _____

Department Name &	Project Title or	NON-ROUTINE (New/Renovation)	Yes _____	No <u>X</u>
Code #: Parks & Recreation/660000	Item: Building Improvements/Repairs	Or ROUTINE (Maintenance)	<u>X</u>	_____
Account: 441201____ 441212____ 441202____ OTHER_____	Dept Priority 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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 2,965,200	\$ 399,201	\$ 459,747	\$ 535,027	\$ 1,038,080	\$ 163,060	\$ 370,085
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ 981,732	147,210	125,750	141,970	389,560	73,128	104,114
Other (Specify): Woodbury Hockey Assoc.	\$ 150,000	25,000	25,000	25,000	25,000	25,000	25,000
Totals (Project/Item Funding)	\$ 4,096,932	\$ 571,411	\$ 610,497	\$ 701,997	\$ 1,452,640	\$ 261,188	\$ 499,199

Who Prepared Cost Estimate: Staff (based on recent project costs) Date of Estimate: Dec-20

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 2022 column involving County funds includes scheduled amounts in 2021 and 2022, 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)	<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		
			8. Provide Public Convenience		
			9. Enhance County Image		

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
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 2006-2021
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

7/29/2021

Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
Admin Bldg	Air Compressor (1)		2010	12	2022	\$3,000	0	0	3,000	0	0	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	10,165	0	0	0	0	0	0	0
Admin Bldg	Carpet-2nd Floor		2009	10	2019	\$16,200	16,200	0	0	0	0	0	0	0
Admin Bldg	Caulk Exterior Block and Fascia		2007	15	2022	\$8,600	0	0	8,600	0	0	0	0	0
Admin Bldg	Conference Rooms AV		2020	10	2030	\$47,000	0	0	0	0	0	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	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	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 OH Door	Which one?	2020	20	2040	\$1,400	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	23,000
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 (7)		2010	20	2030	\$39,466	0	0	0	0	0	0	0	0
Admin Bldg	Icemaker		2020	15	2035	\$3,700	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	LED Lights Fixutres - Horseshoe court		1985	15	2000	\$10,000	10,000	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	18,500
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-Coach 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	17,000
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	17,000
Admin Bldg	Security System		2015	10	2025	\$8,900	0	0	0	0	0	8,900	0	0
Admin Bldg	Security System - Interior Lobby		2019	10	2029	\$2,000	0	0	0	0	0	0	0	0
Admin Bldg	Signage - Exterior		2018	20	2038	\$6,000	0	0	0	0	0	0	0	0
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	2,000	0	0	0	0	0	0	0
Admin Bldg	Tile Floor Grout - East Hallway		2015	5	2020	\$1,500	1,500	0	0	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
							238,945	0	11,600	0	0	8,900	0	75,500

ICE ARENAS - CCAMP

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Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx. Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
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	4,637	0	0	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	Electrical panels (partial)		2019	30	2049	\$25,000	0	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	32,000	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	19,750
Aldrich Arena	Exterior OH Door		2020	15	2035	\$3,000	0	0	0	0	0	0	0	0
Aldrich Arena	Exterior Sign Panels	south side replaced 2019	2019	20	2039	\$12,000	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	13,000
Aldrich Arena	Glycol pumps (2)		2007	20	2027	\$8,800	0	0	0	0	0	0	0	8,800
Aldrich Arena	Paint interior walls		2015	10	2025	\$48,000	0	0	0	0	0	48,000	0	0
Aldrich Arena	Security system		2015	10	2025	\$3,500	0	0	0	0	0	3,500	0	0
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	10	2024	\$6,864	0	0	0	0	6,864	0	0	0
Aldrich Arena	Skate Tile-Player's Box		2014	10	2024	\$2,678	0	0	0	0	2,678	0	0	0
Aldrich Arena	Sound system		2010	15	2025	\$5,600	0	0	0	0	0	5,600	0	0
Aldrich Arena	Telephone System		2012	15	2027	\$4,393	0	0	0	0	0	0	0	4,393
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
							89,900	36,637	0	0	9,542	57,100	0	45,943
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	4,700	0	0	0	0
							0	0	0	4,700	0	0	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	will not replace	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	135,000	0	0
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	\$3,000	0	0	0	0	0	0	0	0
Harding Arena	Lobby Doors		2004	15	2019	\$3,000	3,000	0	0	0	0	0	0	0
Harding Arena	Paint Interior Roof Deck		2012	15	2027	\$19,368	0	0	0	0	0	0	0	19,368
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	9,000	0	0
Harding Arena	Scoreboard		2010	12	2022	\$5,000	0	0	5,000	0	0	0	0	0
Harding Arena	Security System		2015	10	2025	\$3,000	0	0	0	0	0	3,000	0	0
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	31,839	0	0	0	0	0	0
Harding Arena	Sound System		2012	15	2027	\$4,198	0	0	0	0	0	0	0	4,198
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
							39,300	31,839	5,000	0	0	147,000	0	23,566

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Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
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	4,941	0	0	0	0
Highland-North	Epoxy Recoat-Concession		2016	10	2026	\$5,100	0	0	0	0	0	0	5,100	0
Highland-North	Epoxy Recoat-Conc. Closet		2017	10	2027	\$2,950	0	0	0	0	0	0	0	2,950
Highland-North	Epoxy Recoat-Lobby		2014	10	2024	\$6,000	0	0	0	0	6,000	0	0	0
Highland-North	Epoxy Recoat-Concourse		2014	10	2024	\$11,000	0	0	0	0	11,000	0	0	0
Highland-North	Exhaust fans		1998	25	2023	\$9,300	0	0	0	9,300	0	0	0	0
Highland-North	Exterior OH Door		1998	25	2023	\$3,200	0	0	0	3,200	0	0	0	0
Highland-North	Exterior Steel doors		1998	25	2023	\$21,000	0	0	0	21,000	0	0	0	0
Highland-North	Flooring-Weight Room		2012	10	2022	\$2,050	0	0	2,050	0	0	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	Interior OH Door (Zamb room)		2019	25	2044	\$3,400	0	0	0	0	0	0	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)	Exterior	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	9,100	0	0	0
Highland-North	Rink Lights		2005	20	2025	\$12,000	0	0	0	0	0	12,000	0	0
Highland-North	Roof Top Furnace (3? 4?)		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	5,440	0	0
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	36,267	0	0	0	0	0
Highland-North	Skate Tile-Player's Box		2014	5	2019	\$2,700	2,700	0	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	7,300	0	0	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	15	2024	\$5,794	0	0	0	0	5,794	0	0	0
							14,900	0	38,317	45,741	31,894	17,440	5,100	2,950
Highland-South	Bleachers	review	2002	30	2032	\$16,000	0	0	0	0	0	0	0	0
Highland-South	Caulk pre-cast panels		2014	15	2029	\$4,000	0	0	0	0	0	0	0	0
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	9,300	0	0	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	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	Interior steel doors -lower lobby		2019	25	2044	\$4,000	0	0	0	0	0	0	0	0
Highland-South	LED lights - Synthetic ice		2018	15	2033	\$3,000	0	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	48,500	0	0	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	9,000	0	0
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	6,465	0	0	0
Highland-South	Sealcoat Rink Floor						0	0	0	0	0	0	0	0
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	4,270	0	0	0	0	0	0	0
Highland-South	Skate Tile-Lower lobby & locker		2020	10	2030	\$10,000	0	0	0	0	0	0	0	0
Highland-South	Skate Tile-Player's Box		2014	5	2019	\$2,700	2,700	0	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	Toilets - lower RRs		2019	15	2034	\$2,000	0	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

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Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx. Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
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
							71,070	0	0	57,800	6,465	9,000	0	0
Oscar Johnson Arena	Card Access System		2016	20	2036	\$2,500	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Caulk exterior block walls		2011	15	2026	\$16,000	0	0	0	0	0	0	16,000	0
Oscar Johnson Arena	Chillers		2001	20	2021	\$28,000	0	28,000	0	0	0	0	0	0
Oscar Johnson Arena	Condenser		2013	20	2033	\$49,997	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Exhaust fans		1973	25	1998	\$9,300	9,300	0	0	0	0	0	0	0
Oscar Johnson Arena	Exterior OH Door (2)		2012	25	2037	\$4,736	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Exterior Steel doors		2012	25	2037	\$13,943	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Furnace-Lobby		1998	20	2018	\$6,800	6,800	0	0	0	0	0	0	0
Oscar Johnson Arena	Glycol pumps (2)		2001	20	2021	\$5,800	0	5,800	0	0	0	0	0	0
Oscar Johnson Arena	Interior OH Door		2010	25	2035	\$3,070	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Interior steel doors		2016	25	2041	\$6,000	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Lobby Doors		2004	25	2029	\$3,000	0	0	0	0	0	0	0	0
Oscar Johnson Arena	New security system		2010	20	2030	\$900	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Nova Brick on south exterior walls		1998	20	2018	\$46,000	46,000	0	0	0	0	0	0	0
Oscar Johnson Arena	Paint Interior Roof Deck		2012	15	2027	\$19,368	0	0	0	0	0	0	0	19,368
Oscar Johnson Arena	Radiant heaters (4)	replaced in 2009??	2009	20	2029	\$9,100	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Rink Lights		2005	20	2025	\$9,000	0	0	0	0	0	9,000	0	0
Oscar Johnson Arena	Scoreboard		2010	12	2022	\$5,000	0	0	5,000	0	0	0	0	0
Oscar Johnson Arena	Security System		2015	10	2025	\$3,000	0	0	0	0	0	3,000	0	0
Oscar Johnson Arena	Sinks & Faucets (4)		2011	20	2031	\$998	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Skate Tile		2011	10	2021	\$31,359	0	31,359	0	0	0	0	0	0
Oscar Johnson Arena	Skate Tile-Players Boxes		2015	7	2022	\$8,800	0	0	8,800	0	0	0	0	0
Oscar Johnson Arena	Sound System		2012	15	2027	\$4,190	0	0	0	0	0	0	0	4,190
Oscar Johnson Arena	Team room furnace		1998	20	2018	\$3,400	3,400	0	0	0	0	0	0	0
Oscar Johnson Arena	Toilet partitions		2011	25	2036	\$4,047	0	0	0	0	0	0	0	0
Oscar Johnson Arena	Toilets		2011	20	2031	\$1,008	0	0	0	0	0	0	0	0
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
							65,500	65,159	13,800	0	0	12,000	16,000	23,558
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	28,000	0	0	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 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 Supression System		1975	50	2025	\$135,000	0	0	0	0	0	135,000	0	0
Phalen Arena	Glycol pumps (2)		2001	20	2021	\$5,800	0	5,800	0	0	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	3,000	0	0
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	19,368
Phalen Arena	Radiant heaters (4)		2005	20	2025	\$9,100	0	0	0	0	0	9,100	0	0
Phalen Arena	Rink Lights		2005	20	2025	\$9,000	0	0	0	0	0	9,000	0	0
Phalen Arena	Scoreboard		2005	20	2025	\$7,800	0	0	0	0	0	7,800	0	0
Phalen Arena	Security System		2015	10	2025	\$5,000	0	0	0	0	0	5,000	0	0
Phalen Arena	Sinks & Faucets (12)		2005	20	2025	\$4,800	0	0	0	0	0	4,800	0	0
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	7,000	0	0	0	0	0
Phalen Arena	Skate Tile-Office		2015	12	2027	\$3,400	0	0	0	0	0	0	0	3,400
Phalen Arena	Snow Guards		2014	10	2024	\$13,330	0	0	0	0	13,330	0	0	0
Phalen Arena	Sound System		2005	15	2020	\$5,600	5,600	0	0	0	0	0	0	0
Phalen Arena	Toilet Partitions		2005	25	2030	\$8,600	0	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

ICE ARENAS - CCAMP

7/29/2021

Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
							65,600	5,800	7,000	28,000	13,330	173,700	0	22,768
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	Drinking fountain		2019	15	2034	\$1,200	0	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	6,800	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		2019	25	2044	\$3,600	0	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	48,500	0	0	0
Pleasant Arena	Paint Interior Roof Deck		2009	15	2024	\$19,280	0	0	0	0	19,280	0	0	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	9,000	0	0
Pleasant Arena	Scoreboard		2001	20	2021	\$4,800	0	4,800	0	0	0	0	0	0
Pleasant Arena	Security System		2015	10	2025	\$3,300	0	0	0	0	0	3,300	0	0
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	4,470	0	0	0	0	0	0	0
Pleasant Arena	Skate Tile - Team Rooms		2010	10	2020	\$5,000	5,000	0	0	0	0	0	0	0
Pleasant Arena	Skate Tile - Lobby Restrooms		2015	10	2025	\$4,100	0	0	0	0	0	4,100	0	0
Pleasant Arena	Sound System		2004	15	2019	\$7,200	7,200	0	0	0	0	0	0	0
Pleasant Arena	Toilets		2019	15	2034	\$2,000	0	0	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	2,280	0	0	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	9,700	0	0	0	0	0	0	0
							57,770	4,800	0	2,280	67,780	16,400	6,800	0
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	28,000	0	0	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	add cooling?	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	5,800	0	0	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	19,368
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	9,000	0	0
Shoreview Arena	Scoreboard		2002	20	2022	\$7,800	0	0	7,800	0	0	0	0	0
Shoreview Arena	Security System		2015	10	2025	\$2,300	0	0	0	0	0	2,300	0	0
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	23,927	0	0	0	0	0	0
Shoreview Arena	Skate Tile - player's boxes		2015	7	2022	\$7,000	0	0	7,000	0	0	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	Trash enclosure		1973	40	2013	\$35,000	35,000	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	5,000	0	0
							94,800	57,727	14,800	0	0	16,300	0	19,368
White Bear Arena	Bleachers		2002	30	2032	\$16,000	0	0	0	0	0	0	0	0

ICE ARENAS - CCAMP

7/29/2021

Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx. Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
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	28,000	0	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	5,800	0	0	0	0	0	0	0
White Bear Arena	Interior OH Door		2019	25	2044	\$3,600	0	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	48,500	0	0	0
White Bear Arena	Paint Interior Roof Deck		2009	15	2024	\$19,280	0	0	0	0	19,280	0	0	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	9,000	0	0
White Bear Arena	Scoreboard		2010	12	2022	\$5,000	0	0	5,000	0	0	0	0	0
White Bear Arena	Security System		2015	10	2025	\$2,100	0	0	0	0	0	2,100	0	0
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	20,000	0	0	0	0	0	0	0
White Bear Arena	Sound System		2012	15	2027	\$4,190	0	0	0	0	0	0	0	4,190
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	2,280	0	0	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
							66,500	0	5,000	2,280	67,780	11,100	0	4,190
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	28,000	0	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	6,800
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	5,800	0	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	48,500	0	0	0
West Side Arena	Paint exterior super structure		2011	12	2023	\$25,000	0	0	0	25,000	0	0	0	0
West Side Arena	Paint Interior Roof Deck		2009	15	2024	\$19,280	0	0	0	0	19,280	0	0	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	9,000	0	0
West Side Arena	Scoreboard		2010	12	2022	\$5,000	0	0	5,000	0	0	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	2,600	0	0
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	29,069	0	0	0
West Side Arena	Skate Tile - team rooms		2015	10	2025	\$9,200	0	0	0	0	0	9,200	0	0
West Side Arena	Skate Tile - player's boxes		2015	7	2022	\$5,300	0	0	5,300	0	0	0	0	0
West Side Arena	Sound System		2012	15	2027	\$4,190	0	0	0	0	0	0	0	4,190
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	26,000	0	0	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
							46,500	0	10,300	51,000	96,849	20,800	0	10,990
ICE ARENAS TOTAL w/o HARDING ARENA/BIFF ADAMS ARENA							611,840	201,962	94,217	191,801	293,640	480,840	27,900	153,333

REGIONAL PARKS - CCAMP

7/29/2021

Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx. Repl date	Present Vali Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
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	Lift Station Pumps		2011	20	2031	\$20,000	0	0	0	0	0	0	0	0
Bald Eagle - Otter Lake	Paint Interior/Exterior		2018	7	2025	\$20,000	0	0	0	0	0	20,000	0	0
Bald Eagle - Otter Lake	Signage		2011	12	2023	\$6,300	0	0	0	6,300	0	0	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	500	0	0	0	0	0	0
Bald Eagle - Otter Lake	Restroom Building *need to add components		2011				0	0	0	0	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	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	30,000	0	0	0	0	0
Bald Eagle	Paint Interior/Exterior-Restrooms & Shelter		2018	7	2025	\$20,000	0	0	0	0	0	20,000	0	0
Bald Eagle	Play Surfaces		2012	10	2022	\$7,530	0	0	7,530	0	0	0	0	0
Bald Eagle	Roof-Asphalt-Restroom		2002	20	2022	\$6,800	0	0	6,800	0	0	0	0	0
Bald Eagle	Roof-Asphalt-Shelter		2002	20	2022	\$7,500	0	0	7,500	0	0	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	Benches, grills	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	2,000
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	360	0	0	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	4,600	0	0	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	2,600	0	0
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	Paint Interior/Exterior-Pavilion		2017	7	2024	\$32,000	0	0	0	0	32,000	0	0	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 Tables & slabs	with playground project 2018	2020	30	2050	\$52,000	0	0	0	0	0	0	0	0
Battle Ck Reg Park	Play Surface		2012	10	2022	\$7,530	0	0	7,530	0	0	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		2011				0	0	0	0	0	0	0	0
Battle Ck Reg Park	Shelter-Lighting		2011				0	0	0	0	0	0	0	0
Battle Ck Reg Park	Shelter-Concrete		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	25,000	0	0	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
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	30	2037		0	0	0	0	0	0	0	0
Battle Creek-Waterwor	ADA Turnstile		2020	20	2040	\$1,200	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Beach Chairs		2014	10	2024	\$14,000	0	0	0	0	14,000	0	0	0
Battle Creek-Waterwor	Caulk Exterior Block and Fascia		2000	20	2020	\$6,500	6,500	0	0	0	0	0	0	0
Battle Creek-Waterwor	Caulk Pool		2009	8	2017	\$5,100	5,100	0	0	0	0	0	0	0
Battle Creek-Waterwor	Caulk 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	23,300	0
Battle Creek-Waterwor	Chemical Controllers (2)		2020	339	8	2028	\$8,000	0	0	0	0	0	0	0

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Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx. Repl date	Present Vali Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
Battle Creek-Waterwor	Door Opener & Door (Vending)		2014	15	2029	\$4,400	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Drain Tiles-Pool Floor		2011	12	2023	\$2,500	0	0	0	2,500	0	0	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	9,000	0	0	0	0	0
Battle Creek-Waterwor	Epoxy Floor - Lifeguard Room		2014	7	2021	\$3,000	0	3,000	0	0	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	Fencing/Gates		2000	30	2030	\$40,000	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Strainer Baskets (1)		2009	10	2019	\$4,500	4,500	0	0	0	0	0	0	0
Battle Creek-Waterwor	Strainer 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	9,000	0	0
Battle Creek-Waterwor	Lifeguard Chairs (2)		2020	15	2035	\$7,600	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Lily Pad Anchors & Pads		2014	10	2024	\$16,500	0	0	0	0	16,500	0	0	0
Battle Creek-Waterwor	Lily Pad Netting		2004	7	2011	\$3,600	3,600	0	0	0	0	0	0	0
Battle Creek-Waterwor	Paint Drinking Fountain (added 11-2013)		2013	7	2020	\$300	300	0	0	0	0	0	0	0
Battle Creek-Waterwor	Paint Exterior		2012	7	2019	\$5,600	5,600	0	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 Pool		2014	7	2021	\$32,300	0	32,300	0	0	0	0	0	0
Battle Creek-Waterwor	Paint Shower Tower (added 11-2013)		2013	7	2020	\$350	350	0	0	0	0	0	0	0
Battle Creek-Waterwor	Pool Bottom Pads (3)		2017	5	2022	\$3,600	0	0	3,600	0	0	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	28,000	0	0	0	0	0	0	0
Battle Creek-Waterwor	Pool Vacuum		2010	5	2015	\$800	800	0	0	0	0	0	0	0
Battle Creek-Waterwor	Security System		2010	10	2020	\$5,000	5,000	0	0	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	4,000	0	0	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	30,000	0	0	0	0	0	0	0
Battle Creek-Waterwor	Slide-(1) Large			10		0	0	0	0	0	0	0	0	0
Battle Creek-Waterwor	Sound System		2010	15	2025	\$16,800	0	0	0	0	0	16,800	0	0
Battle Creek-Waterwor	Tile-Lifeguard Room		2014	12	2026	\$2,928	0	0	0	0	0	0	2,928	0
Battle Creek-Waterwor	Toilet Partitions		2000	25	2025	\$6,000	0	0	0	0	0	6,000	0	0
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	0
Battle Creek-Waterwor	Water heater - small residential		2012	10	2022	\$1,850	0	0	1,850	0	0	0	0	0
Battle Creek-Waterwor	Water heater - large commercial		2020	12	2032	\$10,000	0	0	0	0	0	0	0	0
Beaches	Bouys		2016	10	2026	\$6,700	0	0	0	0	0	0	6,700	0
Keller Archery	Shooting Station/Fixtures	DNR grant??	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	0
Keller Golfview	Drinking Faucets-Shelter #1		2011	15	2026	\$7,200	0	0	0	0	0	0	7,200	0
Keller Golfview	Drinking Faucets-Shelter #2		2011	15	2026	\$7,200	0	0	0	0	0	0	7,200	0
Keller Golfview	Drinking Faucets-Shelter #3		2011	15	2026	\$7,200	0	0	0	0	0	0	7,200	0
Keller Golfview	Paint Exterior-Shelter #1		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Golfview	Paint Exterior-Shelter #2		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Golfview	Paint Exterior-Shelter #3		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Golfview	Powder Recoat of Playground Structure					0	0	0	0	0	0	0	0	0
Keller Golfview	Sign (ID) Construct					0	0	0	0	0	0	0	0	0
Keller Golfview	Tables/Grills-Shelter #1		2011	12	2023	\$8,000	0	0	0	8,000	0	0	0	0
Keller Golfview	Tables/Grills-Shelter #2		2011	12	2023	\$8,000	0	0	0	8,000	0	0	0	0
Keller Golfview	Tables/Grills-Shelter #3		2011	12	2023	\$8,000	0	0	0	8,000	0	0	0	0
Keller Golfview	Epoxy Floor - Restrooms		2015	7	2022	\$2,000	0	0	2,000	0	0	0	0	0
Keller Golfview	Drinking Fountains- Restrooms		2007	15	2022	\$7,200	0	0	7,200	0	0	0	0	0
Keller Golfview	Exterior Steel Door (3)- Restrooms		2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Keller Golfview	Paint Interior/Exterior- Restrooms		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Golfview	Play Surfaces- Restrooms	review	1998	15	2013	\$30,000	30,000	0	0	0	0	0	0	0
Keller Golfview	Roof Shingle/Membrane- Restrooms		2007	20	2027	\$11,000	0	0	0	0	0	0	0	11,000
Keller Golfview	Signage- Restrooms		2007	12	2019	\$800	800	0	0	0	0	0	0	0
Keller Golfview	Site Amenities- Restrooms		2009	12	2021	\$20,000	0	20,000	0	0	0	0	0	0
Keller Golfview	Slide - Restrooms		2010	30	2040	\$2,200	0	0	0	0	0	0	0	0
Keller Golfview	Toilet Partitions- Restrooms		2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Golfview	Water Heater- Restrooms		2007	340	10	\$720	720	0	0	0	0	0	0	0

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Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx. Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
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	7,200	0	0	0
Keller Island	Paint Exterior-Shelter		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Island	Tables/Grills-Shelter		2009	12	2021	\$8,000	0	8,000	0	0	0	0	0	0
Keller Island	Epoxy Floor- Restrooms		2015	7	2022	\$2,000	0	0	2,000	0	0	0	0	0
Keller Island	Drinking Fountains- Restrooms		2007	15	2022	\$7,200	0	0	7,200	0	0	0	0	0
Keller Island	Exterior Steel Door (3)- Restrooms		2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Keller Island	Paint Interior/Exterior- Restrooms		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Island	Roof Membrane/Shingle- Restrooms		2007	20	2027	\$11,000	0	0	0	0	0	0	0	11,000
Keller Island	Signage- Restrooms		2007	12	2019	\$800	800	0	0	0	0	0	0	0
Keller Island	Site Amenities- Restrooms		2007	12	2019	\$12,000	12,000	0	0	0	0	0	0	0
Keller Island	Toilet Partitions- Restrooms		2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Island	Water Heater- Restrooms		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	7,200	0	0	0
Keller Lakeside	Paint Exterior-Shelter		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Lakeside	Sign (ID) Construct					0	0	0	0	0	0	0	0	0
Keller Lakeside	Tables/Grills-Shelter		2009	12	2021	\$8,000	0	8,000	0	0	0	0	0	0
Keller Lakeside	Epoxy Floor- Restrooms		2015	7	2022	\$2,000	0	0	2,000	0	0	0	0	0
Keller Lakeside	Drinking Fountains- Restrooms		2007	15	2022	\$7,200	0	0	7,200	0	0	0	0	0
Keller Lakeside	Exterior Steel Door (3)- Restrooms		2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Keller Lakeside	Paint Interior/Exterior- Restrooms		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Lakeside	Roof Shingle/Membrane- Restrooms		2007	20	2027	\$11,000	0	0	0	0	0	0	0	11,000
Keller Lakeside	Signage- Restrooms		2007	12	2019	\$800	800	0	0	0	0	0	0	0
Keller Lakeside	Site Amenities- Restrooms		2009	12	2021	\$20,000	0	20,000	0	0	0	0	0	0
Keller Lakeside	Toilet Partitions- Restrooms		2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Lakeside	Water Heater- Restrooms		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	2,000	0	0	0	0	0
Keller Lower	Drinking Faucets-Shelter		2009	15	2024	\$7,200	0	0	0	0	7,200	0	0	0
Keller Lower	Drinking Fountains		2009	15	2024	\$7,200	0	0	0	0	7,200	0	0	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/Interior-Shelter		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Lower	Paint Exterior/Interior-Restrooms		2018	7	2025	\$16,000	0	0	0	0	0	16,000	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	0
Keller Lower	Signage		2007	12	2019	\$800	800	0	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	8,000	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	720	0	0	0	0	0	0	0
Keller Lower	Bridge Planks - Creek		2011	20	2031	\$3,000	0	0	0	0	0	0	0	0
Keller Lower	Bridge Planks - Round		2011	20	2031	\$3,000	0	0	0	0	0	0	0	0
Keller Round	Cement Epoxy-Restrooms		2015	7	2022	\$2,000	0	0	2,000	0	0	0	0	0
Keller Round	Drinking Fountains- Restrooms		2010	15	2025	\$7,200	0	0	0	0	0	7,200	0	0
Keller Round	Exterior Steel Door- Restrooms		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	Paint Interior/Exterior- Restrooms		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Round	Roof Membrane/Shingle- Restrooms		2010	20	2030	\$11,000	0	0	0	0	0	0	0	0
Keller Round	Signage		2007	12	2019	\$800	800	0	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	0
Keller Spoon	Epoxy Floor- East Restrooms		2015	7	2022	\$2,000	0	0	2,000	0	0	0	0	0
Keller Spoon	Drinking Fountains- East Restrooms		2007	15	2022	\$7,200	0	0	7,200	0	0	0	0	0
Keller Spoon	Exterior Steel Door (3)- East Restrooms		2007	30	2037	\$3,000	0	0	0	0	0	0	0	0
Keller Spoon	Paint Interior/Exterior- East Restrooms		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Spoon	Roof Shingle/Membrane- East Restrooms		2007	20	2027	\$11,000	0	0	0	0	0	0	0	11,000
Keller Spoon	Signage- East Restrooms		2007	12	2019	\$800	800	0	0	0	0	0	0	0
Keller Spoon	Site Amenities- East Restrooms		2007	12	2019	\$8,000	8,000	0	0	0	0	0	0	0
Keller Spoon	Toilet Partitions- East Restrooms		2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Spoon	Water Heater- East Restrooms		2007	10	2017	\$720	720	0	0	0	0	0	0	0
Keller Spoon	Epoxy Floor- West Restrooms		2015	7	2022	\$2,000	0	0	2,000	0	0	0	0	0
Keller Spoon	Drinking Fountains- West Restrooms		2007	15	2022	\$7,200	0	0	7,200	0	0	0	0	0
Keller Spoon	Exterior Steel Door (3)- West Restrooms		2007	30	2037	\$3,000	0	0	0	0	0	0	0	0

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Keller Spoon	Paint Interior/Exterior- West Restrooms		2018	7	2025	\$16,000	0	0	0	0	0	16,000	0	0
Keller Spoon	Roof Membrane/Shingle- West Restrooms		2007	20	2027	\$11,000	0	0	0	0	0	0	0	11,000
Keller Spoon	Signage- West Restrooms		2007	12	2019	\$800	800	0	0	0	0	0	0	0
Keller Spoon	Site Amenities- West Restrooms		2009	12	2021	\$8,000	0	8,000	0	0	0	0	0	0
Keller Spoon	Toilet Partitions- West Restrooms		2007	25	2032	\$2,000	0	0	0	0	0	0	0	0
Keller Spoon	Water Heater- West Restrooms		2007	10	2017	\$720	720	0	0	0	0	0	0	0
Long Lake Reg	Courtesy Dock		2012	12	2024	\$6,670	0	0	0	0	6,670	0	0	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	delete?	1995	20	2015	\$15,000	15,000	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	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	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		2018	20	2038	\$8,200	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	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	15,000	0	0
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	2,000	0	0	0	0	0	0
Long Lake Reg	Staining-Pavilion		2014	7	2021	\$30,473	0	30,473	0	0	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	15,000	0	0
Long Lake Reg	Water heater (3)		2007	20	2027	\$1,500	0	0	0	0	0	0	0	1,500
Marsden Range	Shooting Station/Fixtures	DNR grant??	1982	20	2002	\$1,500	1,500	0	0	0	0	0	0	0
Marsden Range	Signage		2008	12	2020	\$4,000	4,000	0	0	0	0	0	0	0
Rice Creek Trail	Bridge Redecking	add bridges to list	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	4,500	0	0	0	0	0
Snail Lake Reg Park	Epoxy Floor-Restrooms (Beach)		2016	7	2023	\$4,400	0	0	0	4,400	0	0	0	0
Snail Lake Reg Park	Epoxy Floor-Restrooms (Pavilion)		2016	7	2023	\$4,400	0	0	0	4,400	0	0	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	7,200	0	0
Snail Lake Reg Park	Exterior Steel Door (6)-Beach Building		1996	30	2026	\$6,000	0	0	0	0	0	0	6,000	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	12,000	0	0	0	0	0	0
Snail Lake Reg Park	Lift Station Pumps (2)		1996	15	2011	\$5,000	5,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Paint Interior/Exterior-Beach Bldg		2017	7	2024	\$14,000	0	0	0	0	14,000	0	0	0
Snail Lake Reg Park	Paint Interior/Exterior-Pavilion		2017	7	2024	\$14,000	0	0	0	0	14,000	0	0	0
Snail Lake Reg Park	Paint Interior/Exterior-Shelter		2017	7	2024	\$14,000	0	0	0	0	14,000	0	0	0
Snail Lake Reg Park	Playground Surface		2012	15	2027	\$10,414	0	0	0	0	0	0	0	10,414
Snail Lake Reg Park	Sand Volleyball Court		2005	20	2025	\$6,500	0	0	0	0	0	6,500	0	0
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	2,800	0
Snail Lake Reg Park	Site Amenities		2008	12	2020	\$37,000	37,000	0	0	0	0	0	0	0
Snail Lake Reg Park	Toilet Partitions-Pavilion/Beach Building		1996	25	2021	\$10,000	0	10,000	0	0	0	0	0	0
Snail Lake Reg Park	Toilets (14)-Pavilion/Beach Building		1996	30	2026	\$9,800	0	0	0	0	0	0	9,800	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
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	4,000	0	0	0	0	0	0	0
Sucker Vad Reg Park	Cement Epoxy Recoat-Restrooms (2 bldgs)		2016	7	2023	\$8,200	0	0	0	8,200	0	0	0	0
Sucker Vad Reg Park	Exterior doors						0	0	0	0	0	0	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	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

REGIONAL PARKS - CCAMP

7/29/2021

Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx. Repl date	Present Vali Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
Sucker Vad Reg Park	Paint Interior/Exterior-Restrooms		2014	7	2021	\$9,924	0	9,924	0	0	0	0	0	0
Sucker Vad Reg Park	Roof Shingle-Restroom (2)		2003	20	2023	\$5,000	0	0	0	5,000	0	0	0	0
Sucker Vad Reg Park	Roof Shingle-Shelter #1		2003	20	2023	\$5,000	0	0	0	5,000	0	0	0	0
Sucker Vad Reg Park	Roof Shingle-Shelter #2		2007	20	2027	\$5,000	0	0	0	0	0	0	0	5,000
Sucker Vad Reg Park	Signage		2004	12	2016	\$5,000	5,000	0	0	0	0	0	0	0
Sucker Vad Reg Park	Site Amenities		2004	12	2016	\$25,000	25,000	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
Tamarack	Ampitheatre Concrete		1990	25	2015	\$15,000	15,000	0	0	0	0	0	0	0
Tamarack	Cabinets-New Addition		2003	20	2023	\$8,800	0	0	0	8,800	0	0	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	Exterior Siding	added 12-2013	1990	25	2015		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 windows-New Addition		2003	20	2023	\$6,500	0	0	0	6,500	0	0	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	Furnace with A/C units-New Addition		2003	20	2023	\$6,500	0	0	0	6,500	0	0	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	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	450	0	0	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	Paint Exterior		2006	10	2016	\$4,500	4,500	0	0	0	0	0	0	0
Tamarack	Replace Shingle roof - Shelter		2004	20	2024	\$2,000	0	0	0	0	2,000	0	0	0
Tamarack	Security System	done in 2012 from ????	2003	20	2023	\$6,400	0	0	0	6,400	0	0	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	14,000	0	0	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	12,300	0	0	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	Discovery hollow - fencing	w/ gate entrance and sign				\$20,000	20,000	0	0	0	0	0	0	0
Tamarack	Sugar shack	Goodwill?				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	30,000	0	0
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	10,500	0	0	0	0	0
Tony Schmidt Reg Pk	Epoxy Floor Restrooms - Boat Launch	Rob confirm	2007	7	2014	\$3,600	3,600	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Epoxy Floor Restrooms - Picnic Shelter	Rob confirm	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	3,400	0	0	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	LED lights (all buildings)		2019	15	2034	\$5,000	0	0	0	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	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	15,000	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	2,800	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Site Amenities	review	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	3,000	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Toilet Partitions		2000	25	2025	\$7,700	0	0	0	0	0	7,700	0	0
Tony Schmidt Reg Pk	Toilets		2000	20	2020	\$9,800	9,800	0	0	0	0	0	0	0
Tony Schmidt Reg Pk	Water Heater (4)		2010	10	2020	\$1,800	1,800	0	0	0	0	0	0	0
Trout Brook Trail	Signage		1999	12	2011	\$2,000	2,000	0	0	0	0	0	0	0
						0	0	0	0	0	0	0	0	0
						731,350	190,797	142,570	125,750	141,970	386,000	73,128	73,914	

COUNTY PARKS - CCAMP

7/29/2021

Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
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	Parking lot lights		2019	15	2034	\$4,000	0	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	Boat Launch Planks		1992	30	2022	\$30,000	0	0	30,000	0	0	0	0	0
Island Lake	Epoxy floors-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	2,800	0	0	0	0	0
Island Lake	Fishing Pier		2012	20	2032	\$34,094	0	0	0	0	0	0	0	0
Island Lake	Paint Int./Ext. shelter & RRs		2018	7	2025	\$35,000	0	0	0	0	35,000	0	0	0
Island Lake	Play Surfaces		2012	10	2022	\$12,877	0	0	12,877	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	11,707	0	0	0	0	0	0
Island Lake	Site Amenities		2011	12	2023	\$21,864	0	0	0	21,864	0	0	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	600	0	0	0	0	0	0	0
Lake Gervais	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	2,400	0	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	Irrigation Systems		2006	20	2026	\$7,500	0	0	0	0	0	7,500	0	0
Lake Gervais	Paint Exterior/Interior		2018	7	2025	\$17,000	0	0	0	0	17,000	0	0	0
Lake Gervais	Roof-Metal		2004	20	2024	\$7,000	0	0	0	0	7,000	0	0	0
Lake Gervais	Siding -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	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	2,000	0	0	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	Epoxy floors-Restrooms		2012	7	2019	\$3,088	3,088	0	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	2,400	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	1,400	0	0	0	0	0	0
Lake Josephine	Lifeguard chairs		2019	20	2039	\$2,000	0	0	0	0	0	0	0	0
Lake Josephine	Play Surface		2012	10	2022	\$12,375	0	0	12,375	0	0	0	0	0
Lake Josephine	Roof Asphalt Shingle		2005	20	2025	\$8,000	0	0	0	0	0	8,000	0	0
Lake Josephine	Signage		2005	12	2017	\$800	800	0	0	0	0	0	0	0
Lake Josephine	Sinks		2005	20	2025	\$2,000	0	0	0	0	0	2,000	0	0
Lake Josephine	Speaker Systems		2005	15	2020	\$3,000	3,000	0	0	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	2,000	0	0
Lake Josephine	Water heater		2005	10	2015	\$360	360	0	0	0	0	0	0	0
Lake McCarrons	Boat Dock		2011	12	2023	\$4,382	0	0	0	4,382	0	0	0	0
Lake McCarrons	Epoxy Recoat-Restrooms		2012	7	2019	\$3,354	3,354	0	0	0	0	0	0	0
Lake McCarrons	Drinking Fountains		2013	15	2028	\$5,306	0	0	0	0	0	0	0	0
Lake McCarrons	Exterior Steel Door (6)		1997	30	2027	\$6,500	0	0	0	0	0	0	6,500	0
Lake McCarrons	Fishing Pier		1998	20	2018	\$25,000	25,000	0	0	0	0	0	0	0
Lake McCarrons	Irrigation Systems		1998	25	2023	\$10,000	0	0	0	10,000	0	0	0	0
Lake McCarrons	Overhead Roll Up		1998	30	2028	\$3,500	0	0	0	0	0	0	0	0
Lake McCarrons	Paint Interior/Exterior-Restrooms		2013	7	2020	\$4,565	4,565	0	0	0	0	0	0	0
Lake McCarrons	Play Surfaces Replacement		2012	12	2024	\$11,102	0	0	0	0	11,102	0	0	0
Lake McCarrons	Signage		2005	12	2017	\$2,300	2,300	0	0	0	0	0	0	0
Lake McCarrons	Sinks		1998	30	2028	\$2,800	0	0	0	0	0	0	0	0
Lake McCarrons	Site Amenities		1998	12	2010	\$25,000	25,000	0	0	0	0	0	0	0
Lake McCarrons	Speaker Systems		1998	20	2018	\$3,000	3,000	0	0	0	0	0	0	0
Lake McCarrons	Toilet Partitions		1998	25	2023	\$4,200	0	0	0	4,200	0	0	0	0
Lake McCarrons	Toilets		1998	30	2028	\$9,800	0	0	0	0	0	0	0	0
Lake McCarrons	Water heater		2010	10	2020	\$300	300	0	0	0	0	0	0	0
Lake McCarrons	Water Play Features		2012	15	2027	\$7,300	0	0	0	0	0	0	0	7,300

COUNTY PARKS - CCAMP

7/29/2021

Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
Turtle Lake	Boat Launch Planks		2008	25	2033	\$30,000	0	0	0	0	0	0	0	0
Turtle Lake	Epoxy floors-Restrooms		2012	7	2019	\$5,700	5,700	0	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	not ours	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	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	7,000	0	0	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	25,000	0	0	0
Turtle Lake	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
Turtle Lake	Water heater		2012	10	2022	\$500	0	0	500	0	0	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	Docks (2)		2020	15	2035	\$17,000	0	0	0	0	0	0	0	0
White Bear Lake	Drinking Fountains		2010	20	2030	\$3,900	0	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	Overhead Roll Up Door		1996	30	2026	\$3,500	0	0	0	0	0	0	3,500	0
White Bear Lake	Paint Interior/Exterior		2018	7	2025	\$12,000	0	0	0	0	0	12,000	0	0
White Bear Lake	Play Surfaces		2012	15	2027	\$12,065	0	0	0	0	0	0	0	12,065
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	25,000	0	0	0	0	0	0
White Bear Lake	Toilet Partitions		1996	25	2021	\$2,500	0	2,500	0	0	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	500	0	0	0	0	0	0	0

164,958	40,607	58,552	40,446	52,102	76,000	13,400	25,865
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GOLF COURSES - CCAMP

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Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
Goodrich Golf Course	Irrigation System-Central Controller		1995	20	2015	\$25,000	25,000	0	0	0	0	0	0	0
Goodrich Golf Course	Irrigation System-Swing Joints		1995	25	2020	\$25,000	25,000	0	0	0	0	0	0	0
Goodrich Golf Course	Paint Shelter (2)		2010	7	2017	\$500	500	0	0	0	0	0	0	0
Goodrich Golf Course	Roof Shelter (2)		2010	20	2030	\$5,000	0	0	0	0	0	0	0	0
Goodrich Clubhouse	AHU Basement		2001	20	2021	\$4,600	0	4,600	0	0	0	0	0	0
Goodrich Clubhouse	Bathroom counters (mens & women's)		2020	20	2040	\$14,700	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Bottle cooler		2015	10	2025	\$3,500	0	0	0	0	0	3,500	0	0
Goodrich Clubhouse	Carpeting		2020	10	2030	\$13,300	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Clean and tuck point		2001	10	2011	\$12,000	12,000	0	0	0	0	0	0	0
Goodrich Clubhouse	Countertops - seating area		2016	15	2031	\$5,700	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Countertops - pro shos		2016	15	2031	\$3,500	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Countertops - bar/other		2020	15	2035	\$23,000	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Dishwasher		2019	10	2029	\$9,000	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Double Door Cooler		2015	10	2025	\$3,000	0	0	0	0	0	3,000	0	0
Goodrich Clubhouse	Double Door Freezer		2011	10	2021	\$3,561	0	3,561	0	0	0	0	0	0
Goodrich Clubhouse	Drinking fountains		2019	10	2029	\$2,000	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Elect Water heater		2001	20	2021	\$1,300	0	1,300	0	0	0	0	0	0
Goodrich Clubhouse	Exterior doors		1995	20	2015	\$15,000	15,000	0	0	0	0	0	0	0
Goodrich Clubhouse	Exterior windows		2001	20	2021	\$13,200	0	13,200	0	0	0	0	0	0
Goodrich Clubhouse	Exterior lighting (LED)		2016	10	2026	\$3,500	0	0	0	0	0	0	3,500	0
Goodrich Clubhouse	Fire monitor system		2001	20	2021	\$7,200	0	7,200	0	0	0	0	0	0
Goodrich Clubhouse	Furnace with A/C		2001	20	2021	\$6,800	0	6,800	0	0	0	0	0	0
Goodrich Clubhouse	Furnace with A/C		2001	20	2021	\$6,800	0	6,800	0	0	0	0	0	0
Goodrich Clubhouse	Furnace with A/C		2001	20	2021	\$6,800	0	6,800	0	0	0	0	0	0
Goodrich Clubhouse	Gas Water heater		2020	20	2040	\$500	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Gutters (added 11-2013)		2013	15	2028	\$4,225	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Interior lighting - LED		2020	10	2030	\$9,800	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Paint exterior		2014	7	2021	\$12,000	0	12,000	0	0	0	0	0	0
Goodrich Clubhouse	Paint interior walls		2016	10	2026	\$10,000	0	0	0	0	0	0	10,000	0
Goodrich Clubhouse	Phone system		2016	10	2026	\$2,500	0	0	0	0	0	0	2,500	0
Goodrich Clubhouse	Roof Replacement-Shingle		2001	20	2021	\$32,200	0	32,200	0	0	0	0	0	0
Goodrich Clubhouse	Sandwich Maker		2001	10	2011	\$1,700	1,700	0	0	0	0	0	0	0
Goodrich Clubhouse	Security system		2015	10	2025	\$3,300	0	0	0	0	0	3,300	0	0
Goodrich Clubhouse	Tile Sealcoating-Bathrooms		2014	5	2019	\$3,206	3,206	0	0	0	0	0	0	0
Goodrich Clubhouse	Tile Sealcoating-Kitchen		2014	5	2019	\$3,101	3,101	0	0	0	0	0	0	0
Goodrich Clubhouse	Toilets		2020	20	2040	\$200	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Toilet Partitions		2001	25	2026	\$4,500	0	0	0	0	0	0	4,500	0
Goodrich Clubhouse	Walk in cooler		2016	15	2031	\$12,000	0	0	0	0	0	0	0	0
Goodrich Clubhouse	Wireless Infrastructure		2016	10	2026	\$1,500	0	0	0	0	0	0	1,500	0
Goodrich Irrig Pump Bldg	Exterior Door		2008	15	2023	\$600	0	0	0	600	0	0	0	0
Goodrich Irrig Pump Bldg	Exterior Window (1)		2008	15	2023	\$600	0	0	0	600	0	0	0	0
Goodrich Irrig Pump Bldg	Replace Shingle Roof		2008	20	2028	\$3,200	0	0	0	0	0	0	0	0
Goodrich Irrig Pump Bldg	Irrigation pump		2018	10	2028	\$4,600	0	0	0	0	0	0	0	0
Goodrich Irrig Pump Bldg	Paint exterior		2014	7	2021	\$700	0	700	0	0	0	0	0	0
Goodrich Irrig Pump Bldg	Roof Access		2008	15	2023	\$1,500	0	0	0	1,500	0	0	0	0
Goodrich Pump House	Deep Well & Motor Refurbish		2008	10	2018	\$35,000	35,000	0	0	0	0	0	0	0
Goodrich Pump House	Irrigation System-VFD & Pumps Motors Refurbish		2008	10	2018	\$35,000	35,000	0	0	0	0	0	0	0
Goodrich subtotals							155,507	95,161	0	2,700	0	9,800	22,000	0
Keller Clubhouse	Wireless Infrastructure		2017	10	2027	\$1,400	0	0	0	0	0	0	0	1,400
Keller Golf Course	Paint Halfway House		2010	15	2025	\$1,000	0	0	0	0	0	1,000	0	0
Keller Golf Course	Driving range netting		2013	7	2020	\$49,000	49,000	0	0	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 Maintenance	Air Compressor		2002	20	2022	\$1,800	0	0	1,800	0	0	0	0	0
Keller Maintenance	Biostax		2002	15	2017	\$20,000	20,000	0	0	0	0	0	0	0
Keller Maintenance	Bituminous Overlay		2002	20	2022	\$20,280	0	0	20,280	0	0	0	0	0
Keller Maintenance	Caulk exterior panels		2002	10	2012	\$2,600	2,600	0	0	0	0	0	0	0
Keller Maintenance	Exhaust fan		2002	25	2027	\$350	0	0	0	0	0	0	0	350
Keller Maintenance	Exterior Steel doors		2016	20	2036	\$11,000	0	0	0	0	0	0	0	0
Keller Maintenance	Exterior windows		2002	20	2022	\$9,000	0	0	9,000	0	0	0	0	0
Keller Maintenance	Furnace A / C unit		2016	20	2036	\$16,000	0	0	0	0	0	0	0	0
Keller Maintenance	Luxury vinyl flooring (offices)		2013	15	2031	\$22,000	0	0	0	0	0	0	0	0

GOLF COURSES - CCAMP

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Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
Keller Maintenance	North unit heater		2002	20	2022	\$950	0	0	950	0	0	0	0	0
Keller Maintenance	Original walkways		2002	20	2022	\$4,000	0	0	4,000	0	0	0	0	0
Keller Maintenance	Paint interior walls		2012	7	2019	\$497	497	0	0	0	0	0	0	0
Keller Maintenance	Pesticide Shed		2002	20	2022	\$20,000	0	0	20,000	0	0	0	0	0
Keller Maintenance	Radiant heat		2002	20	2022	\$3,500	0	0	3,500	0	0	0	0	0
Keller Maintenance	Replace roof-Metal		2002	30	2032	\$9,600	0	0	0	0	0	0	0	0
Keller Maintenance	Seal coat floor - cold storage		2002	10	2012	\$5,760	5,760	0	0	0	0	0	0	0
Keller Maintenance	Seal floor inshop area		2012	10	2022	\$4,222	0	0	4,222	0	0	0	0	0
Keller Maintenance	Security system		2002	20	2022	\$5,200	0	0	5,200	0	0	0	0	0
Keller Maintenance	Security cameras		2020	20	2040	\$10,000	0	0	0	0	0	0	0	0
Keller Maintenance	Snow Guards		2014	10	2024	\$4,570	0	0	0	0	4,570	0	0	0
Keller Maintenance	South unit heater		2002	20	2022	\$950	0	0	950	0	0	0	0	0
Keller Maintenance	Fuel Storage Tank-Aboveground (Fleet)		2002	15	2017	\$25,000	25,000	0	0	0	0	0	0	0
Keller Maintenance	Toilet partitions		2002	25	2027	\$6,300	0	0	0	0	0	0	0	6,300
Keller Maintenance	Vehicle hoist		2002	25	2027	\$11,500	0	0	0	0	0	0	0	11,500
Keller Pole Building	Overhead lights		2002	20	2022	\$650	0	0	650	0	0	0	0	0
Keller Pole Building	Paint exterior steel		2002	20	2022	\$5,200	0	0	5,200	0	0	0	0	0
Keller Pole Building	Two OH doors		2012	15	2027	\$3,923	0	0	0	0	0	0	0	3,923
Keller Pole Building	Replace Roof-Metal						0	0	0	0	0	0	0	0
Keller Pro Shop Bldg	Security cameras		2020	20	2040	\$10,000	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	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	25,000	0
Keller Pump House	Irrigation System-Deep Well & Motor Refurbish		2018	10	2028	\$29,000	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	10,000	0	0	0	0	0	0
Keller Pump House	Paint exterior		2010	12	2022	\$500	0	0	500	0	0	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	Wood flashing		2010	10	2020	\$978	978	0	0	0	0	0	0	0
Keller subtotals							149,135	10,000	76,252	0	4,570	1,000	25,000	23,473
Manitou Clubhouse	Bar area/ snack bar counters		2015	20	2035	\$22,000	0	0	0	0	0	0	0	0
Manitou Clubhouse	Caulk exterior Siding		2007	15	2022	\$1,650	0	0	1,650	0	0	0	0	0
Manitou Clubhouse	Exterior Steel doors		1994	15	2009	\$5,600	5,600	0	0	0	0	0	0	0
Manitou Clubhouse	Exterior windows		1994	20	2014	\$13,000	13,000	0	0	0	0	0	0	0
Manitou Clubhouse	Fire pumps & suppression		1994	20	2014	\$9,600	9,600	0	0	0	0	0	0	0
Manitou Clubhouse	Flooring-Rubber		2015	10	2025	\$10,500	0	0	0	0	0	10,500	0	0
Manitou Clubhouse	Fire sprinkler controls		1994	15	2009	\$3,500	3,500	0	0	0	0	0	0	0
Manitou Clubhouse	Furnace (3)		2011	20	2031	\$21,065	0	0	0	0	0	0	0	0
Manitou Clubhouse	Furnace Air Handling Unit		1994	20	2014	\$24,000	24,000	0	0	0	0	0	0	0
Manitou Clubhouse	A/C Unit - 5 Ton		2013	20	2033	\$5,315	0	0	0	0	0	0	0	0
Manitou Clubhouse	A/C Unit - 3 1/2 Ton (2)		2015	20	2035	\$11,000	0	0	0	0	0	0	0	0
Manitou Clubhouse	Hot water heater		2015	20	2035	\$7,600	0	0	0	0	0	0	0	0
Manitou Clubhouse	Interior wood ceilings		1994	15	2009	\$3,700	3,700	0	0	0	0	0	0	0
Manitou Clubhouse	Security system		1994	20	2014	\$5,200	5,200	0	0	0	0	0	0	0
Manitou Clubhouse	Paint interior walls		2015	10	2025	\$5,000	0	0	0	0	0	5,000	0	0
Manitou Clubhouse	Paint exterior		2015	10	2025	\$18,000	0	0	0	0	0	18,000	0	0
Manitou Clubhouse	Replace carpet		2009	10	2019	\$16,000	16,000	0	0	0	0	0	0	0
Manitou Clubhouse	Replace roof		2015	20	2035	\$25,000	0	0	0	0	0	0	0	0
Manitou Clubhouse	Security System		2015	10	2025	\$10,000	0	0	0	0	0	10,000	0	0
Manitou Clubhouse	Smoke detection		2019	15	2034	\$16,000	0	0	0	0	0	0	0	0
Manitou Clubhouse	Telephone System		2013	15	2028	\$4,831	0	0	0	0	0	0	0	0
Manitou Clubhouse	Toilets		1994	20	2014	\$5,000	5,000	0	0	0	0	0	0	0
Manitou Clubhouse	Toilet partitions		1994	25	2019	\$6,300	6,300	0	0	0	0	0	0	0
Manitou Clubhouse	Walkways & patio		1994	20	2014	\$12,300	12,300	0	0	0	0	0	0	0
Manitou Course	Irrigation System-Central Controller	w project	2005	20	2025	\$25,000	0	0	0	0	0	25,000	0	0
Manitou Course	Irrigation Sys-Deep Well & Motor Refurbish		2018	10	2028	\$14,628	0	0	0	0	0	0	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		2018	15	2033	\$39,000	0	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	6,700	0	0	0
Manitou subtotals							149,200	0	1,650	0	6,700	68,500	0	0

GOLF COURSES - CCAMP

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Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
PONDS-CLUB	Walkways & patio		2003	20	2023	\$12,300	0	0	0	12,300	0	0	0	0
PONDS-CLUB	Ball washer		2017	20	2037	\$3,300	0	0	0	0	0	0	0	0
PONDS-CLUB	Bottle Cooler		2018	10	2028	\$3,100	0	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	Clubhouse chairs (reupholster)		2018				0	0	0	0	0	0	0	0
PONDS-CLUB	Dishwasher		2014	10	2024	\$5,335	0	0	0	0	5,335	0	0	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	13,000	0	0	0	0
PONDS-CLUB	Exterior lighting (LED)		2019	15	2034	\$8,400	0	0	0	0	0	0	0	0
PONDS-CLUB	Fire pumps & suppression		2003	20	2023	\$9,600	0	0	0	9,600	0	0	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	2,800	0	0
PONDS-CLUB	Furnace with A/C units		2003	20	2023	\$13,200	0	0	0	13,200	0	0	0	0
PONDS-CLUB	Hot water heater		2003	20	2023	\$7,600	0	0	0	7,600	0	0	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	3,700	0	0	0	0
PONDS-CLUB	Interior lighting - LED		2019	15	2034	\$4,500	0	0	0	0	0	0	0	0
PONDS-CLUB	Paint and stain exterior		2015	12	2027	\$15,000	0	0	0	0	0	0	0	15,000
PONDS-CLUB	Paint interior walls		2014	10	2024	\$8,090	0	0	0	0	8,090	0	0	0
PONDS-CLUB	Parking lot		2016	6	2022	\$19,000	0	0	19,000	0	0	0	0	0
PONDS-CLUB	Patio Furniture		2003	10	2013	\$10,000	10,000	0	0	0	0	0	0	0
PONDS-CLUB	Range ball dispenser		2018	20	2038	\$25,000	0	0	0	0	0	0	0	0
PONDS-CLUB	Reach-in Refrigerator		2015	10	2025	\$3,000	0	0	0	0	0	3,000	0	0
PONDS-CLUB	Replace carpet/rubber flooring		2014	10	2024	\$12,290	0	0	0	0	12,290	0	0	0
PONDS-CLUB	Roof - shingle		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	2,400	0	0
PONDS-CLUB	Snack bar counters		2003	20	2023	\$3,500	0	0	0	3,500	0	0	0	0
PONDS-CLUB	Tile Sealcoating-Bathrooms		2014	5	2019	\$1,763	1,763	0	0	0	0	0	0	0
PONDS-CLUB	Tile Sealcoating-Kitchen		2014	5	2019	\$2,750	2,750	0	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	exhaust fan in grinding room	2003	15	2018	\$7,350	7,350	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/interior lights		2019	15	2034	\$5,500	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 windows		2003	20	2023	\$2,700	0	0	0	2,700	0	0	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	6,000	0	0	0
PONDS-MAINT	Flooring-Carpet (offices)		2014	12	2026	\$1,632	0	0	0	0	0	0	1,632	0
PONDS-MAINT	Furnace A / C unit		2003	20	2023	\$7,800	0	0	0	7,800	0	0	0	0
PONDS-MAINT	Furnace with A/C unit		2003	20	2023	\$4,700	0	0	0	4,700	0	0	0	0
PONDS-MAINT	Maint. Room heater		2003	20	2023	\$2,900	0	0	0	2,900	0	0	0	0
PONDS-MAINT	Security system		2015	10	2025	\$2,400	0	0	0	0	0	2,400	0	0
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	3,500	0	0	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	8,500
PONDS-MAINT	Snow Guards		2014	10	2024	\$4,330	0	0	0	0	4,330	0	0	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	1,400	0	0	0	0
PONDS-POLE	Air exchange unit		2003	20	2023	\$3,500	0	0	0	3,500	0	0	0	0
PONDS-POLE	Caulk exterior metal panels		2003	10	2013	\$750	750	0	0	0	0	0	0	0
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	650	0	0	0	0
PONDS-POLE	Paint exterior steel		2003	20	2023	\$5,800	0	0	0	5,800	0	0	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

GOLF COURSES - CCAMP

7/29/2021

Loc	Subsystem Description	Notes	Most current install date	Approx. Life Cycle	Approx Repl date	Present Value Repl Cost	2020 & Before	2021	2022	2023	2024	2025	2026	2027
PONDS-PUMP	Main boost pump & motor		2015	12	2027	\$4,500	0	0	0	0	0	0	0	4,500
PONDS-PUMP	Paint exterior		2015	12	2027	\$1,200	0	0	0	0	0	0	0	1,200
PONDS-PUMP	Replace roof		2003	20	2023	\$3,200	0	0	0	3,200	0	0	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	6,000
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	13,000
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
Ponds subtotals							122,063	0	19,000	99,050	36,045	10,600	1,632	48,200
GOLF COURSE TOTAL							575,905	105,161	96,902	101,750	47,315	89,900	48,632	71,673

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Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Community and Economic Development

Project Title or

Item: Strategic Development Opportunities: Riversedge - Riverfront Public Realm

Service Team

Priority

1

PROJECT DESCRIPTION: (Attach supporting documents.)

The Riversedge project is a public-private initiative to create jobs, revitalize the historic riverfront, and expand public access to the Mississippi River. This project included deconstruction of the former Adult Detention Center and Ramsey County Gov't Center West buildings to prepare for site development. The current phase of the project includes design and development to increase public realm space that will double the size of the site and provide a physical connection between downtown St Paul and the Mississippi River.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 40,000,000	\$ 20,000,000	-	5,000,000	5,000,000	\$ 5,000,000	\$ 5,000,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ 40,000,000	-	-	-	-	20,000,000	20,000,000
Other (Specify): Private Developer	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 80,000,000	\$ 20,000,000	\$ -	\$ 5,000,000	\$ 5,000,000	\$ 25,000,000	\$ 25,000,000

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"/>			
					\$ 400,000
				2021	\$ 1,500,000
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$20,000,000 in 2022.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

New Development

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

3. Are there alternative sites?

4. What is the estimated size?

a. Building square footage

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

N/A

b. New positions/staff needed

N/A

7. Who provided the cost estimate? When?

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

b. Outside consultant - Describe experience

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ -	-	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Community & Economic Development

PROJECT TITLE: Riversedge - Riverfront Public Realm

COMMENTS:

"How will the requested funds increase taxation capacity? What would be the milestones on near- and mid-term increases? Which Ramsey residents will benefit, and how?"

"Thank you for the bold leadership and vision on this and leveraging some of downtown St. Paul's greatest assets - the river! Support continued emphasis on affordable housing support through this project - ideally directly on site, but if the trust fund idea is the best compromise, support the continued efforts of the County help ensure that as market rate housing is developed we continue to support the needs of lower-income AMI families and households."

"Consideration should be given to making the public investment in the park along the River preceding the private investment from AECOM. Design, planning, and construction should proceed in order to enhance motivation for private investment."

"What is the projected increase to the commercial/industrial and apartment tax capacity over the next 10 years as a result of this project. Who benefits from this how is equity considered?"

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Community and Economic Development

Project Title or

Item: Strategic Development Opportunities: Rice Creek Commons Redevelopment

Service Team

Priority

N/A

PROJECT DESCRIPTION: (Attach supporting documents.)

Redevelopment of Rice Creek Commons, formerly known as Twin Cities Army Ammunition Plant (TCAAP), site in Arden Hills. This development will produce a mixed-used office and housing community that will provide housing, create jobs, and increase Ramsey County's tax base. The process of cleaning and clearing the site has been completed and the site has been removed from the state and federal superfund lists.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 20,000,000	\$ -	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): Private Developer	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 20,000,000	\$ -	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

			IF YES:	Year(s)	Amount	
	No	Yes				
Place a Check mark in the Correct Box:	<input type="checkbox"/>	<input checked="" type="checkbox"/>				
CIPAC Comments Attached.				2011	\$ 1,000,484	Development
				2012	\$ 8,595,088	Land Acquisiton & Remediation
				2013	\$ 12,000,000	Land Acquisiton & Remediation
				2013	\$ 3,700,000	Pre-development
				2014	\$ 9,404,912	Land Acquisiton & Remediation
				2015	\$ 2,700,000	Land Acquisiton & Remediation
				2015	\$ 3,421,566	Pre-development
				2016	\$ 60,000	Development
				2017	\$ 4,500	Development
				2018	\$ 1,291,850	Pre-development
County Manager Comments:				2018	\$ 256,565	Development
				2019	\$ 1,500,000	Pre-development

The County Manager proposes financing this project using bond proceeds of \$20,000,000 in 2023.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

New Development

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

3. Are there alternative sites?

4. What is the estimated size?

a. Building square footage

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

N/A

b. New positions/staff needed

N/A

7. Who provided the cost estimate? When?

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

b. Outside consultant - Describe experience

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ -	-	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ 20,000,000	-	-	20,000,000	-	-	-
	\$ 20,000,000	\$ -	\$ -	\$ 20,000,000	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

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:

<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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**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Department Name: Property Management

Project Title or

Item: Metro Square Exterior Envelope Assessment and Repair Project

Service Team

Priority _____

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 envelope work. Property Management determined that some components of Metro Square's exterior envelope were approaching the end of their useful lifecycle and needed a condition assessment and repair to ensure structural integrity of the facility's exterior. CIP funding was approved for 2020 and 2021 to provide the design and Phase I restoration/repair work for a portion of the building. Work included; insulation, masonry wall repair, interior/exterior wall repairs, and gasket replacement for exterior glass panels. This current CIP request is to fund Phase II restoration/repair work which includes performing the same work tasks on all remaining portions of the building.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 3,559,552	\$ 3,559,552				\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 3,559,552	\$ 3,559,552	\$ -	\$ -	\$ -	\$ -	\$ -

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"/>		2020	\$ 265,000
				2021	\$ 2,500,000
					\$ -
			Total		\$ 2,765,000

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$3,559,552 in 2022.

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 envelope is in need of a complete condition assessment and repairs need be made to insure its integrity. The scope of remedial work will include masonry wall repair, insulation, 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?

Metro Square. Ramsey County owns the facility and 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 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?

Initial cost estimates were obtained using noninvasive approach as similar projects and are based on CB Richard Ellis report in 2008 and Karges-Faulconbridge, Inc & 2018 Minneapolis Glass Company. Current estimates are based on detailed investigation and design work performed by Miller Dunwiddie Architect.

a. Describe experience/qualifications of the vendor who prepared cost estimates

Project information and cost estimates have been provided by Miller Dunwiddie Architects who's team includes 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 restoration/repair work to begin 2021 and adjusted 3% annually for each year after.

9. When does the project need to begin?

Field investigation and design began in 2020 to determine scope and specifications of the remedial work, development of a detailed budget, and schedule for the Project. Repair and restoration of one half of the building will be performed spring/summer of 2021 and the second half will be performed spring/summer of 2022.

10. Who will oversee the project?

a. County staff - Describe experience

Ramsey County Property Management will assign a Project Manager from their department to manage all aspects of design and construction project delivery.

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	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -					-	-
Construction	\$ 3,559,552	3,559,552				-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-				-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 3,559,552	\$ 3,559,552	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

To insure the structural integrity of the Metro Square exterior envelope; to restore original building envelope walls, sheet metal fascia, and exterior glass panel seals; and to prevent water and air infiltration to the interior of the facility, which if not corrected, will 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?

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 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. In 2020, Ramsey County hired Miller Dunwiddie to perform detailed investigation of existing conditions, provide estimates and provide design of construction documents.

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 and 8% or \$2,940 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

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Metro Square Exterior Envelope Assessment & Repair

COMMENTS:

"Generally in favor of restoring the building, not replacing the cladding. Is there a female and/or BIPOC contractor with capacity for this work?"

"\$3,559,552 could be phased over several years. Decision to repair the building envelope should be based on County's future need for office space."

"Water infiltration glazing gasket. Problem of useful life of building."

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &
Code #: Property Management

Project Title or
Item: Building Automation Systems ("BAS")

Service Team
Priority 3

PROJECT DESCRIPTION: (Attach supporting documents.)

Replacement of aging and unsupported Building Automation Systems ("BAS") at multiple County owned facilities. BAS controls and reports on various components within a building's structure, primarily HVAC, and lighting, and in some cases Life Safety. Building system efficiency and sustainability are benchmarks for the responsible management of any commercial facility. BAS reduces operational costs by lessening energy consumption and increasing building systems reliability and safety. BAS is standard for almost any commercial facility and requires upgrades.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 4,184,721	\$ 3,484,721	\$ 700,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 4,184,721	\$ 3,484,721	\$ 700,000	\$ -	\$ -	\$ -	\$ -

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 proposed using financing this project using bond proceeds of \$3,484,721 in 2022 and \$700,000 in 2023.

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?

City Hall/Court House, Ramsey County Correctional Facility, Suburban Courts, Extension Barn. All sites currently owned.

3. Are there alternative sites?

N/A

4. What is the estimated size?

a. Building square footage

Court House 371,933 / RCCF 187,783 / Sub Courts 15,188 / Barn 22,213

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?

Court House estimate from Wold Engineering, 2018. All others based on past projects.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Engineering firm.

8. For how long is the cost estimate valid?

2 - 3 years

9. When does the project need to begin?

2022 and 2023

10. Who will oversee the project?

a. County staff - Describe experience

Property Management - Educated, trained, and operating experience.

b. Outside consultant - Describe experience

Mechanical Engineering Firm - Chosen from current County contracts.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ -	-	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Building Automation)	\$ 4,184,721	3,484,721	700,000	-	-	-	-
	\$ 4,184,721	\$ 3,484,721	\$ 700,000	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

BAS are "technology" and subject to ever changing advances in performance capability, design standards and software requirements. Inevitably BAS requires replacement with upgrades to ensure uninterrupted system performance with mechanical and technical support. BAS upgrades help to ensure continuation of building system function with high levels of efficiency and facility user comfort and safety.

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?

2 - 3 years.

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?

Outdated technology is limiting the extent of energy savings. Loss of automation will increase energy consumption and costs.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

We would be running the risk of replacement parts becoming unavailable as well as programing support. Loss of automated environmental control (i.e., temperature).

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?

With newer technology comes better control of all currently purchased utilities.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

10%

b. Heating/Cooling/Lighting or other Energy-related costs

8%

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Building Automation Systems

COMMENTS:

"\$4,184,721 for multiple buildings should be approved building by building and pursued through Regular Projects rather than Major Projects."

"Far too long before replacing."

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Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: City Hall/Courthouse Roof & Rooftop Ductwork Replacement

Service Team

Priority 4

PROJECT DESCRIPTION: (Attach supporting documents.)

Ramsey County Property Management ("PM") provides the operation and maintenance of the Saint Paul City Hall / Ramsey County Court House ("CH/CH") located at 15 W. Kellogg Blvd. in downtown Saint Paul. PM identifies the CH/CH Roof and mechanical ductwork systems as beyond their useful life cycle and in need of replacement.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 2,150,300	\$ 2,150,300	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 2,150,300	\$ 2,150,300	\$ -	\$ -	\$ -	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

Place a Check mark in the Correct Box:	No	Yes	IF YES:	Year(s)	Amount	Operating budget for Design & Construction Administration
	<input type="checkbox"/>	<input checked="" type="checkbox"/>		2019	\$ 50,000	
					\$ -	
					\$ -	

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$2,150,300 in 2023.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The project scope includes full replacement of existing roofing at levels 19 and 20. Roof mounted supply, return and exhaust ductwork is beyond it's useful life and will be removed and replaced in coordination with the roof replacement.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The project work will be performed at CH/CH and will not require site acquisition.

3. Are there alternative sites?

N/A

4. What is the estimated size?

a. Building square footage

20 story, 372,000 SF

b. Acres of land needed

As this is the maintenance of existing, no additional land is required.

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?

Cost estimates have been developed by Property Management with the support of professional engineering/consulting firm, Encompass Engineering.

a. Describe experience/qualifications of the vendor who prepared cost estimates

Encompass Engineering has had a long presence in the State of Minnesota with great experience not only with Ramsey County mechanical and building envelope projects but other government agencies within the state of Minnesota as well.

8. For how long is the cost estimate valid?

Cost estimates are valid through 2022

9. When does the project need to begin?

In the second quarter of 2022.

10. Who will oversee the project?

a. County staff - Describe experience

The Department of Property Management will assign a project manager from its department to manage the entire project delivery process.

b. Outside consultant - Describe experience

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 25,000	25,000	-	-	-	-	-
Construction	\$ 2,125,300	2,125,300	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other	\$ -	-	-	-	-	-	-
	\$ 2,150,300	\$ 2,150,300	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Roofing systems on both levels 19 and 20 reached their forecasted maximum life expectancy in 2019. A survey and examination of the existing conditions by consultant Encompass Engineering in 2018 has confirmed the current need for roof removal and replacement. Existing roof top return and supply air ducts have multiple areas of deterioration that have been temporarily patched over the years. The ductwork must be removed to facilitate roof replacement. As the ductwork is in poor condition, it will be replaced as well.

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?

With new roofing and ductwork, patching and repair work will be eliminated.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

There is the potential of unattended repair/replacement maintenance needs to become emergency needs. When planned repair/replacement 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

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: City Hall/Courthouse Roof & Rooftop Ductwork

COMMENTS:

"\$2,150,300 for roof and mechanical ductwork systems. These expenses should be broken out separately and paid for through Regular Projects or rent charged to the building's occupants."

"What type of BIPOC contractors could be selected for this project?"

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Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Building Exterior Envelope Restoration

Service Team

Priority 6

PROJECT DESCRIPTION: (Attach supporting documents.)

Ramsey County Property Management identifies five (5) County owned buildings where components of the exterior envelope system are beyond their useful life, are failing and in critical need of maintenance and replacement. This exterior envelope renovation project will repair or remove and replace aged or failing roof systems; weather resistant caulking that has separated, disintegrated or is missing; brick and block stone wall and related mortar systems that are cracked, spalled or missing; exterior concrete cladding that is cracked and allows water infiltration; exterior limestone cladding that is cracked, spalled or missing and needs cleaning; exterior window systems including frames and/or gaskets and glazing; and components related to all these systems. This Project is critical to the responsible and professional management of these County assets by ensuring the integrity of their structure, weather tightness, safety to people and efficient energy consumption. Priority of buildings for work completion is Family Service Center, Water Patrol, Suburban Courts, Law Enforcement Center and St. Paul City Hall/Ramsey County Courthouse.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 13,539,497	\$ 2,611,488	\$ 10,928,009	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 13,539,497	\$ 2,611,488	\$ 10,928,009	\$ -	\$ -	\$ -	\$ -

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 \$350,000 in 2023.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

This is a repair or remove and replace asset preservation project.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The Project includes the following five (5) Ramsey County owned properties listed in priority order: Ramsey County Family Service Center, Ramsey County Sheriff Water Patrol, Suburban Courts, Law Enforcement Center (LEC), and Saint Paul City Hall & Ramsey County Courthouse (CHCH).

3. Are there alternative sites?

N/A

4. What is the estimated size?

a. Building square footage

Saint Paul City Hall & Ramsey County Courthouse: approximately 371,933 SF.
Ramsey County Law Enforcement Center: approximately 313,000 SF.
Ramsey County Sheriff Water Patrol Station: approximately 25,552 SF.
Ramsey County Family Service Center: approximately 20,000 SF.
Ramsey County Suburban Courts 15,188 SF.

b. Acres of land needed

N/A

c. Is parking space required? How much?

No.

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?

This Project's cost is based on building-specific cost estimates in the 2013 Ramsey County Comprehensive Asset Management and Preservation Plan ("CCAMP") and building specific 6-year capital improvement plans. In support of the amount of funding requested here cost estimates were updated in 2015 (Ambe Limited), in 2018 (Encompass Inc.) and in 2020 (BWBR).

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Ramsey County Property Management utilized multiple building assessment consultants, who are regarded by the industry as subject matter experts with proven successful experience, to inform this Project. Ambe Limited performed a large and complex assessment of the roof system at the Ramsey County Public Works facility, the Ramsey County Sheriff Patrol Station, the Ramsey County Family Service Center, Ramsey County Suburban Courts, the Saint Paul City Hall & Ramsey County Courthouse; Encompass Inc completed an assessment of the building exterior envelope including the roof and limestone cladding systems at the Saint Paul City Hall & Ramsey County Courthouse; and BWBR completed a comprehensive and complex building conditions survey of interior and exterior building systems for 24 County owned facilities.

8. For how long is the cost estimate valid?

Cost estimates are valid until the end of 2023. A price escalator will be added if the projects are not started in the next two years.

9. When does the project need to begin?

Design work should be started by the 1st quarter in 2022. With a goal to have the projects bid in 2022 and work would begin as soon after as possible.

10. Who will oversee the project?

a. County staff - Describe experience

Ramsey County Property Management will own the Project. Property Management employs a staff of highly professional, uniquely experienced and talented Project Managers and Senior Building Managers. Property Management will assign the Project(s) to this staff to manage the entire project delivery process.

b. Outside consultant - Describe experience

Services of consultants with space utilization, architectural and engineering design will be procured.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 821,148	261,148	560,000	-	-	-	-
Construction	\$ 12,718,349	2,350,340	10,368,009	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 13,539,497	\$ 2,611,488	\$ 10,928,009	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The facility condition assessment conducted by BWBR Architects and their consultants concluded that these building systems are beyond their useful life; are failing and in critical need of repair or removal and replacement.

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?

Ramsey County Property Management Project Managers and Senior Building Services Managers in consultation with third party architectural engineering consultants with subject matter expertise.

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?

We recommend that the current envelope needs to be addressed within the next two years.

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?

Current operating expenses are reactive and only offer a temporary solution that is not sustainable.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

The consequences of not implementing the projects are varied by location, but the most serious risks are water infiltration into occupied spaces that could result in a reduced capacity to offer shelter to a family in need and indoor air quality concerns. Or the risk of falling stone striking someone while walking down the sidewalk. In addition to increased costs and safety concerns, we also have to consider the availability of historic limestone and the fact that water is finding its way in and causing spalling of the stone.

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?

Funding maintenance and select repair and replacement is avoidance of future large-scale repair or possibly total replacement. One example is the CHCH stone façade which has an estimated total replacement cost of up to \$19,000,000.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

There could be a possible operating savings of 10 %.

b. Heating/Cooling/Lighting or other Energy-related costs

One example of where Ramey County will benefit with a reduction in energy consumption cost is at the CHCH where replacement windows are estimated to yield savings of 5%.

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Five Buildings Envelope and Storefront Restoration

COMMENTS:

"\$10,928,009 These projects should be broken out separately, phased, and consideration should be given to the County's future need for office space."

"Far too degraded to maintain status quo."

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Department Name: Property Management

Project Title or

Item: 90 W. Plato - Building Exterior Envelope Renovation

Service Team

Priority 7

PROJECT DESCRIPTION: (Attach supporting documents.)

The Ramsey County building at 90 West Plato Boulevard houses administrative offices for the following departments: Information and Public Records Administration; County Assessor; Elections; Examiner of Titles; County Recorder; Tax Forfeited Lands; Public Health; Ramsey County Homeland Security; Ramsey County Veteran Services. The facility was constructed in 1979 and a fourth floor was added in 1992. Ramsey County purchased the facility in 2007 and a renovation project began shortly thereafter. That renovation project did not include replacement or significant repairs to the exterior envelope. The components of the building's exterior envelope have reached the end of their useful life and are failing. This exterior envelope renovation project will remove and replace the existing roof, stucco wall/External Insulation Finishing System (EFIS) systems and replacement of damaged brick and leaking windows.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 4,228,991	\$ 232,510	\$ 3,996,481	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 4,228,991	\$ 232,510	\$ 3,996,481	\$ -	\$ -	\$ -	\$ -

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 \$232,510 in 2022 and \$3,996,481 in 2023.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The 90 West Plato Building Exterior Envelope Renovation is a major project. A complete condition assessment and repairs are needed to ensure the facilities' structural and whether tightness integrity. The scope of remedial work will include roof replacement, brick replacement/tuck-pointing, exterior stucco system replacement, and repair and replacement of failing glazing systems and other related systems.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Ramsey County owns the facility and the Project does not include site acquisition.

3. Are there alternative sites?

Not applicable.

4. What is the estimated size?

a. Building square footage

90 West Plato is a 82,200 square foot facility housing Ramsey County 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?

A team of consultants assembled by BWBR Architects was hired by Ramsey County to begin an assessment of County facilities 2019. The assessment was completed in 2020.

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 start of construction 2023.

9. When does the project need to begin?

Assessment of existing conditions and design would begin in 2022 to determine scope, specifications of work, and development of a detailed budget. Construction would begin in Spring of 2023.

10. Who will oversee the project?

a. County staff - Describe experience

Ramsey County Property Management will assign a staff member as Project Manager to manage all aspects of design and construction.

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 design services for the project.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 232,510	232,510	-	-	-	-	-
Construction	\$ 3,996,481	-	3,996,481	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 4,228,991	\$ 232,510	\$ 3,996,481	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The facility condition assessment conducted by BWBR Architects and their consultants concluded that the facility's roof, exterior wall and glazing systems were due for replacement in 1999. The building components are past their useful life, are failing and need replacement. 2022 funding will provide for detailed investigation and design for the required building envelope repair and replacement work. 2023 CIP funds will provide for the construction work.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

The Project scope does not include acquisition of new site/building.

3. What are the positive aspects of the current building and/or site?

This facility houses and meets the current business needs of multiple Ramsey County departments.

4. Who performed the functional analysis? Qualifications?

N/A

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 findings and remedial work to correct the deficiencies.

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 new exterior wall system will provide improved insulation reducing seasonal heating and cooling energy costs.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

If unattended these repair/replace needs may become emergency needs. When planned repair/replacement 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?

No new staff will be needed.

2. Are there any future cost savings?

There is the potential to realize energy cost savings by adding additional insulation to the exterior wall.

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

Heating and cooling energy cost savings will be identified during early stages of developing design for construction.

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

COST	<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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: 90 West Plato Buiding Exterior Envelope Renovation

COMMENTS:

"\$3,996,481 Could some of this work be phased?"

"Newer building would recommend revisiting in 2023"

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Paving and Landscaping (11 Ramsey County Facilities)

Service Team

Priority 8

PROJECT DESCRIPTION: (Attach supporting documents.)

Property Management provides the operation and maintenance of twenty-two County owned buildings to ensure the delivery of the County's services to it's residents. This project will address building deficiencies in sidewalk paving, parking lot paving and landscaping.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 6,559,970	\$ 4,986,302		\$ 323,388	\$ 41,994	\$ 226,112	\$ 982,174
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 6,559,970	\$ 4,986,302	\$ -	\$ 323,388	\$ 41,994	\$ 226,112	\$ 982,174

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 does not propose financing this project in 2022 or 2023.

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 sidewalk paving, parking lot paving and landscaping.

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 eleven of Ramsey County's owned sites: 1) LEC, Detention Center/Sheriff Admin, 2) Corrections Correctional Facility, 3) Juvenile Detention Center, 4) 402 University Ave. East, 5) Family Service Center, 6) Roseville Library, 7) Maplewood Library, 8) Shoreview Library, 9) City Hall/Courthouse, 10) Metro Square, 11) Landmark Center

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 with the use of a facility condition survey performed by BWBR Architects and their sub-consultants.

a. Describe experience/qualifications of the vendor who prepared cost estimates

BWBR Architects is considered one of the premiere architectural design firms within the State of Minnesota and the nation. BWBR has a successful track record of delivery design and estimating services for Ramsey County. Adolfson & Peterson Construction served a major role in the development of construction cost estimates as a subconsultant to BWBR.

8. For how long is the cost estimate valid?

Cost estimates are valid until 2027

9. When does the project need to begin?

In the first quarter of 2022.

10. Who will oversee the project?

a. County staff - Describe experience

The Department of Property Management will assign a project manager(s) from it's department to manage the entire project delivery process.

b. Outside consultant - Describe experience

N/A

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 448,958	345,225	-	16,213	2,940	15,828	68,752
Construction	\$ 5,965,497	4,586,561	-	216,175	39,055	210,284	913,422
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 6,414,455	\$ 4,931,786	\$ -	\$ 232,388	\$ 41,995	\$ 226,112	\$ 982,174

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Historically Property Management ("PM") has been funded approximately \$1.50/SF per year to maintain the County owned facilities for which PM is responsible. 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 paving and landscape maintenance needs of property sites listed herein. Landscape improvements will provide a welcoming appearance for visitors, while paving improvements will provide both improved aesthetic appearance and elevate potential trip and fall hazards as well.

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?

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 site.

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

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

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Paving & Landscaping at 11 County Facilities

COMMENTS:

"Suggest deferring"

"These improvements should be financed by rent charged to the occupants of the buildings."

"Degradation seems very far. Hopefully the county will be more proactive in the future on maintenance."

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &
Code #: Property Management

Project Title or
Item: Welcoming Facilities Project

Service Team
Priority 9

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 identifies 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 will deliver 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". In 2020, Property Management completed the Phase 1 ADA Assessment's and Master Signage Program. In 2021, Property Management will complete the Phase 2 ADA Assessment's and begin implementing ADA, signage, and aesthetic improvements.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
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:

	<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"/>		2020	\$ 5,000,000
				2021	\$ 2,500,000
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager does not propose financing this project in 2022 or 2023.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

This Welcoming Facilities Project is a new multi-phased, priority-based initiative that focuses on delivering welcoming environments that are respectful, advocate autonomy, maintain privacy and promote dignity for all who seek Ramsey County services, are employed by Ramsey County 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 Ramsey County 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?

In 2020, Ramsey County Property Management completed the Phase 1 ADA Assessment's and Master Signage Program. In 2021, Property Management will complete the Phase 2 ADA Assessment's and begin implementing ADA, signage, and aesthetic improvements.

10. Who will oversee the project?

a. County staff - Describe experience

Ramsey County 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	2022	2023	2024	2025	2026	2027
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 owned facilities and spaces in leased facilities do not currently promote a welcoming environment or display the County's "Residents First" approach. Inequity in facility design and features and a discordant aesthetic and age of finishes among County facilities make it difficult for residents to readily understand 1) that they are in a County facility and 2) that the County invests in the resident's need for services. These factors adversely impact the County's delivery of service, the County's image within the community, and the perception County employees and business partners have of the Ramsey County organization. This Project 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. This Project will allow a County wide design strategy and language ensuring existing and new facilities achieve this objective and maintain County spaces as inviting and welcoming to everyone.

*Funding this Project request is necessary to creating a welcoming Ramsey County environment that respects all people and promotes access with dignity and privacy for anyone seeking Ramsey County services; employed by Ramsey County or conducting business with Ramsey County.

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Welcoming Facilities

COMMENTS:

"Suggest deferring"

"\$30,000,000. Review and recommendations should be based on designs and bids/cost estimates rather than large, estimated, future allotments. The County finance and property management departments should be allocated more resources to do the work necessary to implement broad County policy objectives."

"Overdue maintenance."

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

Project # (CM Use Only)

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Historic Barn Service Center Remodel

Service Team

Priority

10

PROJECT DESCRIPTION: (Attach supporting documents.)

Convert the existing two-story 22,213 SF Ramsey County Historic Barn ("Barn") building into a multi-functional facility that would include a suburban County Service Center, staff drop-in office location, 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					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 9,770,600	\$ 9,770,600	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 9,770,600	\$ 9,770,600	\$ -	\$ -	\$ -	\$ -	\$ -

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"/>		2015	\$ 200,000	Fire Prevention Additions
					\$ -	
					\$ -	

CIPAC Comments Attached.

County Manager Comments:

The County Manager does not propose financing this project in 2022 or 2023.

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 Ramsey County Historic Barn is ideally situated for a suburban County Service Center and staff drop-in office location 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 convenient. The building 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?

An alternative site for a suburban service center and staff drop-in office would be to build an addition on to the Maplewood Library. The Maplewood Library has been incorporating service center functions (navigator, Career Lab, Resource Lab and FAS) since summer of 2020. This co-location was possible due to the library building being predominantly closed to the public during the pandemic. The service center functions would require additional space if it were to remain at the library.

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 including a suburban service center with drop-in 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. Staff from the current 2020 service centers would be re-located to staff this location.

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 the 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 second quarter of 2022. The Residents First Facilities project includes a preliminary study of the Extension Barn to review compatibility with service center functions.

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 ensure alignment with Ramsey County's Mission, Vision, Values and Goals.

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	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 750,600	750,600	-	-	-	-	-
Construction	\$ 7,510,000	7,510,000	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ 1,275,000	1,275,000	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe) Technology	\$ 235,000	235,000	-	-	-	-	-
	\$ 9,770,600	\$ 9,770,600	\$ -	\$ -	\$ -	\$ -	\$ -

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 Historic 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 convenient. 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 Historic 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

An alternative would be to locate a suburban service center and employee drop-in workspace at an addition to the Maplewood Library.

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 makes 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

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Historic Barn Service Center Remodel

COMMENTS:

"Medium benefit to residents, but high probability of ROI."

"\$9,770,600 An analysis and review of the historic importance and relevance of the Barn should be made prior to spending almost \$10 million on restoring and repurposing it."

"Cost"

"My view is request of \$10 million for historic barn remodel is crazy. The county has too much money if it funds this monstrosity. It's time for Ramsey county to cut it's losses with the barn. Bulldoze it and clear the site. No "historic" barn is worth a \$10 million rebuild transformation. Get rid of it. If county needs office space near that location, get it at the half-vacant Maplewood Mall. Simon properties would probably be happy to lease space at that distressed property."

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: Maplewood Library and Service Center

Service Team

Priority

11

PROJECT DESCRIPTION: (Attach supporting documents.)

The Maplewood Library and Service Center addition and interior remodeling of the former café, kitchen and existing community room spaces will provide space for a suburban County Service Center, employee drop-in workspace as well as larger meeting spaces allowing greater programming flexibility. In 2020, Maplewood Library was one of five (5) Service Centers open during COVID. Service Center resources include navigators, FAS, Career Lab and resource lab. These Service Center resources were incorporated in library spaces (such as a community room) that were otherwise closed to the public during COVID. When library programs and functions fully re-open additional space will be required to fully incorporate an identifiable and highly functioning Service Center in this location. Additionally, the area of the former cafe and kitchen will be re-purposed to provide additional square footage for the community room which is often at capacity with the popularity of library programming at this location. There is a separate, related project for interior library renovation within the main library space in order to adapt the spaces for better acoustics and meet with new library service delivery needs. That separate, interior library renovation project is being funded out of library fund balance and was created based on a library pre-design from 2018 before there were service center functions integrated at this location.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 2,650,000	\$ 2,650,000	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 2,650,000	\$ 2,650,000	\$ -	\$ -	\$ -	\$ -	\$ -

PREVIOUS PROJECT FUNDING:

No

Yes

IF YES:

Year(s)

Amount

Place a Check mark in the Correct Box:

☒

x

	\$ -
	\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager does not propose financing this project in 2022 or 2023 using bond proceeds.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The project scope includes interior renovation and an addition in order to incorporate County Service Center resources (navigators, resource lab, meeting spaces), drop-in spaces for remote workers to access as well as enhancements to the existing community room. The renovation and addition would renovate the currently underutilized former cafe and kitchen space; repurposing the space for meetings & programming.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Maplewood Library is located at 3025 Southlawn Drive, Maplewood, MN and is a county owned facility.

3. Are there alternative sites?

The Extension Barn is an alternative location for a suburban County Service Center and employee drop-in workspace. The two locations may offer very different options for service centers and employee drop-in workspace based on the size of the existing Extension Barn vs the potential area for addition at the Maplewood Library.

4. What is the estimated size?

a. Building square footage

Existing library is 31,000 sq. ft. Preliminary estimate is an additional 5,000 - 6,000 sf. is required for County Service Center and drop in space.

b. Acres of land needed

Land is County owned.

c. Is parking space required? How much?

1 space per 200 sf of area = 25 parking spaces

5. How is the space to be utilized?

The space will be utilized for a combination County Service center and employee drop-in workspaces. The employee drop-in workspaces are required in order to provide workspace resources for employees who meet with clients at various locations. The renovation of the cafe and kitchen spaces to be incorporated in to the community room space will allow for larger meeting rooms space allowing for greater flexibility for programming.

a. Office space square footage

Approximately 2,000 sf for drop-in office space and 4,000 sf for County Service Center. These preliminary assumptions regarding size of available site for an additional will need to be studied with external consultants.

b. Program space square footage

4,000 sf for County Service Center + renovation of former café, kitchen and existing community room space

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 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 the 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 and engineering design.

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?

2021

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 manage the entire project delivery process.

b. Outside consultant - Describe experience

Services of consultants with space utilization, architectural and engineering design will be procured.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 200,000	200,000	-	-	-	-	-
Construction	\$ 2,000,000	2,000,000	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ 300,000	300,000	-	-	-	-	-
Telephone & Data	\$ 150,000	150,000	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 2,650,000	\$ 2,650,000	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The Maplewood Library currently has a separate, interior focused renovation project planned and documentation will begin in 2021. Since approximately July of 2020 the Maplewood Library has incorporated County Service Center resources during COVID. The co-location of the Service Center at the library during this time was manageable as the library building was not open. Additionally, as part of the Residents First Facilities studies, it was determined that a Service Center location would be beneficial in the Maplewood area. A co-location of library and service center would be beneficial in terms of building and site resources.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

The original building had a café and drive thru window. The café space will be repurposed for library and service center spaces and the parking will be reconfigured to remove the drive thru which is not required.

3. What are the positive aspects of the current building and/or site?

There would be a benefit to co-locating library and service center functions in terms of space use. This would consolidate locations. The library often provides programs that are complementary to other Ramsey County services.

4. Who performed the functional analysis? Qualifications?

Ramsey County Property Management

5. What other alternatives have been explored? Describe

An alternative would be to locate a suburban service center and employee drop-in workspace at the Extension Barn.

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

Limited Service Center resources were incorporated into the Maplewood Library during COVID. These resources included (2) navigators, a career lab, resource center, (2) FAS workers. During this time these resources used library spaces such as the community room, Teen collection area, lobby and other open floor space. These areas are needed for library programming and service delivery once the buildings are once again fully open. The Service Center and employee drop-in location requires integrated but independent areas for its service delivery. The Service Center and employee drop in space may have different hours than the library.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

Temporary accommodations may be possible for a smaller complement of Service Center functions however this will place a stress on space and conflicts between library programming and service center delivery.

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)?

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?

Co-locating a suburban County Service Center and drop in location with a currently owned County resource will be more cost effective than having to find and develop a new location.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs

a. Maintenance/Custodial

Not known at this time.

b. Heating/Cooling/Lighting or other Energy-related costs

Not known at this time.

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

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Maplewood Library Remodel & Service Center

COMMENTS:

"Likely benefit to residents but covid may cause use pattern changes; could wait to determine what these are."

"Upgrades needed for modern usage of libraries"

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Residents First Facilities

Service Team

Priority

12

PROJECT DESCRIPTION: (Attach supporting documents.)

On December 17, 2019, Ramsey County Board held a workshop on Residents First Facilities and accepted a model to be implemented over the next ten years. This model highlighted the following as it relates to facilities: The Courthouse, Metro Square and Plato become the integrated administrative anchors for the county; Maintain existing clinical and specialty services facilities; Vacate the owned East building; Vacate the leased North Saint Paul facility by expiration in November 2021; and Augment a suburban location(s) with touchdown and meeting space for staff use. This project will implement the Residents First Facilities model in a phased approach over the next ten years.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 175,000,000	\$ 50,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 175,000,000	\$ 50,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000

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 does not propose financing this project in 2022 or 2023.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The Residents First Facilities Project is a new multi-phased, priority-based initiative that focuses on the Residents by creating dynamic, integrated and adaptable spaces for residents and staff. The work to be completed will vary from facility to facility to achieve the desired service environment.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The Residents First Facilities will include a number of county-owned facilities and county-leased facilities.

3. Are there alternative sites?

It may be determined to acquire additional facilities and/or leases.

4. What is the estimated size?

a. Building square footage

Varies by facility.

b. Acres of land needed

Unknown at this time if additional sites will be needed.

c. Is parking space required? How much?

Unknown at this time.

5. How is the space to be utilized?

To provide county services and administrative support.

a. Office space square footage

Unknown at this time.

b. Program space square footage

Unknown at this time.

6. How many employees will occupy the space?

a. Current Staff

Unknown at this time.

b. New positions/staff needed

Unknown 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 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?

In 2022.

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	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 17,500,000	5,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Construction	\$ 140,000,000	40,000,000	20,000,000	20,000,000	20,000,000	20,000,000	20,000,000
Furniture, Fixtures & Equipment	\$ 17,500,000	5,000,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 175,000,000	\$ 50,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000	\$ 25,000,000

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

To implement the Residents First Facilities model in a phased approach over the next ten years.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

Many current facilities are not easily accessible by transit, vehicles, bikes, and pedestrians; are not configured to space to offer an integrated delivery of the county's core services and flexible space for staff. The Residents First Facilities Project will focus on the Residents by creating dynamic, integrated and adaptable spaces for residents and staff.

3. What are the positive aspects of the current building and/or site?

To be determined.

4. Who performed the functional analysis? Qualifications?

Ongoing process through the Residents First initiative.

5. What other alternatives have been explored? Describe

Ongoing process through the Residents First initiative.

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 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)?

The Residents First Facilities model may not be implemented over the next ten years. Failure to achieve 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?

Reduction in space will result in future cost savings.

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 using higher energy efficiency equipment and products than the existing. It is expected that the number of buildings required for administrative staff and core services will be consolidated, thus reducing costs.

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Residence First Facilities

COMMENTS:

"\$175,000,000 Good concept but a review at this high level of a County approved policy is probably not helpful. This amount of money could build and/or buy 1,000,000 square feet of office space."

"Overdue maintenance."

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Roseville Library and Service Center

Service Team

Priority

13

PROJECT DESCRIPTION: (Attach supporting documents.)

The Roseville Library and Service Center interior remodeling of the former café and potential addition will provide space for a suburban County Service Center and digital learning lab. In 2020, Roseville Library was one of five (5) Service Centers open during COVID. Service Center resources include navigators, FAS, Career Lab and resource lab. These Service Center resources were incorporated in library spaces (such as a community room) that were otherwise closed to the public during COVID. When library programs and functions fully re-open additional space will be required to fully incorporate an identifiable and highly functioning Service Center in this location. As part of the Residents First Facilities studies, it was determined that a Service Center location would be beneficial in the Roseville area. A co-location of library and service center would be beneficial in terms of building and site resources. The Service Center and employee drop-in location requires integrated but independent areas for its service delivery. The Service Center and employee drop in space may have different hours than the library.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 3,420,000	\$ 80,000	\$ 3,340,000	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 3,420,000	\$ 80,000	\$ 3,340,000	\$ -	\$ -	\$ -	\$ -

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 does not propose financing this project in 2022 or 2023 using bond proceeds.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The project scope includes interior renovation of approximately 4,000 SF and potential addition of 6,000 SF in order to incorporate County Service Center resources (navigators, resource lab, meeting spaces), digital learning lab, and drop-in spaces for remote workers. The renovation and addition would re-purpose the former cafe space that has recently become available.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Roseville Library is located at 2180 Hamline Avenue North, Roseville, MN and is a county owned facility.

3. Are there alternative sites?

No

4. What is the estimated size?

a. Building square footage

Existing library is 70,600 SF with the café space being approximately 2,000 SF with 1,633 SF on the first level and 367 SF on the mezzanine level. It is estimated that the interior renovation would incorporate 4,000 SF with an approximately 6,000 SF addition.

b. Acres of land needed

Land is County owned.

c. Is parking space required? How much?

Additional parking space requirements will be reviewed during the pre-design phase.

5. How is the space to be utilized?

The space will be utilized for a combination of County Service center, digital learning lab, and potential employee drop-in workspaces. The employee drop-in workspaces are required in order to provide workspace resources for employees to meet with clients at various locations.

a. Office space square footage

Office space square footage will be determined through a pre-design.

b. Program space square footage

Program space square footage will be determined through a pre-design.

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 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 the 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 and engineering design.

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?

2022

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 manage the entire project delivery process.

b. Outside consultant - Describe experience

Services of consultants with space utilization, architectural and engineering design will be procured.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 370,000	80,000	290,000	-	-	-	-
Construction	\$ 2,500,000	-	2,500,000	-	-	-	-
Furniture, Fixtures & Equipment	\$ 400,000	-	400,000	-	-	-	-
Telephone & Data	\$ 150,000	-	150,000	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 3,420,000	\$ 80,000	\$ 3,340,000	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The Roseville Library is a significant building in this geographic area which provides library services and has incorporated County Service Center during COVID. The co-location of the Service Center at the library during this time was manageable as the library was not open. Additionally, as part of the Residents First Facilities studies, it was determined that a Service Center location would be beneficial in the Roseville area. A co-location of library and service center would be beneficial in terms of building and site resources.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

The original building has a café space that is now vacant. The remodeling project will explore the best use for this space while increasing the options for service delivery at this site.

3. What are the positive aspects of the current building and/or site?

There would be a benefit to co-locating library and service center functions in terms of space use. This would consolidate locations. The library often provides programs that are complementary to other Ramsey County services.

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?

Limited Service Center resources were incorporated into the Roseville Library during COVID. These resources included (2) navigators, a career lab, resource center, (2) FAS workers. During this time these resources used library spaces such as the community room, main atrium, lobby and other open floor space. These areas are needed for library programming and service delivery once the buildings are once again fully open. The Service Center and employee drop-in location requires integrated but independent areas for its service delivery. The Service Center and employee drop in space may have different hours than the library.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

Temporary accommodations may be possible for a smaller complement of Service Center functions however this will place a stress on space and conflicts between library programming and service center delivery.

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)?

Impedes the ability to provide quality services for the residents of Ramsey 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?

Co-locating a suburban County Service Center and drop in location with a currently owned County resource will be more cost effective than having to find and develop a new location.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:

a. Maintenance/Custodial

Not known at this time.

b. Heating/Cooling/Lighting or other Energy-related costs

Not known at this time.

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Roseville Library and Service Center

COMMENTS:

"Likely benefit to residents but covid may cause use pattern changes; could wait to determine what these are."

"Upgrades needed for modern usage of libraries"

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Property Management

Project Title or

Item: Furnishing Up-Grades

Service Team

Priority

14

PROJECT DESCRIPTION: (Attach supporting documents.)

County-wide Workplace Standards were developed in 2020 to provide standardization for workstation and office sizes, finish standards and ensure that staff have equitable, healthy and productive workplaces. The Workplace Standards include ergonomic and sustainability requirements. Many departments and locations have old, worn and out-of-date furniture which is past its service life. This Project is to implement the workplace standards in a phased manner.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 15,000,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 15,000,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000

PREVIOUS PROJECT FUNDING:

No

Yes

IF YES:

Year(s)

Amount

Place a Check mark in the Correct Box:

x

	\$ -
	\$ -
	\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager does not propose financing this project in 2022 or 2023.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The Project is for a phased furniture replacement program within existing facilities.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Location of furniture upgrades to be planned to be carried out over numerous years.

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?

Office, conferencing and collaboration spaces

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 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 the 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 architectural and FF&E design.

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?

2022

10. Who will oversee the project?

a. County staff - Describe experience

The Department of Property Management will assign a project manager from its department to manage the entire project delivery process.

b. Outside consultant - Describe experience

Services of consultants with space utilization, architectural and engineering design will be procured.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 1,050,000	175,000	175,000	175,000	175,000	175,000	175,000
Construction	\$ -	-	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ 13,950,000	2,325,000	2,325,000	2,325,000	2,325,000	2,325,000	2,325,000
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 15,000,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

A multi-year planned furniture up-grade project is required in order to align County workplaces with the new Workplace Standards that were developed in 2020. These Workplace Standards establishes new workstation and office sizes as well as ergonomic and sustainability benchmarks. Adapting to these Workplace Standards saves space overall and provides greater flexibility to move, add or reduce as department service delivery needs change over time. Having a consistent standard for furniture and finishes provides greater equity across departments.

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?

Ramsey County Property Management

5. What other alternatives have been explored? Describe

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

Many departments have old and worn furniture which is beyond its service life. Continued use of existing furniture systems which are not compliant with County Workplace Standards perpetuates wasteful use of County square footage and inequity in the employee experience within and across departments.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

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)?

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?

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Property Management

PROJECT TITLE: Furnishing Upgrades

COMMENTS:

"Suggest deferring"

"\$15,000,000 This spending should be financed by rent charged to departments."

"Question about why things have been neglected so long as well as how to hybrid work environment necessitates high investment. What would a scheduled methodical approach look like?"

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation Department \660000

Project Title or

Item: Goodrich & Manitou Ridge Golf Course Improvements

Service Team

Priority

5

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. Capital improvement recommendations made by the Consultant that align with the Board's Philosophical Statement of operating golf as a profit center focusing on offering value, standard, and premium golf courses are outlined in this request for Goodrich, Manitou, and Keller and Golf Courses. Parks & Recreation received 6.2 million dollars in 2020-21 to make significant capital improvements to Goodrich and Manitou Ridge Golf Course. In December of 2020 this funding was re-directed into supporting County Housing Redevelopment efforts. This request is to reestablish the previously allocated funding for improvements at Manitou Ridge and Goodrich Golf Courses in 2022-23. It is important for the department to receive this funding to successfully maintain and operate these courses in alignment with the Board's Philosophical Statement.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 6,736,546	\$ 4,054,235	\$ 2,682,311	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 6,736,546	\$ 4,054,235	\$ 2,682,311	\$ -	\$ -	\$ -	\$ -

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 checked="" type="checkbox"/>	<input type="checkbox"/>			\$ -
					\$ -
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposed financing this project using bond proceeds of \$4,054,235 in 2022 and \$2,682,311 in 2023.

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation Department \660000

Project Title or

Item: Goodrich & Manitou Ridge Golf Course Improvements

Service Team

Priority

5

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 of operating as a profit center focusing on offering value, standard, and premium golf courses are outlined in this request for Manitou and Goodrich Golf Courses.

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. The irrigation system was last updated in 1978 and is well beyond its life span. Replacement of the irrigation systems will provide more precise watering techniques for enhanced water conservation and will reduce the need for chemical fertilizers and pesticides on the course. In addition, proper watering systems and techniques improve the quality of the grass on the golf course. Past customer surveys report that poor grass management will result in new golfers not returning and regular customers dissatisfaction impacting their overall experience. 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.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Both sites proposed for 2022 and 2023 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

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation Department \660000

Project Title or

Item: Goodrich & Manitou Ridge Golf Course Improvements

Service Team

Priority

5

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

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation Department \660000

Project Title or

Item: Goodrich & Manitou Ridge Golf Course Improvements

Service Team

Priority

5

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 2022

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	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 300,000	300,000					
Construction	\$ 6,436,546	3,754,235	2,682,311				
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 6,736,546	\$ 4,054,235	\$ 2,682,311	\$ -	\$ -	\$ -	\$ -



Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation Department \660000

Project Title or

Item: Goodrich & Manitou Ridge Golf Course Improvements

Service Team

Priority

5

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 more and play more often increasing the County's return on investment, as has been proven with the major renovation at Keller in 2014.

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 Boards 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 to reduce operational costs. Not only will we see a savings in labor time directed at repairs and hand watering efforts but we will most certainly see improvements in our natural resource use (decrease in water consumption) through the advancements of equipment and software in pin pointing watering.

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 improvements that will significantly improve the return on investment, we are offering only a yardage improvement at Manitou versus a complete "Keller" like remodel. The cash flow projections for these top two priorities and their coinciding capital request continue to keep golf operating with a positive flow.

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation Department \660000

Project Title or

Item: Goodrich & Manitou Ridge Golf Course Improvements

Service Team

Priority

5

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 major malfunction or flooding could force a course closure for repairs and customer dissatisfaction will result in a significant loss of revenue that is important to the other Parks and Recreation offerings and will increase in the parks levy request.

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation Department \660000

Project Title or

Item: Goodrich & Manitou Ridge Golf Course Improvements

Service Team

Priority

5

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. The ten year forecast is a \$26.9% improvement over the current status quo. At Goodrich the Consultant projects a 10.3% increase in revenue over a 10 year period by making the small capital changes. Evident in all of the scenarios presented by the consultant conclude with substantial increases to county revenue with capital investments.

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

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Parks and Recreation Department \660000

Project Title or

Item: Goodrich & Manitou Ridge Golf Course Improvements

Service Team

Priority

5

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

A - Manitou Project Estimate
B - Goodrich Project Estimate
C - 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	Unit	Total Quantity	Unit Price	Total Cost	
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	
Subtotal				\$ 3,677,311	
Construction Escalation	Unit	Total Quantity	Unit Price	Total Cost	
Cost Escalation for 2023 Construction (5%/yr)				\$ 376,924	
Grand Total				\$ 4,054,235	

Golf Study Capital Investments Project
Attachment B - Goodrich Golf Course Estimate
12/22/2020

Goodrich Golf Course

Goodrich					Notes
Mobilization (5%)				\$ 99,100.00	
Construction					
<i>Base Irrigation Components</i>	Unit	Total Quantity	Unit Price	Total Cost	
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			\$ 1,725,500	
<i>Sand Bunker</i>	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	
Subtotal				\$ 2,432,935	
Construction Escalation					
	Unit	Total Quantity	Unit Price	Total Cost	
Cost Escalation for 2023 Construction (5%/yr)				\$ 249,376	
Grand Total				\$ 2,682,311	

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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Sirius Golf Advisors, LLC

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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**

- 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.

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.

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

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. They 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 ¼ 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 NGF 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

Ramsey County Golf Study

Market Conditions

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 shows these index values by facility type for the local market areas.

Ramsey County Golf Study

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.

MSP Public Golf Courses				
	Metro	Local	RC Golf	% Local
18 Hole Regulation	112	58	3	52%
9 Hole Regulation	15	5	1	33%
18 Hole Executive	3	2		67%
9 Hole Executive	24	14	1	58%
Par 3 courses	14	13		93%
Total	168	92	5	55%

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.

Ramsey County Golf Study

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

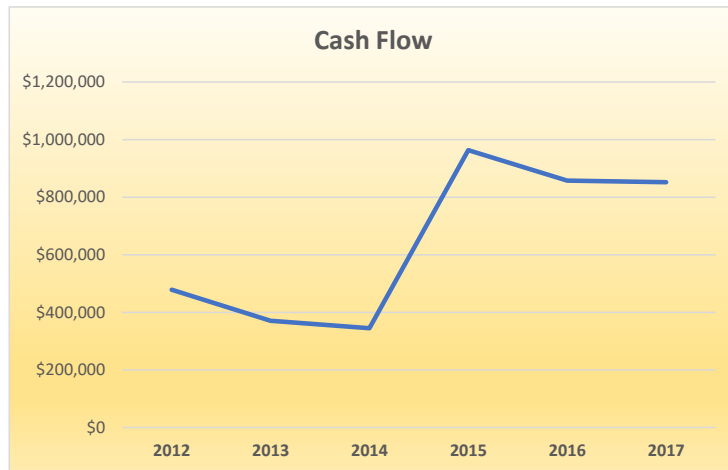
RC Golf has been generating a positive cash flow for the County. Below shows performance history over the past six years.

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.



There are some important disclaimers, however. Most important, there are some big omissions on the County expenses. The biggest of which, is the cost of the maintenance equipment, both obtaining and maintaining. This is because the maintenance equipment is part of Fleet services and not part of the Parks budget. Nor is water, a major expense, charged against the golf courses. Also missing are

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)

When we look at individual facilities, we see that Keller, by far, generates the most cash flow as it generates over \$500,000 a year, or about 60% of the total cash

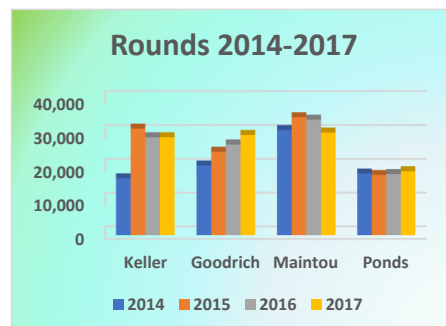
flow by the golf system. On the other hand, Battle Creek has had a negative cash flow the past two years. And while Keller has been up and down the past three years, Goodrich has steadily improved. Its cash flow improved 455% from 2015 to 2017.

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.



Ramsey County Golf Study

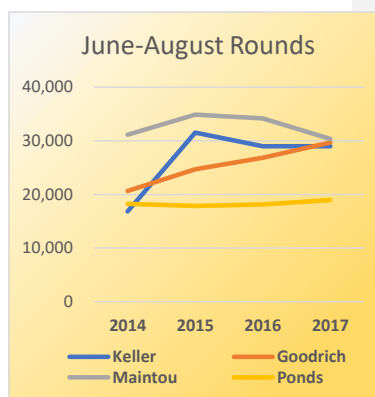
Performance

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

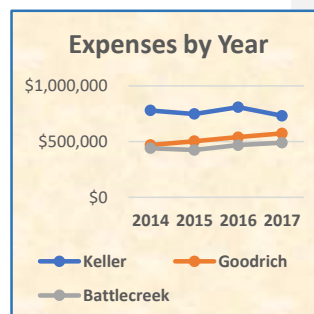
* Green Fees, Passes, Cart and Driving Range

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.



Ramsey County Golf Study

Performance

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 Golfer 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:** Players gender and age, home zip code, average golf score, type of customer (e.g. league, card holder, pass holder, resident, non-resident)
- **Wallet 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 is 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.

Ramsey County Golf Study

Survey Results

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				
	Promoters 9 & 10	Passive 7 & 8	Detractors <7	Loyalty Index
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						
	GR	K	MR	BC	IL	GD
# Responses						
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	87	64	20	91	78	
Affordability	58	34	2	30	77	
Condition of Tees	66	58	36	98	21	
Condition of Bunkers	31	82	21	97	97	
Condition of Fairways	95	70	42	93	85	
Overall Quality of Practice Facility		57	18	100	97	
Overall Quality of Golf Shop	71	91	34	89	51	
Overall Quality of Golf Shop Apparel	54	98	29	87	29	
Overall Quality of Golf Shop Merchandise	67	94	53	90	53	
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.

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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Those factors rated in the bottom **10%** were:

- Golf Course Design

Factors rated in the bottom **5%** were:

- Overall Value
- On-Course Services
- Affordability

Survey Results

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.

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, its 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.

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 10% 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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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

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.
- 18th 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

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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Capital Improvement Needs

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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Capital Improvement Needs

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.

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 NGF 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-fee 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.

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, then 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.

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

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.

Ramsey County Golf Study

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 cost. Cha ching.

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.

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.

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 retain 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 our 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, there 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

Ramsey County Golf Study

Capital Improvement Recommendations

- 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

Ramsey County Golf Study

Capital Improvement Recommendations

- 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 Astroturf 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.
 - **Women friendly:** Making all the facilities friendlier to women, including:
 - **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

County 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-fee 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.

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 Manitou 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.

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 be 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.

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.

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 million 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 million 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. Modulators, 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

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%

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 NGF 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

	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.

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.

- **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.

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.
- **Pecking 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.*

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:

- **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.

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

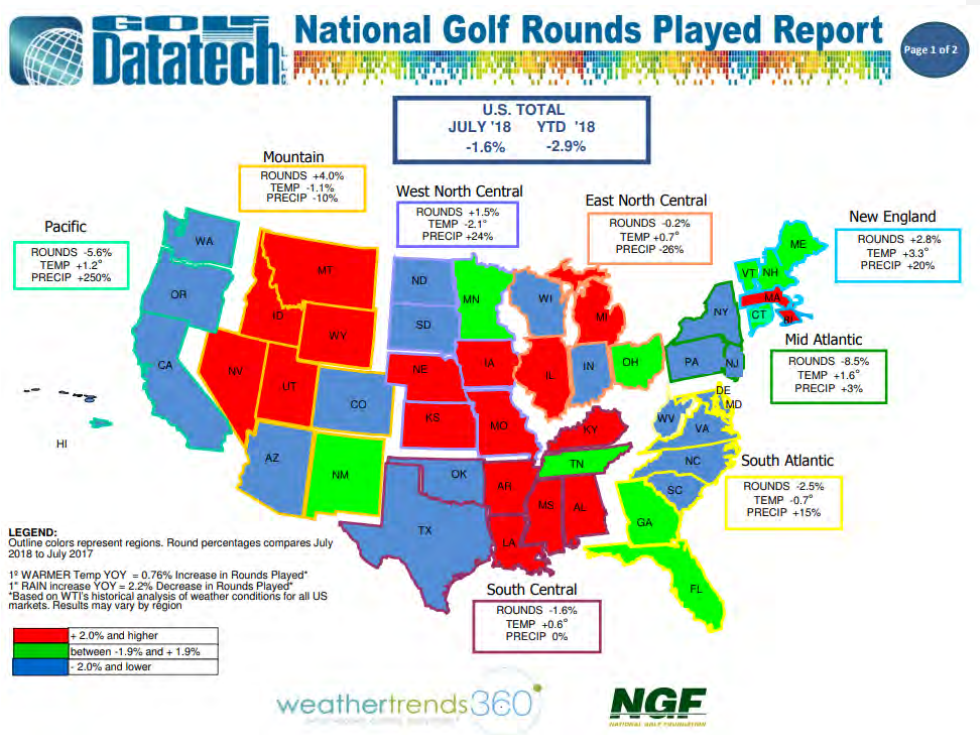
At both Goodrich and Manitou, we recommend considering adding Pavilions that could hold 150 guests or more. This will allow the facilities to host larger groups, such as tournaments and outings, and possibly weddings. These pavilions can cost between \$100,000 and \$250,000.

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	
JULY 2018					
		JULY	YTD		
PACIFIC		-5.6%	5.2%		
CA		-5.0%	5.1%		
	Los Angeles	-8.5%	0.6%		
	Orange County	-1.6%	8.9%		
	Palm Springs	-9.6%	4.0%		
	Sacramento	-2.1%	5.7%		
	San Diego	-1.1%	7.3%		
	San Francisco/Oakland	-3.1%	12.4%		
HI		-9.7%	-3.8%		
OR		-13.0%	4.0%		
	Portland	-9.9%	11.4%		
WA		-2.0%	9.6%		
	Seattle	-1.7%	9.8%		
MOUNTAIN		4.0%	4.8%		
AZ		-4.5%	5.6%		
	Phoenix	-2.6%	5.6%		
CO		-3.5%	-2.2%		
	Denver	-0.7%	1.0%		
ID, WY, MT, UT		13.2%	9.0%		
NM		-1.4%	1.9%		
NV		4.0%	5.3%		
	Las Vegas	4.2%	3.8%		
WEST NORTH CENTRAL		1.5%	-4.9%		
KS, NE		6.6%	-2.1%		
ND, SD		-9.8%	-15.9%		
MN		0.4%	-6.3%		
	Minneapolis/St. Paul	0.2%	-9.8%		
IA, MO		2.6%	-3.5%		
	St. Louis	-0.6%	-6.1%		
	Kansas City	7.4%	0.2%		
SOUTH ATLANTIC		-2.5%	-5.9%		
DE, DC, MD		-2.0%	-13.0%		
	Washington/Baltimore	-3.4%	-11.5%		
FL		-0.8%	-4.3%		
	Jacksonville/Daytona	1.1%	-5.6%		
	Orlando	3.0%	0.7%		
	Tampa	1.1%	-3.5%		
	Palm Beach	1.7%	1.3%		
	Sarasota	6.1%	-4.0%		
	Naples/Ft. Myers	2.2%	1.4%		
	Miami/Ft. Lauderdale	-0.3%	-4.1%		
GA		-0.2%	-6.2%		
	Atlanta	-2.2%	-5.7%		
NC		-3.5%	-5.7%		
	Greensboro/Raleigh	-1.6%	-10.7%		
SC		-3.9%	-7.2%		
	Charleston	0.3%	-3.6%		
	Hilton Head	0.7%	-3.6%		
	Myrtle Beach	NA	-4.8%		
VA		-6.5%	-7.9%		
WV		-2.4%	-5.5%		
MID ATLANTIC		-8.5%	-7.8%		
NJ		-5.4%	-6.2%		
NY		-10.1%	-5.1%		
	New York City	-8.4%	-4.1%		
PA		-8.2%	-11.2%		
	Philadelphia	-6.6%	-9.0%		
	Pittsburgh	-4.2%	-9.1%		
NEW ENGLAND		2.8%	-1.9%		
CT		-1.4%	-4.9%		
MA, RI		5.6%	5.3%		
	Boston	2.3%	1.2%		
ME, NH, VT		1.0%	-13.2%		

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

Dept Name & Code # Parks and Recreation/660000

MAJOR PROJECT REQUESTS

		ESTIMATED COST					
		2022	2023	2024	2025	2026	2027
Goodrich & Manitou Ridge Golf Improvements	\$6,736,546	\$4,054,235	\$2,682,311	-	-	-	-
Beaver Lake Redevelopment	2,500,000	-	-	2,500,000	-	-	-
Aldrich Arena Redevelopment Phase 2	5,000,000	-	-	1,200,000	3,800,000	-	-
West Side Arena Renovation	8,000,000	-	-	2,000,000	2,000,000	2,000,000	2,000,000
Battle Creek Master Plan Implementation	3,000,000	-	-	1,500,000	1,500,000	-	-
Tamarack Nature Center Program Building	4,000,000	-	-	-	-	1,000,000	3,000,000
Arena Regulatory Compliance	6,000,000	-	-	-	-	4,000,000	2,000,000
TOTALS (Last Page Only)	\$ 35,236,546	\$ 4,054,235	\$ 2,682,311	\$ 7,200,000	\$ 7,300,000	\$ 7,000,000	\$ 7,000,000

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Parks & Recreation

PROJECT TITLE: Goodrich & Manitou Ridge Golf Course Improvements

COMMENTS:

"Seems strategic use of resources based on solid market research. I like it."

"These items were previously funded. They represent continued implementation of the recommendations of the golf study a couple of years ago. This is the only Major Project requested by Parks & Recreation this year."

"24% of revenue improvements. Close Ponds"

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Ramsey County Care Center

Project Title or

Item: Heating, Ventilation, and Air Conditioning (HVAC) Project

Service Team

Priority

1

PROJECT DESCRIPTION: (Attach supporting documents.)

Ramsey County Care Center Facility Management ("RCCC") identifies the need to renovate the building HVAC system. The Project includes replacement of existing outdated equipment. RCCC's existing HVAC system and its components are original to the facility and were initially installed in 1979. The system is beyond its useful lifecycle and its components need replacement. This system is comprised of over 70 pieces of equipment including 13 major air-handlers, 22 exhaust fans, 13 pumps, and number of other heating/cooling units. NOTE: Interior Finishes Project and Heating System Boilers Replacement Project are included in this request for informational purposes at this time. The Interior Finishes Projects which includes replacement of carpet and resilient flooring, replacement of wallpaper, repair/replacement of nurse's stations, and other interior improvements will require funding of \$2,257,000 in 2025. The Heating System Boiler Replacement Project is targeting completion of design in 2026 and replacement of boilers in 2027. The project will require funding of \$147,000 for design and \$978,000 for construction.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 1,627,167	\$ 162,800	\$ 1,464,367	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify): TBD	\$ 3,382,000	-	-	-	2,257,000	147,000	978,000
Total Project Funding	\$ 5,009,167	\$ 162,800	\$ 1,464,367	\$ -	\$ 2,257,000	\$ 147,000	\$ 978,000

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 \$162,800 in 2022 and \$1,464,367 in 2023.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

The HVAC Project includes replacement of air conditioning equipment. The Interior Finishes Project replaces the interior finishes and components of the Ramsey County Care Center facility. The Heating System Boilers Replacement Project will replace the existing boilers and other heating system components/devices with new energy efficient equipment.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

Ramsey County Care Center facility (RCCC) is located at 2000 White Bear Avenue, Maplewood, Minnesota 55109. RCCC facility is owned by Ramsey County.

3. Are there alternative sites?

NA

4. What is the estimated size?

a. Building square footage

RCCC is approximately 72,000 square feet.

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

b. New positions/staff needed

NA

7. Who provided the cost estimate? When?

Cost estimate is based on the RCCC 2013 CCAMPP Report estimated project costs which were then escalated 2.5% annually for present value plus 15% for professional design and an additional 15% for project contingency.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

NA

8. For how long is the cost estimate valid?

NA

9. When does the project need to begin?

Project professional services for design (specifications and plans) should be completed in 2022 to allow for solicitation of the bid and project construction in 2023.

10. Who will oversee the project?

a. County staff - Describe experience

Ramsey County Property Management Administrations and Project Management staff and professional consultants will oversee the project. Property Management Project Management staffs are professionally trained and have the required knowledge, expertise, and experience to manage the project.

b. Outside consultant - Describe experience

Professional architectural and engineering firm with expertise and prior experience in residential care facilities will be selected to design and oversee the project.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 309,800	162,800	-	-	-	147,000	-
Construction	\$ 4,699,367	-	1,464,367	-	2,257,000	-	978,000
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 5,009,167	\$ 162,800	\$ 1,464,367	\$ -	\$ 2,257,000	\$ 147,000	\$ 978,000

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The HVAC system is beyond its useful lifecycle and its components are in need of replacement because 1) they are unreliable in that there is increased risk for mechanical failure and equipment break downs which will result in disruption of residents, ability to deliver program services, staying in compliance with Minnesota Department of Health (MDH) standards and regulations 2) the frequency of repair increases operating costs 3) they do not deliver high energy-efficiency possible with new equipment 4) monitor and/or control environmental conditions which have direct effect on residents living conditions and employees work areas.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

NA

3. What are the positive aspects of the current building and/or site?

NA

4. Who performed the functional analysis? Qualifications?

NA

5. What other alternatives have been explored? Describe

NA

C. CONSEQUENCES OF NOT FUNDING THIS PROJECT

1. How long can existing space/situation be continued?

The likelihood of system failure has increased due to the HVAC system being beyond its useful lifecycle and the system is unreliable in that there is increased risk for mechanical failure and equipment break downs which will result in disruption of residents, ability to deliver program services, staying in compliance with Minnesota Department of Health (MDH) standards and regulations.

2. Can remodeling or other work extend this time? How long? What are the estimated costs?

Selected replacement of the HVAC system components may reduce the possibility or frequency of breakdown , however, because the HVAC system is not being replaced at once, RCCC will continue to experience disruption of services and higher operational costs due breakdown of older components of the HVAC system that have not been replaced.

3. How are current operating costs being affected?

If the HVAC system is not replaced, RCCC will experience higher operating costs and require additional funds to maintain the existing outdated equipment.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

RCCC will require additional operating dollars to keep the HVAC system operational, residents will be disrupted, program services may not be delivered as planned or efficiently, facility may not be in compliance with MDH standards and subject to fines, and Ramsey County would have a poor public image.

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?

Yes

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:

a. Maintenance/Custodial

There will be reduction in annual maintenance costs for the one year immediately following the installation of new equipment as a result of manufacturer and contractor warranties. Other cost savings will be due to installation of new, more reliable equipment. Cost saving amounts cannot be calculated prior to professional design.

b. Heating/Cooling/Lighting or other Energy-related costs

New equipment will meet the current energy, heating, and cooling efficiency standards which are higher than those that were in place during the original purchase installations of the equipment in 1979.

4. Are there any federal/state laws mandating increased operating costs?

Not known at this time.

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Care Center

PROJECT TITLE: Care Center Heating, Venting & Air Conditioning (HVAC)

COMMENTS:

"Strongly recommend replacing ancient system with high benefit to residents."

"Absolutely support HVAC upgrades to the Care Center. We need to maintain residences that serve our vulnerable populations to support high quality standards."

"Proposed spending should be reviewed and spread out over six years rather than having most of the expenditure in one year."

"14 Units in place in 1979. Frequency of mechanical failure. How did it get to be this bad?"

Project # (CM Use Only)

**CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT**

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

Service Team

Priority

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 \$21 million, including \$14.2 million for capital costs and an additional \$6.8 million for non-capital expenses. If County Extension is co-located to Gibbs Farm, the total capital costs will increase, this cost will be determined in 2021 as design development continues. The Master Plan make 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. Please note that RCHS has already secured \$500,000 in private philanthropy and \$750,000 in Federal funding for the project. These totals are reflected in the Funding Source section in 2022 (Other: Philanthropy) and in 2022-2025 (Federal Funds)

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 5,994,903	\$ -	\$ 5,994,903	\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ 750,000	187,000	187,000	300,000	76,000	-	-
State Funds	\$ 7,094,903	-	7,094,903	-	-	-	-
Other (Specify): Philanthropy	\$ 6,060,000	2,500,000	2,500,000	810,000	250,000	-	-
Total Project Funding	\$ 19,899,806	\$ 2,687,000	\$ 15,776,806	\$ 1,110,000	\$ 326,000	\$ -	\$ -

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"/>		2018	\$ 132,000
				2020	\$ 1,100,000
					\$ -

CIPAC Comments Attached.

County Manager Comments:

The County Manager does not proposed financing this project in 2022 or 2023.

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 be replaced with a purpose-built, energy efficient building and can be expanded to also serve Ramsey County Extension Service.

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: replacement of Annex building with 3,500 sf of replacement construction. If County Extension is co-located to Gibbs Farm, add approximately 2,000 sf to the Annex replacement.

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

3,500-5,500

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 2022 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?

2022

9. When does the project need to begin?

Construction to begin in 2022

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 and all three were intimately involved in the complete renovation and conversion of the Red Barn into RCHS's first year-round education space in 2020.

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	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ 1,727,724	1,100,000	627,724	-	-	-	-
Construction	\$ 12,642,082	730,000	8,338,457	3,573,625	-	-	-
Furniture, Fixtures & Equipment	\$ 220,000	20,000	100,000	100,000	-	-	-
Moving	\$ 60,000	-	60,000	-	-	-	-
Other: Program, Transition, & Staffing	\$ 6,350,000	2,100,000	2,000,000	1,500,000	750,000	-	-
	\$ 20,999,806	\$ 3,950,000	\$ 11,126,181	\$ 5,173,625	\$ 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 on site. Gibbs provided tours to classes from more than 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 four 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 Cuninghame 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 19 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 more than 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 has moved forward with the first component of the Master Plan - converting the Red Barn into a year-round space that will serve as many as 3,000 students annually during winter months. This was a \$500,000 project utilizing Ramsey County funding for design development and private philanthropy for capital costs. 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 2024 and 2025.

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. In 2020, Gibbs Farm was included in the Ramsey County bonding request and was included in the Governor's proposed bonding bill. While not successful, there is momentum towards successful inclusion in the anticipated 2022 bonding bill. 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+. This has been confirmed in a feasibility study conducted by CCS (Community Counseling Services), a full service fundraising firm that completed a financial feasibility study in December, 2020. The study indicates that the philanthropic goals for this project are realistic, assuming action is taken within the next year. 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	<u>Source</u>	<u>Amount</u>	<u>Year</u>		<u>Source</u>	<u>Amount</u>	<u>Year</u>
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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Historical Society

PROJECT TITLE: Program and Preservation Expansion at Gibb Farm

COMMENTS:

"Strategic initiative with sound ROI, benefitting residents and investing in youth. "

"This is an ambitious project. Its exciting to see the County support a bold vision and I appreciate the intentionality around incorporating site attributes that serve Minnesota Indigenous communities."

"No comment due to conflict of interest; I currently serve on the RCHS Board of Directors."

"Improves county image. How would this improve projected cash flows of the facility operations? Doubling school tour revenue by \$150k a year. Sunk costs absorbed. Dramatically increased 2-300%."

"I have had it with continued, unending requests for funding of expansion of Gibbs Farm. The Director managing that property is creating a fiefdom for himself with complicity of County Board."

"Ramsey Ccunty is investing way more in Gibbs than was ever intended, way more than benefits received, way more than the Farm was ever meant to be when it was given to the ounty."

"Project justifications are contrived. Other options to learn about MN agriculture & Native history are available to students including museum across the street, St. Paul Science museum, Minnesota State Fair, bus trips to area Indian reservations."

"Spending millions of dollars so kids can learn how to create a nascent candle by lowering a wick into wax has little value in my view."

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &
Code #: Sheriff's Office (48)

Project Title or Item: Safety and Security Enhancements (Suicide Prevention Barriers), Adult Detention Center

Service Team
Priority See DCM Memo

PROJECT DESCRIPTION: (Attach supporting documents.)

This request is to continue to provide additional safety and security enhancements to the Adult Detention Center (county jail), including suicide prevention barriers. 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 Adult 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. By spring of 2021, two of the ten housing units will have suicide prevention barriers installed and fully operational. COVID-19 delayed initial installation. The goal is to install suicide prevention barriers in all ten housing units at a rate of two per year.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 6,504,102	\$ 1,411,800	\$ 1,545,921	\$ 1,692,783	\$ 1,853,598	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 6,504,102	\$ 1,411,800	\$ 1,545,921	\$ 1,692,783	\$ 1,853,598	\$ -	\$ -

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	\$ 160,000
				2019	\$ 800,000
				2020	\$ 275,000
				2021	\$ 275,000

CIPAC Comments Attached.

County Manager Comments:

The County Manager proposes financing this project using bond proceeds of \$1,411,800 in 2022 and \$1,545,921 in 2023.

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?

Ramsey County Adult Detention Center, 425 Grove Street, Saint Paul. Ramsey County currently owns this site.

3. Are there alternative sites?

No.

4. What is the estimated size?

a. Building square footage

N/A - The Adult Detention Center is already built.

b. Acres of land needed

N/A - The Adult Detention Center is already on land.

c. Is parking space required? How much?

There is currently a parking lot, but there is not enough parking spaces due to the addition of the 402 Building and increased use at the Law Enforcement Center by the Ramsey County Attorney's Office and State of Minnesota Public Defenders. Parking issues are not addressed in the scope of this project.

5. How is the space to be utilized?

An an adult detention center.

a. Office space square footage

None.

b. Program space square footage

N/A

6. How many employees will occupy the space?

a. Current Staff

Over 175 Correctional Officers, Medical and Mental Health staff, and Volunteers.

b. New positions/staff needed

None.

7. Who provided the cost estimate? When?

Wold Architects and Engineers. December 2020.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Wold Architects and Engineers constructed the Adult Detention Center and is on master contract with Ramsey County.

8. For how long is the cost estimate valid?

2023

9. When does the project need to begin?

The project has already begun.

10. Who will oversee the project?

a. County staff - Describe experience

Assistant Superintendent, Adult Detention Center, with over 20 years of correctional leadership, management, and direct services at the state and local level.

b. Outside consultant - Describe experience

Wold Architects and Engineers constructed the Adult Detention Center and is on master contract with Ramsey County.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ 6,504,102	1,411,800	1,545,921	1,692,783	1,853,598	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 6,504,102	\$ 1,411,800	\$ 1,545,921	\$ 1,692,783	\$ 1,853,598	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

The county continues 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.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

The Adult Detention Center's direct supervision model no longer provides the physical plant necessary to safely house the multiple classifications of today's vulnerable inmates. This increases the risk of suicide and self-injuries.

3. What are the positive aspects of the current building and/or site?

The Adult Detention Center remains in good condition and able to securely house inmates in-custody.

4. Who performed the functional analysis? Qualifications?

Wold Architects and Engineers. Wold Architects and Engineers constructed the Adult Detention Center and is on master contract with Ramsey County.

5. What other alternatives have been explored? Describe

There are no other alternatives for safety and security enhancements/suicide prevention barriers.

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?

The requested safety and security enhancements/suicide prevention barriers is the only option.

3. How are current operating costs being affected?

The costs of litigation (lawsuits) and legal settlements will continue as a result of suicides and self-injuries.

4. What are the consequences of not beginning the project in the year requested (other than increased cost)?

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).

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 needed as a result of the safety and security enhancements/suicide prevention barriers.

2. Are there any future cost savings?

Yes. The costs of litigation (lawsuits) and legal settlements will continue as a result of suicides and self-injuries.

3. Estimated annual maintenance costs/energy costs or changes to maintenance costs/energy costs:**a. Maintenance/Custodial**

None. The requested safety and security enhancements will mirror best practices for detention centers by today's standards.

b. Heating/Cooling/Lighting or other Energy-related costs

None. The requested safety and security enhancements will mirror best practices for detention centers by today's standards.

4. Are there any federal/state laws mandating increased operating costs?

No. The requested safety and security enhancements will mirror best practices for detention centers by today's standards.

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

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Sheriff's Office

PROJECT TITLE: Safety & Security Enhancements - Adult Detention Center

COMMENTS:

"Suggest law enforcement pursue one of the many other available funding streams if this project is necessary."

"Support more humane infrastructure and the steady and measured pace to install two per year."

"LEC Perimeter Fence Project. Recommend support of Option A Level 1. It's too bad a temporary investment in security has to be made this year and the permanent capital improvements not made until next year at the earliest."

"Suicide prevention barrier. How many incidents of suicide have occurred in last 10 years. How many escapes. What is the cost of doing nothing and maintaining status quo? How does this improve the county image"

Project # (CM Use Only)

CAPITAL IMPROVEMENT PROGRAM
6 YEAR PLAN (2022-2027)
DETAIL BY PROJECT

MAJOR PROJECT REQUEST (Also complete major project questionnaire)

Department Name &

Code #: Sheriff's Office (48)

Project Title or

Item: Building

Campus Security: Law Enforcement Center, Adult Detention Center,
Emergency Communications Center, Courtrooms, and 402 (Mental Health)

Service Team

Priority

See DCM Memo

PROJECT DESCRIPTION: (Attach supporting documents.)

Ramsey County owns and operates a public facing service center, or campus, located about one mile east of the State Capitol that is home to the Law Enforcement Center, Adult Detention Center (county jail), Emergency Communications (9-1-1) Center, Courtrooms, and the 402 Building (Mental Health Center). The campus is a critical and vital infrastructure for the county, providing 24-hour emergency services, including 9-1-1 dispatch, warrants, mental health, and detention services. Additional services provided at the campus include transports, training, court appearances, fingerprinting, etc. The scope of this project includes adding a security fence, complete with gates, around the entire campus as well as additional security cameras.

FUNDING SOURCE:	Total All Years	ESTIMATED FUNDING					
		2022	2023	2024	2025	2026	2027
County Funds	\$ 5,075,000	\$ 5,075,000		\$ -	\$ -	\$ -	\$ -
Federal Funds	\$ -	-	-	-	-	-	-
State Funds	\$ -	-	-	-	-	-	-
Other (Specify):	\$ -	-	-	-	-	-	-
Total Project Funding	\$ 5,075,000	\$ 5,075,000	\$ -	\$ -	\$ -	\$ -	\$ -

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 does not propose financing this project in 2022 or 2023.

MAJOR CIP PROJECTS - QUESTIONS

A. PROJECT DESCRIPTION

1. Is the project a replacement? Major renovation? New development/asset?

New development.

2. Where is the proposed site? Does Ramsey County currently own this site, or will this project include site acquisition?

The Ramsey County campus located in Saint Paul at 425 Grove Street, 387 Grove Street, 388 East 13th Street, and 402 University Avenue East. Ramsey County or the City of Saint Paul currently owns this site.

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 - The campus is already on land.

c. Is parking space required? How much?

There is currently a parking lot, but there is not enough parking spaces due to the addition of the 402 Building and increased use at the Law Enforcement Center by the Ramsey County Attorney's Office and State of Minnesota Public Defenders. Parking issues are not addressed in the scope of this project.

5. How is the space to be utilized?

For the Law Enforcement Center, Adult Detention Center (county jail), Emergency Communications (9-1-1) Center, Courtrooms, and the 402 Building (Mental Health Center).

a. Office space square footage

N/A - The campus is already on land.

b. Program space square footage

N/A - The campus is already on land.

6. How many employees will occupy the space?

a. Current Staff

There are over 1,000 employees who access the campus, including deputies, correctional officers, medical and mental health staff, dispatchers, attorneys, and human services staff.

b. New positions/staff needed

None.

7. Who provided the cost estimate? When?

Wold Architects and Engineers. December 2020.

a. Describe experience/qualifications of the vendor who prepared cost estimates.

Wold Architects and Engineers constructed the majority of the buildings located on the campus, including the Law Enforcement Center, Adult Detention Center, and 402 (Mental Health) Building. Wold Architects and Engineers are under master contract with Ramsey County.

8. For how long is the cost estimate valid?

Two years.

9. When does the project need to begin?

As soon as possible.

10. Who will oversee the project?

a. County staff - Describe experience

A Commander is assigned to this campus security project with over 32 years of experience. The Commander has extensive experience in campus security and responding to large scale events, including civil unrest. In addition, Property Management has been included in this project.

b. Outside consultant - Describe experience

Wold Architects and Engineers constructed the majority of the campus and is on master contract with Ramsey County.

11. Provide a breakdown of project costs by year, by category:

COST	Total	2022	2023	2024	2025	2026	2027
Land	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Architect & Engineering	\$ -	-	-	-	-	-	-
Construction	\$ 5,075,000	5,075,000	-	-	-	-	-
Furniture, Fixtures & Equipment	\$ -	-	-	-	-	-	-
Telephone & Data	\$ -	-	-	-	-	-	-
Moving	\$ -	-	-	-	-	-	-
Other (Describe)	\$ -	-	-	-	-	-	-
	\$ 5,075,000	\$ 5,075,000	\$ -	\$ -	\$ -	\$ -	\$ -

B. NARRATIVE JUSTIFICATION

1. Why is this project needed? Reasons

Over the last year, protests and riots (civil unrest) took place across the United States and in the Twin Cities metropolitan area. It is estimated that throughout Minnesota over \$500 million in property damage occurred during the riots, with the majority in Minneapolis and Saint Paul. There were several demonstrations and creditable threats made against the campus in Ramsey County. In addition, there have been reports of employee vehicles and squad cars being damaged or tampered with (i.e., loosening lug nuts). Government buildings have become a target and site for demonstrations. Given the critical and vital services provided at the campus, there is a need to protect the campus and secure it when necessary. Should there be a breach of security at the campus, 9-1-1 calls could not be answered, individuals in-custody are put in danger, and information and data would be compromised. This request is to protect and secure the campus and prevent it from damage and destruction by adding a security fence.

2. What are the problems/negative aspects of the current building and/or site? How does the new site/building address these problems?

There is currently no comprehensive permanent security fence in place at the campus. Temporary measures have been used, including staff overtime and interim barriers/fencing, which are very costly and only stopgap solutions at best. These temporary measures make the campus look like a military installation and impedes regular campus movements.

3. What are the positive aspects of the current building and/or site?

Overall, the campus remains in good condition.

4. Who performed the functional analysis? Qualifications?

Wold Architects and Engineers constructed the majority of the buildings located on the campus, including the Law Enforcement Center, Adult Detention Center, and 402 (Mental Health) Building. Wold Architects and Engineers are under master contract with Ramsey County. The Sheriff's Office and Property Management Department worked with Wold on this request.

5. What other alternatives have been explored? Describe

Without a permanent solution, six deputies are required to secure the campus during emergencies or heightened states of security. Deputies are generally assigned to work campus security on overtime, which is very costly (over \$10,000 per day). In addition, rental fencing and barrier have been used to secure the campus to date. This has also been costly.

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?

The requested safety and security enhancements are the only option.

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)?

The campus could become compromised and heavily damaged or destroyed.

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 needed as a result of the safety and security enhancements.

2. Are there any future cost savings?

Yes.

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. The requested safety and security enhancements will provide security for the campus, protecting a critical and vital infrastructure for county residents.

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

Ramsey County Sheriff Office – LEC Perimeter Fence Project

Project background

Ramsey County Sheriff Office has requested Property Management's assistance with developing options and cost estimates for installation of perimeter fencing at the Law Enforcement Center (LEC) Campus. To assist with development of options and cost estimates, Wold Architects and Engineers (Wold) professional services were obtained by the Property Management department.

Project Options

The project cost estimates are for the two site options (**Option A and Option B**) and two levels of protection for each option which include installation of **Level 1- Vehicle Resistant** Stalwart IS Fence and **Level 2 - Non-Vehicle Resistant** Impasse Security Fence.

Cost estimates and assumptions

Project estimates are based on a unit cost from previous installed projects and applied the construction industry average of 4% inflation per year. Per the fencing contractor, steel costs are quite variable, and they have seen inflation averaging 5-8% per year, which has led us to budget \$240/lineal foot for the Impasse style fence.

Gates vary greatly depending on style. Typically, each project utilizes a combination of more expensive cantilevered or rolling motorized gates on primary entrances with less expensive manual hinged gates on rarely used emergency exits. When both styles are used in combination in a 50/50 ratio, it averages about \$40,000 per gate location.

It is estimated that adding vehicle resistance to a fence DOUBLES the cost of the installed fence. Fencing contractor also warned that if a vehicle resistant fence is used, it is typical to utilize a vehicle resistant gate as well. Otherwise, the gate becomes the weak link and it's typically located right where cars can get a good run at it. Per the contractor input a single, vehicle resistant, cantilevered gate should be budgeted at \$240,000 per location.

Project cost includes the estimated construction cost plus 25% for miscellaneous soft costs like engineering fees, permitting, contingency, etc. Cost of site acquisition, utility relocation and other elements beyond the actual construction project are excluded from these estimates.

Option A

Option A is comprised of 3,250 linear feet fencing and includes the gravel lot and fencing along the south side of Grove Street across the street from LEC. Gravel lot is privately owned, includes two parcels of land, and is located on the N.W. corner of the LEC campus with the following Ramsey County parcel ID numbers and tax valuations:

Parcel 1	312922140044	\$30,200
Parcel 2	312922140076	\$248,100

- **Level 1 - Vehicle Resistant** Stalwart IS Fence
\$1,560,000 = 3,250lf x \$480
\$2,400,000 = 10 gates x \$240k per gate (includes 10 gates for parking lots south of Grove)
\$3,960,000 Construction Cost
\$ 990,000 Misc. Costs
\$4,950,000 Project Cost
- **Level 2 - Non-Vehicle Resistant** Impasse Security Fence

\$ 780,000 = 3,250lf x \$240/lf
\$ 400,000 = 10 gates x \$40k per gate (includes 10 gates for parking lots south of Grove)
 \$1,180,000 Construction Cost
\$ 295,000 Misc. Costs
\$1,475,000 Project Cost

Option B

Option B is comprised of 3,100 linear feet fencing along the south side of Grove Street adjacent to LEC and does not include the privately owned gravel lot which is located on the N.W. corner of the LEC campus.

- **Level 1 - Vehicle Resistant** Stalwart IS Fence
 \$1,488,000 = 3,100lf x \$480/lf for **Vehicle Resistant** Stalwart IS Fence
\$1,680,000 = 7 gates x \$240k per gate
 \$3,168,000 Construction Cost
\$ 792,000 Misc. Costs
\$3,960,000 Project Cost

- **Level 2 - Non-Vehicle Resistant** Impasse Security Fence
 \$ 744,000 = 3,100lf x \$240/lf for **Non-Vehicle Resistant** Impasse Security Fence
\$ 280,000 = 7 gates x \$40k per gate (includes 10 gates for parking lots south of Grove)
 \$1,024,000 Construction Cost
\$ 256,000 Misc. Costs
\$1,280,000 Project Cost

Ramsey County Sheriff Recommendation

On Friday, December 11, 2020, representatives from the Ramsey County Sheriff Office and Property Management discussed the LEC Perimeter Fence Project options and cost estimates.

Property Management recommended an option to keep fencing on County property and the use of non-vehicle resistant fencing.

Ramsey County Sheriff Office representatives prefer Option A - Level 1 which includes installation of Vehicle Resistant Stalwart IS Fence and Gates and purchasing of the privately owned gravel lot parcels located on the N.W. corner of LEC Campus based on the following factors this option:

- Protects against ramming of the perimeter fence by vehicles and site security breach during civil unrest.
- Provides safe physical distances between the fuel pump and the Ramsey County Emergency Communication Center's (ECC) emergency generator and demonstrators during a civil unrest. Disruption to services provided by ECC will negatively impact all law enforcement and public safety (fire and medical) responses and communication throughout the county.
- Provides a safe physical distance between SPPD facility and demonstrators during a civil unrest.
- Provides Ramsey County Sheriff and SPPD employees with several means of safe vehicle traffic and employee movement to and from the LEC Campus during civil unrest and allow:
 - a. Ingress and egress for employees of RCSO, SPPD, Court staff and ECC staff for day to day business.
 - b. Agencies to access the campus to book arrestees into the jail or to place them in the detox facility.

- c. Jail or detox to release people in their custody or care as required by state statute.
- d. Ingress and egress for staff response and staging to respond to civil unrest as needed throughout the county or to protect and defend the Law Enforcement Campus.
- e. Ingress and egress for vehicles for day to day operations and for fueling at the gas pumps.
- f. Ingress and egress for staff at all the on-site facilities to facilitate shift changes to ensure staff can be relieved and fresh personnel can provide a continuity of operations.
- g. Ingress and egress for emergency vehicles to ensure fire and medical resources can respond to emergencies on-site. If site access is blocked, it could create situations that result in life threatening emergencies (i.e. medicals in the jail), if medical care cannot get in or out of the campus.

Action Items – Follow up

Ramsey County Property Management and Sheriff Office representatives discussed other potential options during the joint meeting and Property Management. Additionally, to reduce the overall project costs under Option A – Level 1, Ramsey County could consider installing Vehicle Resistant gates at the following ingress/egress points:

- a. Olive Street at University Ave.
- b. Grove Street at Lafayette Road
- c. Grove Street east of Pine Street
- d. 13th Street east of Pine Street

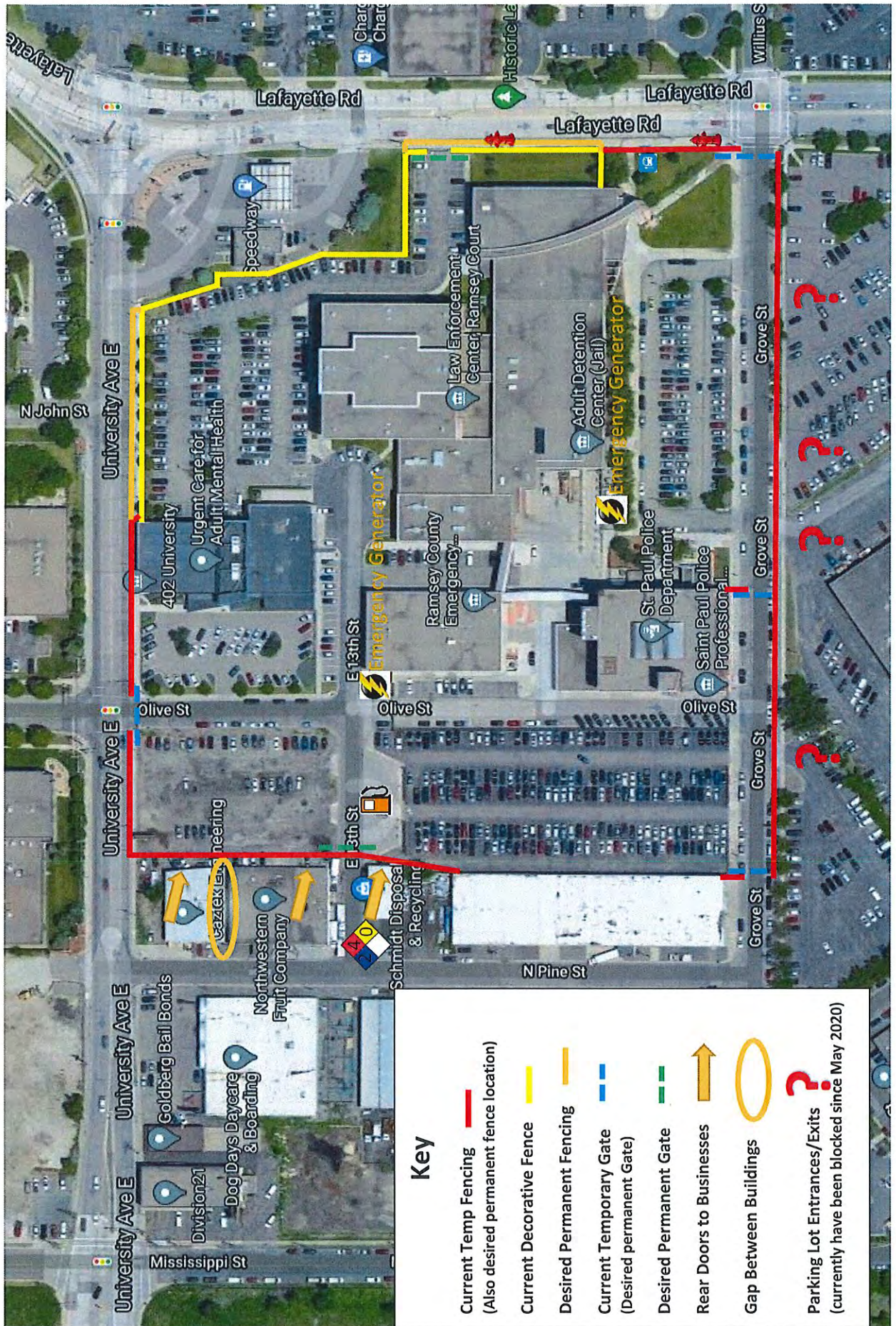
As part of project cost analysis, Property Management has requested Wold to respond to the following inquiry by Wednesday, December 16, 2020:

- Could **Non-Vehicle Resistant** Impasse Security Fence and vehicle gates be modified later after installations to provide protection against vehicle ramming? If yes, what are the added costs?

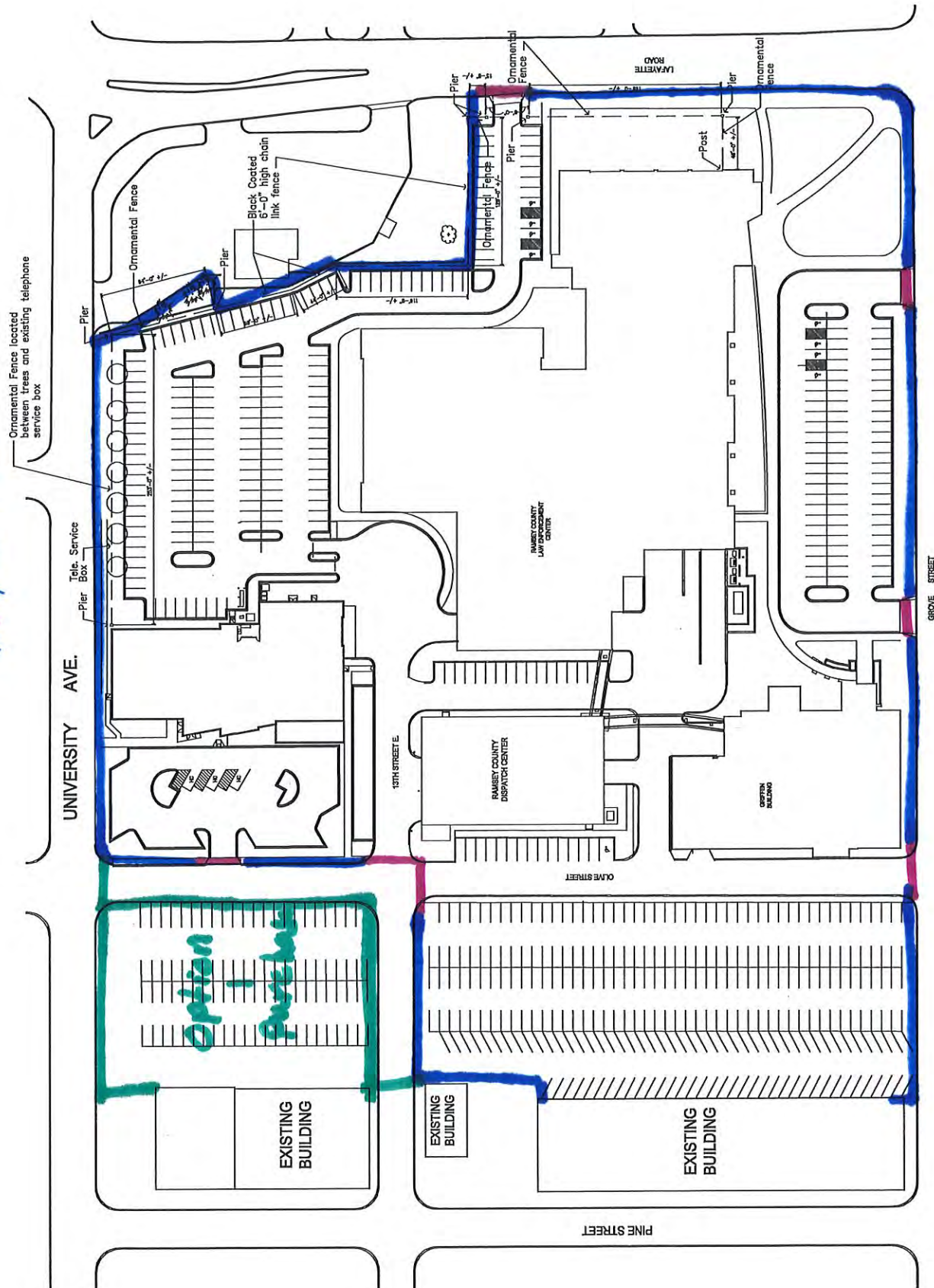
Other Action Steps Follow up Items

- Reviewing information on the options with their DCM.
- Discussions with the City of St. Paul on the options and funding. Sheriff and Property Management to participate.
- Potentially contacting Finance to see if some sort of contingency is available to do work sooner.
- Sheriff department to prepare major CIP request.
- Pricing on fencing at Owasso and Patrol Station in Arden Hills.

option 1
with option 1 purchase



Option 2
No purchase



Gate
Fence
Option 1 : purchase properties 2 parcel
purchase

3129221400414 30,200
" " " 76 \$248,100
\$278,300

MAJOR PROJECT REQUEST - COMMITTEE COMMENTS

DEPARTMENT: Sheriff's Office

PROJECT TITLE: Campus Security: LEC, ADC, ECC, Courtrooms, 402 Building

COMMENTS:

"Suggest law enforcement pursue one of the many other available funding streams if this project is necessary."

"Support the investment provided the City of St. Paul commits 1/3 of funding to the project. Unsure of how the project investment/dynamics change if that city commitment doesn't come through."

"LEC Perimeter Fence Project. Recommend support of Option A Level 1. It's too bad a temporary investment in security has to be made this year and the permanent capital improvements not made until next year at the earliest."

"Permit and security fence and security cameras. Public facing building. How does this improve the county image? What is the cost of doing nothing and maintaining status quo? How long have temporary measures been in place? What real or perceived risks have been