



PORTLAND PARKS & RECREATION

Healthy Parks, Healthy Portland



Capital Planning Manual

Revised August 2009

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PORTLAND PARKS & RECREATION

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PP&R Capital Planning Manual

Introduction

Portland Parks & Recreation is committed to developing clear, consistent, well-defined procedures that will enhance the bureau's ability to implement long-and short-term strategic planning goals and objectives. This document describes how PP&R Capital Improvement Projects are requested, analyzed, and selected for both the 1-5 Year Capital Project Forecast and the long-range 20 Year Forecast.

Objectives and Outcomes

PP&R's capital program has two primary objectives: fixing the system by maintaining what we have, and growing the system by providing recreation opportunities to all residents. We do both of these as efficiently and sustainably as possible.

Specifically, PP&R strives to:

- Protect and maintain those existing assets that provide desired levels of service through maintenance, rehabilitation and renewal that extend the life of the asset.
- Provide new service and expand capacity that accommodates growth and provides equitable levels of service through the expansion of existing facilities and the construction of new parks and facilities.
- Improve efficiency, environmental quality and energy conservation wherever possible.

Desired Outcomes

PP&R capital planning procedures will result in:

- Capital improvements that provide basic recreation opportunities throughout the city.
- Strategic use of limited funds.
- Consistent project priorities and budget requests from year to year.
- Clear understanding of the impacts of new capital projects on the annual operating budget.
- Projects that are coordinated with other city infrastructure and planning projects.

Definition of a Capital Project¹

These are projects that help maintain or improve city assets, often called infrastructure. To be included in the city's Capital Budget, a project must meet one of the following criteria:

- It is a new construction, expansion, renovation, or replacement project for an existing facility or facilities. The project must have a total cost of at least \$10,000 over the life of the project. Project costs can include the cost of land, engineering, architectural planning, and contract services needed to complete the project.

¹ Information is from the City of Portland Office of Management and Finance web site.

or

- It is a purchase of major equipment (assets) costing \$5,000 or more with a useful life of at least 10 years.

or

- It is a major maintenance or rehabilitation project for existing facilities with a cost of \$10,000 or more and an economic life of at least 10 years.

PP&R Capital Planning

Overview

PP&R receives requests for capital projects from various sources including staff-identified needs, policy documents such as *Parks 2020 Vision*, park master plans, technical papers, asset register reports as well as from residents, and other public agencies. Most are needed; some are wishful. See the Appendix for more information on project sources.

Potential projects are screened, evaluated and reviewed against community priorities and system-wide needs. Projects either go into the 1-5 Year Capital Forecast track for implementation, or are placed in the long-range 20 Year Forecast for future consideration.

Capital Planning Responsibility

The following people have primary responsibilities for capital planning:

- The Strategic Planning Manager ensures that capital projects fulfill the bureau's strategic direction. The Strategic Planning Manager identifies system-wide needs, community needs, priorities and support for improvements, growth and changes in demographics, and changes in recreation trends and activities. The Strategic Planning Manager is responsible for the content of the 20-Year Capital Project Forecast (the Master List).
- The Capital Projects Manager is responsible for the content of the 1 – 5 Year Capital Budget and Plan. This includes project lists, descriptions, cost estimates, and project scheduling.
- The Central Services and Asset System Manager identifies all deferred maintenance needs. Along with the Capital Projects Manager, he or she understands and takes into account trends such as:
 - Rising costs of materials.
 - Rising cost of energy and the need for alternative energy sources.
 - Sustainability practices including green building, water conservation, development of green infrastructure instead of gray infrastructure, where appropriate.
- Managers for City / Nature and Community Alliances identify projects needed by their respective departments.

- The Finance Manager is responsible for the financial parameters and approach, managing the overall budget process and folding the Capital Budget into the overall budget.
- The CIP Senior Financial Analyst assists in the capital process and maintains the records for the City's financial reporting system and subsidiary ledgers related to capital projects.
- The Senior Planner for Asset Management facilitates and coordinates the planning process.

These people serve on the Core Capital Planning Group and the Capital Project Review Team. See pages 4 and 5 for more information on these groups.

Master List

There is *one master list of proposed capital projects* including construction / development and acquisition projects.

Capital Project Requests

Each proposed project is submitted on the standard Capital Project Request form and approved by the appropriate Tier 2 Manager. *Note: This form is attached in Appendix A and is available on ParkNet.* Staff can submit requests throughout the year for consideration during the annual budget process described below. Requests are filed electronically in an accessible location that is managed by Strategic Planning.

Annual Budget Process

Following is a description of the general steps used to assess capital project requests and prepare for the annual capital budget process.

Step 1: Initial Preparation (August / September)

Submit new capital requests to the Strategic Planning Manager by September 15th. They are reviewed for sufficiency of information and returned to the requestor if more information is needed (Nancy Gronowski). New requests are entered in the project log as they are submitted, filed electronically, and the sender is informed that the request was received.

Projects are entered into the Master List if sufficient information is included (Steve Pearson). Copies are distributed to Liz Moorhead and Ali Ryan (for Eileen Argentina).

The Strategic Planning Manager:

- Summarizes system-wide needs, community priorities, recreation trends, areas of growth and demographic changes.
- Reviews the 20-Year list and identifies potential projects to advance to the 1-5 Year Capital Project List.

- Summarizes new capital requests that have been submitted for Strategic Direction review.

The Capital Projects Manager:

- Determines that projects on the 1-5 Year list are still viable and that cost estimates are current.
- Provides a summary of the status and progress of current capital projects.

The Central Services and Asset System Manager:

- Provides summaries of deferred maintenance needs, noting changes and additions from the previous year.

The Workforce and Community Alliance and City/Nature managers:

- Prepare information on their respective needs.

Step 2: Full Capital Project Review Team (October / November)

The full Capital Project Review (CPR) team meets in October / November to review all Capital Project Requests and rate the new ones according to criteria in the Revised CIP Rating Criteria form, revised 03-27-08.

The team includes:

- Capital Projects Manager (lead)
- Strategic Planning Manager
- Central Services and Asset System Manager
- Capital Project Estimator
- Senior Facility Maintenance Supervisor
- Senior Planner for Asset Management
- CIP Senior Financial Analyst
- Finance Manager
- City/Nature Manager (rotating assignment)
- City/Nature Supervisor (rotating assignment)
- Recreation manager or Building director (rotating assignment)
- Zone manager (rotating assignment)
- Park maintenance superintendent (rotating assignment)

Each project on the Capital Project Master List has an estimated construction time that places it in either the 1 to 5-Year CIP for the upcoming budget or the 20-Year Long-Range Planning Master List.

- Projects needed to fulfill the bureau's strategic direction, both funded and unfunded, go to the 1-5 Year Capital Project list.
 - Funded projects proceed to the Capital Budget and undergo rigorous scoping and estimating.

- Unfunded projects also go the 1to 5-Year Capital Project List if possible funding sources are identified.
- Projects with lower priorities and uncertain funding are put on the 20-Year Long-Range Planning Master List. The 20-Year list is reviewed annually and projects are advanced to the 1 to 5-Year list if they are deemed necessary, have funding, and there is sufficient staff to manage and implement the projects.

Both lists are adjusted annually based on changing needs, funding, resource availability and priorities.

Projects may be funded or unfunded, however, *all projects on the 1to 5-Year list must have full and accurate descriptions and reasonable hard cost estimates.* The Capital Project Estimator confirms the accuracy of the hard cost estimates and adds the soft costs. Projects that are selected to go forward are risk-rated using the city's risk-rating process².

Funded projects receive careful scrutiny, scoping /estimating, rating, and time frame determination before they are proposed for the Capital Budget. Unfunded projects stay on the list and are considered for alternate forms of funding such as grants, sponsorships, partnerships, etc.

The team reviews multiple projects for possible consolidation and identifies similar types of projects that could be grouped for bidding and construction.

Additional staff including the staff architect, the property manager, the business manager and the grants manager, are consulted on a regular basis during this process.

Step 3: Recommend Capital Projects to the Parks Budget Committee.

The team prepares a final list of recommended projects to be considered by the Parks Budget Committee, the public and the mayor. Finance coordinates the development of this information for the Parks Budget Committee. The CIP Senior Finance Analyst enters them into the city's Corporate Geographic Information System (CGIS).

Completed projects

Completed projects are entered into the Asset Register that is maintained by the Asset System Manager. Assets are then tracked for condition, replacement needs, etc. These needs are then submitted as capital requests in ensuing years.

Public Involvement

Public involvement occurs during the city's annual Capital Budget process and is part of the initial planning that identifies capital projects. It occurs in the form of surveys, trend analysis, community outreach, and master planning.

² This process evaluates the likelihood and consequences of failure if the project is not done.

Timetable

Date	Action
September 15	Deadline to submit Capital Project requests to Strategic Projects manager. Note: Projects can be submitted throughout the year.
September 30	Background information to Capital Project Review Team.
October 15	Review Team meets and make recommendations for 1 to 5-Year and 20-Year capital list. Additional meetings if needed.
November 15	Forward recommendations to Parks Budget Committee.

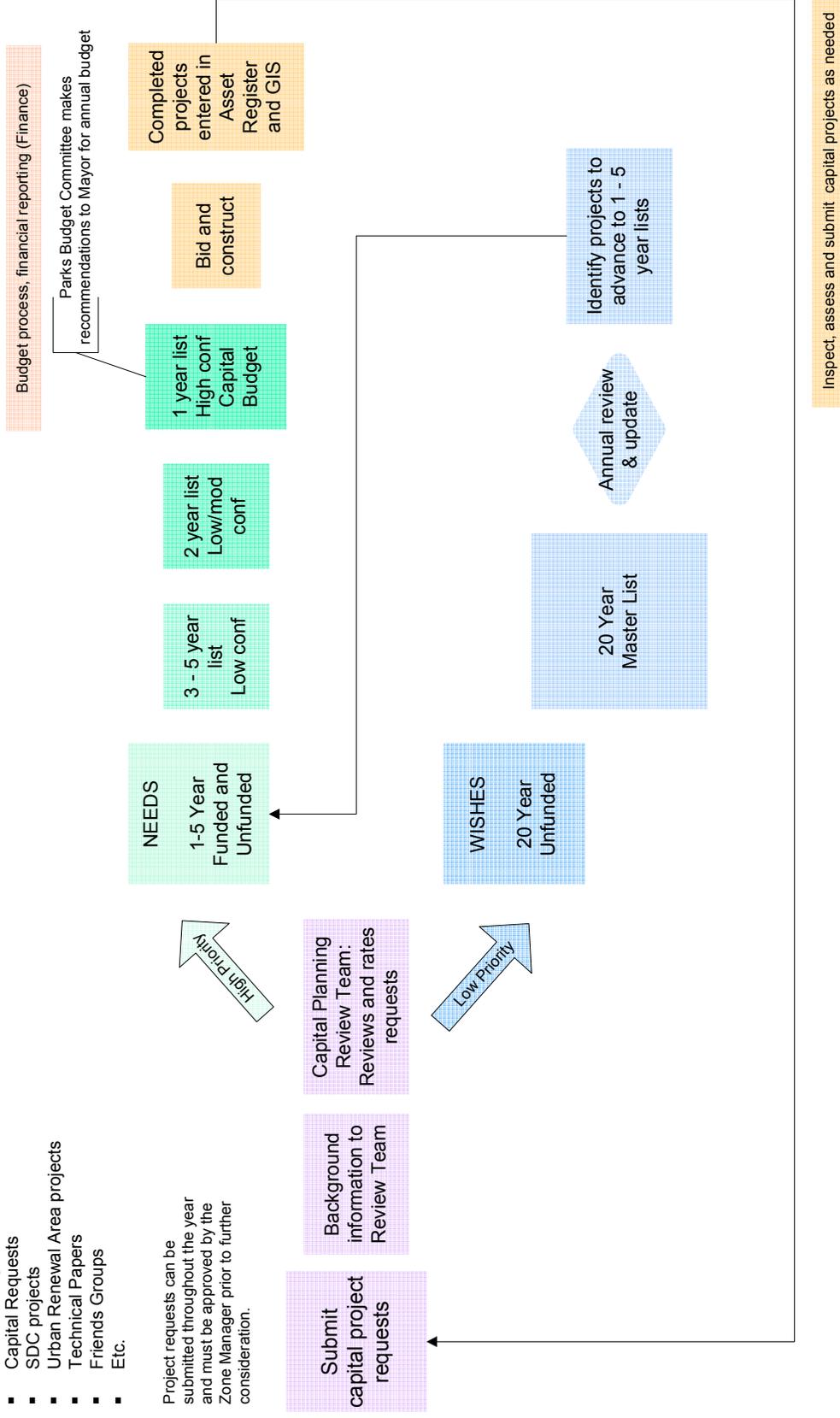
Overview of PP&R Annual Capital Planning Process

August 2009

Sources of capital projects:

- Master Plans
- Parks 2020 Vision
- Asset Management Inspections
- Capital Requests
- SDC projects
- Urban Renewal Area projects
- Technical Papers
- Friends Groups
- Etc.

Project requests can be submitted throughout the year and must be approved by the Zone Manager prior to further consideration.



Inspect, assess and submit capital projects as needed

Appendices

1. PP&R Capital Project Request Form
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APPENDIX 1: PP&R Capital Project Request Form

Project Title:

Park or Site:

Location:

- | | | |
|-----------------------------------|--|---|
| <input type="checkbox"/> All City | <input type="checkbox"/> North | <input type="checkbox"/> City/Nature East |
| <input type="checkbox"/> East | <input type="checkbox"/> South | <input type="checkbox"/> City/Nature West |
| <input type="checkbox"/> West | <input type="checkbox"/> Enterprise (Golf) | <input type="checkbox"/> Enterprise (PIR) |

Neighborhood Association:

New Request Update to Prior Request (note year of original request)

Single-year Request Multi-year Request

Requested by	Name and Title	Date
Manager's approval	Name and Title	Date

SECTION A – PROJECT DESCRIPTION

Capital Project Classification

- Acquisition (Real property)
 Equipment
 Construction and Development

If Construction and Development, note the primary Asset Group

(See Definitions in Capital Planning Manual Appendix 2 for more information)

- | | | |
|---|---|--|
| <input type="checkbox"/> Buildings & Aquatics | <input type="checkbox"/> Amenities & Trails | <input type="checkbox"/> Utilities & Roads |
| <input type="checkbox"/> Landscape | <input type="checkbox"/> Natural Resource | |

Asset Category (e.g. kind of building, amenity, utility, etc.)

Reason for Capital Improvement

- Growth: New development or acquisition
 Growth: Expansion of existing asset that increases level of service (major renovation)
 Maintenance: Preservation to maintain existing level of service (major maintenance)
 Maintenance: Life, Health and Safety
 Energy, Efficiency, or Sustainability

Brief Description of the Project: Attach site plan and/or photos (digital or hard copy) if possible. Include physical aspects such as size, materials, length, etc.

SECTION B – PROJECT JUSTIFICATION

1. Problem, opportunity or need. (Note: Address problems, not symptoms.)
2. Degree of urgency (high, medium, low)
3. Consequences of not doing project in a timely fashion, etc.
4. Reasons for doing project: Check all that apply and provide short explanation. (See CIP Rating form for more details.)
 - Legal mandate (ADA, condition of Land Use Review, contractual obligation, council directive, etc.)
 - Has high degree of public support
 - Conforms to approved city plans or continues a prior project
 - Improves level of service
 - Important to human health and safety
 - Protects capital assets or facilities
 - Improves environmental quality
 - Provides opportunity for outside financing, in-kind donations, or is a business opportunity
 - Improves operating budget
5. Describe alternative options and preferred solution (use additional pages if needed). Note if additional information is required.

SECTION C – FINANCIAL INFORMATION

Cost Estimate for Preferred Solution

Identify sources of information and estimate degree of accuracy (High, Medium, Low) and level of confidence in information (High, Medium, Low).

Hard costs only*	\$	Accuracy	Confidence
Site work			
Construction			
Property			
Equipment			
Etc.			
Total Cost Estimate	\$		

* Soft costs will be added by others.

Funding sources and amounts, if known,

General Fund	\$
Grants	
Matching Funds (note source)	
In-kind Donations (note kind)	
PDC	
Bond or Levy	
Other	

APPENDIX 2: PP&R Capital Project Request Criteria and Rating System

Final 10-07-13

Criteria	Description	Points
Legal Compliance Max 5 points	Legal mandate, Council directive, land use condition, contract obligation, code compliance (excludes ADA), etc.	5
ADA Compliance Max 10 points	Americans with Disabilities Act (ADA) Compliance	10
Public Support Max 10 points	Public meeting with minutes showing strong public support	10
	Likely support / no issues anticipated	5
Conforms to City or PP&R Plans Max 10 points	Project is consistent with specific Parks Vision 2020 goals (eg: 40-mile loop trail or project addresses ½ mile from a park gap)	10
	Project is part of an approved PP&R Master Plan	5
	Project is part of a City plan or Urban Renewal Area plan or continues a prior project	5
Improves Level of Service Max 10 points	Provides new service for identified need to a significant population	10
	Improves existing service for identified need	5
Equity Max 15 points (cumulative)	Above % city average populations of color	5
	Above % city average students in free and reduced lunch	5
	Above % city average low income	5
Human Health and Safety Max 15 points	Project alleviates significant, existing health or safety hazard	15
	Alleviates minor or potential health and safety hazard	10
	Improves general health and safety	5
Protects Capital Assets or Facilities Max 15 points	Project critical to save structural integrity of existing facility or repair significant structural deterioration	15
	Repairs important systems or will deter major future expenditure	10
	Will increase the life expectancy of the asset.	5
Environmental Quality Max 10 points	Improves environmental quality of a large area, facility or neighborhood	10
	Improves local environmental quality or prevents environmental damage	5
Project Financing / Business Opportunity Max 10 points	Outside financing, in-kind donation or a business opportunity covers 75% or more of total cost	10
	Outside financing, in-kind donation or a business opportunity covers 50% or more of total cost	5
Maintenance Financing Max 5 points	Formal agreement identifying outside financing or in-kind donation that will cover 50% of the ongoing maintenance costs.	5
Effect on Operating Budget Max 10 points	Major decrease in O&M costs from improved efficiencies or significant increases in income	10
	Minor cost savings or increases in income	5
Maximum total points = 125		

APPENDIX 3: Asset Groups and Definitions

BUILDINGS	Any roofed and / or walled structure whether enclosed on all 4 sides or open on one or more sides or enclosed and open on top.
Building Type	Refers to the primary function / use of a building
Administration	Houses administrative headquarters for various PP&R programs.
Arts / Cultural	Buildings for performing arts, art education and cultural displays.
Aquatics Facility	Stand-alone indoor or outdoor pool and the associated bath or pool house.
Clubhouse	Sports facility with lockers, restrooms, concessions, etc.
Community Center	Provides spaces for multiple recreation, social, cultural and educational activities.
Community Center and Pool	Provides spaces for multiple recreation, social, cultural and educational activities, and aquatic facilities.
Gazebo	Small pavilion, either open or enclosed, that provides seating or a viewpoint.
Maintenance	Buildings that house maintenance and operations personnel and equipment, may include small accessory office space.
Residence	A dwelling unit.
Restroom	Provides public toilets and sinks, may include accessory space for storage or shelter.
Shelter	Structure open on one or more sides for picnics, active recreation or transit stops, may include restrooms or storage space.
Stadium	Large structure for public sporting events, usually open, with seating and restrooms, may include storage areas.
Storage	Provides temporary or permanent storage space for moveable supplies or equipment.
Utility	Houses and protects permanent utility equipment.
Visitor Services	Visitor centers, concession areas and gift shops providing information, goods and services.
Building Components	Major systems that make up the building
Foundation	Concrete footings, slab on grade, etc
Floor and Stairs	Interior and exterior floors and stairs.
Walls	Exterior and interior solid structural (load bearing) and non-structural vertical elements.
Thermal; moisture protection	Roof, gutters, downspouts, flashing and Insulation.
Doors and Windows	Interior and exterior doors, windows and skylights.
Finishes	Floor, wall and ceiling coverings including paint, carpets, tile, etc.
Specialties	Accessories, louvers and partitions.
Furnishings	Furnishings, seating, etc.
Special Construction	Pools and pool equipment, solar systems, towers, chimneys, etc.
Conveyance	Elevators and lifts.
Electrical	Components and fixtures for electrical distribution and lighting system, includes low voltage systems for alarm and security systems and energy management.
Mechanical	Components and fixtures for heating, ventilation and air conditioning systems, plumbing system and elevators.

AMENITIES	The built elements within a park or property (excluding Buildings) that enrich and directly support park visitor experiences.
Furnishings	Park amenities, generally permanent, for the comfort, use and enjoyment of park visitors
Art Work / Plaque	Structure or element whose primary purpose is decorative, not functional.
Benches	Seating with or without backs for one or more park visitors, usually permanently attached to a concrete or asphalt pad.
Bicycle Rack	Rigid structure to which a bicycle can be attached for security.
Bleachers	Open series of increasingly higher seating for viewing performances, may be fixed or moveable.
Cooking Facility	Grills and / or pits for outdoor cooking.
Drinking Fountain	Device with nozzle that provides potable water and allows drinking without a cup; often requires activation.
Kiosk	Multi-sided structure for signs and posters, usually 6' to 8' tall, often with a roof.
Memorial	Structure or element such as a monument or statue that recognizes, honor or remembers persons or events, not including plaques on benches or trees.
Pole	Tall slender structure that supports a flag or banner.
Sign	Device that provides graphic and written information and directions.
Tables	Table for picnics or games, usually permanently attached to a concrete or asphalt pad.
Terrace / Plaza / Pad	Miscellaneous paved surface, often support features such as a table, bench or trash can.
Trash Receptacle	Fixed or moveable container, including drop box, for public trash and garbage disposal.
Trellis	Lattice or frame structure to support and display vines or other plants or to provide shade.
Non-vehicular Circulation	Paved and unpaved elements that accommodate travel and movement other than motor vehicles (pedestrian, bicycles, equestrian, etc.)
Bollard	A vertical post, or series of posts, to restrict access to or from a trail, path or road.
Bridge	Structure that spans a body of water or a ravine or other steep change in elevation and provides passage over it.
Bumper	Individual elements or series of logs, curbs or rails at ground level to control vehicular traffic.
Fence / Gate (not athletic)	Vertical element, other than a wall, that acts as a barrier, boundary or enclosure. Device - usually hinged - that allows access through an opening in a wall or fence.
Guardrail	A structure made of rails and posts that acts as a barrier or protection for vehicles or people.
Path	Hard surface pathway within the Developed portions of a park and not in the right-of-way.
Ramp	A paved inclined or sloping surface connecting two different levels.
Sidewalk	Hard surface sidewalk pathway in right-of-way.
Stairs (exterior)	Flight of steps.
Step	One riser (the vertical face) and run (the horizontal surface).
Trail	Hard or soft surface pathway, usually but not always located in Natural Areas, primarily for non-motor vehicle use but may accommodate service vehicles.
Wall	Solid vertical structure that may be freestanding or confine the advance of a mass of earth or water such as a retaining wall.

Recreation Facilities	Major elements, excluding buildings, clearly defined for active recreation or other specific use
Boat Dock / Pier	Structure that extends into or alongside the water that may provide places for watercraft to tie up.
Boat Ramp	Inclined paved surface that provides access for motor vehicle / boat trailer from land into water (and vice-versa).
Canoe Launch	Water access-way for carrying or rolling small boats, such as canoes, kayaks, and rowboats, into and out of the water.
Plaza / Terrace	Flat, open paved square or terraced area, often defined by design elements such as bollards, surrounding shrubs, steps, or change in surface.
Play Area	Site that is defined or contained by curbing or surface material with play equipment in it (as opposed to a loose collection of play equipment scattered throughout a park).
Playground Equipment	Swings, slides, climbers and other play equipment for various ages, either stand-alone or clustered into a group.
Skatepark	Hard surface (either pre-fab or concrete) either in-ground or above-ground with ramps, bowls, rails and jumps for use by skateboarders, BMX bikers or in-line skaters.
Sport Court	Paved or soft surface courts for basketball (full and half court), tennis, horseshoes, volleyball, etc.
Sports Equipment	Goals, hoops, nets, players' benches, etc. for use by players on sports fields or courts, may be fixed or moveable. Fences and backstops clearly associated with a particular sport.
Sports Field	Grass or artificial turf area for football, baseball, softball, soccer, etc. plus the sideline areas needed for players and spectators.
Stage / Amphitheater	Open amphitheater, stage or other space for public performances.
Water Features	Outdoor water facilities including fountains and spray pools for active play or viewing
Pond	Man-made water feature such as the Casting Pond at Westmoreland Park.
Decorative Fountain	Architectural water feature, often large, which may be used for active play or be primarily for viewing. Water is usually treated and recirculated.
Spray Pool	Water play facilities that use potable water with continuous water flow from source to drain (water is not recirculated and treated) to provide a variety of interactive water play. Water spray is often "on demand."
Wading Pool	Shallow constructed pools, usually concrete, for children to wade and play in. (These must be decommissioned by 2012 unless water is treated to meet state standards.)
INFRASTRUCTURE	Circulation systems and regulated public services exterior to buildings
Vehicular Circulation	Pavements and elements that accommodate motor vehicles (cars, trucks, motorcycles, etc.)
Bridge	Structure that spans a body of water or a ravine or other steep change in elevation and provides passage over it.
Curb / Bumper	Rim of concrete, asphalt or other material around parking lots, parking areas or streets. Interior to park (not at city streets).
Guardrail	A structure made of rails and posts that acts as a barrier or protection for vehicles or people.
Parking Area	Vehicle storage area with individual spaces within a park, or areas along roads and streets for public or staff.
Road	Paved or gravel surface primarily for motor vehicles for use by public or staff within a park or property.
Utilities	Regulated public services exterior to buildings

Electric	Wires, conduit and equipment that deliver electricity.
Gas	Pipes, conduit and equipment that deliver natural gas.
Irrigation	Pipes and spray heads that deliver water to planting beds and turf areas, includes irrigation wells.
Potable Water	Pipes, conduit and equipment that deliver drinkable water.
Sanitary Sewer	Drains, pipes and appurtenances for sanitary waste removal and transport.
Storm Sewer	Drains, pipes and appurtenances for storm water removal and transport.
Telecom	Telecommunication equipment.
DEVELOPED LANDSCAPE	Green / living elements that require frequent regular maintenance
Bioswales	Shallow depression in the earth designed to catch and treat stormwater runoff using natural means, including vegetation and soil.
Planting Beds	Designated areas for permanent or seasonal displays of plants, includes hedges – closely planted rows of plants that act as barriers or provide erosion control.
Turf	Grass that is maintained and cultivated for lawns and sports fields; includes synthetic grass.
Trees	Street trees and individual trees in parks.
NATURAL AREAS	Green / living elements that are part of an ecological system, generally self-sustaining and managed as natural areas
Vegetation Units	Examples are grasslands, shrub lands, and forested habitat areas.
Landforms	Examples are ridge, side hill, canyon, etc.
Natural Water Features	Includes ponds, river banks, and streams.

APPENDIX 4: Capital Planning Definitions

Asset Management: The established method of strategically managing physical resources to best support the delivery of identified services. It involves a continuous cycle of inventory, condition, value and performance assessment that allows sound decision-making on all levels.³

Facility Condition Index (FCI): The ratio of the cost to correct identified deficiencies to the current replacement value of the whole asset. The closer the ratio is to zero the better the condition of the asset. The FCI only indicates the condition of the asset, not its best use.

Capitalizable Assets: New assets are considered capitalizable if they cost more than \$10,000 and have a life of over 10 years. Equipment is considered capitalizable if it costs over \$5,000 and has a life of 5 years or more. Improvements, replacements, and upgrades are considered capitalizable if they cost more than \$10,000 and extend the life of the asset by 10 or more years.

Corporate Geographic Information System (CGIS): A citywide system of maps and capital project descriptions. Each capital project is entered into CGIS and this connects to projects in the budget.

Percent for Art: The council has adopted policies that require certain capital projects to pay two percent of their construction costs to the Regional Arts Coordinating Council for public art.

Percent for Green Streets: COP requirement that 1% of cost of bureau construction projects in the right-of-way that do not trigger Stormwater Management Manual requirements go to fund Green Street improvements.

Percent for Solar Energy: House Bill 2620 provides that a state or local government must devote at least 1.5% of the cost of constructing a new building or renovating an existing building to solar energy technologies if the building receives state funds.

CIP Project Types:

- **Maintenance - Preservation:** Repairs that extend the life of the asset, but do not increase its service. Projects cost at least \$10,000 and have an economic life of at least 10 years.
- **Maintenance – Safety and Compliance:** Repairs that eliminate or reduce hazards and make the asset compliant with all codes and regulations. Projects cost at least \$10,000 and have an economic life of at least 10 years.

Growth:

Projects expand services to community through:

- Construction of a new park, trail segment, key park element/s or facility.

³ Total Asset Management, Portland Parks & Recreation, July 2006

- Large-scale renovation or the replacement of an existing facility with one that provides more capacity.

Acquire land: Land purchase only, for the purpose of land banking for future development (trail, park, community center), or land to be reserved and restored as natural areas.

Enterprise

The Golf and Portland International Raceway programs are self-supporting and income generating.

APPENDIX 5: Funding Sources

Parks capital project are funded from a number of sources, most of which are not predictable in terms of amount or priority from year to year. Principle sources (and FY 08-09 adopted budget percentages) are as follows:

- **General Fund.** General fund discretionary revenue is tied to Council priorities and available funding and is the least predictable of all PP&R funding sources. For FY 2008-09 Parks was allotted \$844,000 for ongoing major maintenance needs, and \$391,000 of one-time discretionary funding was authorized.
- **System Development Charges (SDC).** SDCs are generated by fees on new development and are relatively predictable over time. Criteria for use are prescribed by statute and ordinance. Generally, they can only be used for acquisition and development in the geographic areas that generate the SDC revenue.
- **Levy.** The 2004 levy passed by voters included funding for both capital and operating programs and is due to expire June 30, 2008. For FY 2008-09, the levy capital funds are primarily for the East Portland Community Center Pool.
- **Portland Development Commission (PDC).** PDC funds a number of park projects in urban renewal areas, primarily development of new parks.
- **Inter-Governmental Agreements (IGA).** The principal IGA funding source for FY 2008-09 and the following four years will be Metro bond revenue from the 2006 bond measure passed by the voters. These funds will be used to acquire natural areas, trails, neighborhood parks, and to restore natural areas. PDC is also an IGA funding source.
- **General Fund Carryover.** This primarily represents funds received for prior year that are encumbered, but the projects have not been completed before year-end.
- **Grants.** Grants are received for specific projects.
- **Other Funding Sources.** This includes donations, enterprise investments, and interest earnings. The former two sources are generally project specific.

APPENDIX 6: Relationship of PP&R Capital Planning to Citywide Capital Planning

Portland is developing a system to coordinate the capital work of all the city's infrastructure bureaus in order to make whole-of-city decisions. They include the Bureau of Environmental Services, Office of Management and Finance, PP&R, Portland Development Commission, Portland Office of Transportation, and the Water Bureau.

Representatives from these bureaus serve on the following committees:

- City Asset Managers Group, who prepare the annual Asset Status and Conditions Report.
- Citywide Systems Team, who is preparing the state-required Capital System Plan (formerly the Public Facilities Plan).

Purposes are to:

- Develop common approach to asset management, using internationally accepted principles and practices.
- Compare and evaluate projects across bureaus, using a standard risk rating process to determine the likelihood and consequences of failure if a project is not done.
- Develop and incorporate 'green' infrastructure into the city's infrastructure that protects environmental quality, reduces long-term costs, improves service provision, and advances sustainability.

Improve the ability to fund projects that address extreme and high-risk projects in a cost-effective manner.

APPENDIX 7: Project Sources and Documentation

Source	Comments
Staff-identified capital needs, enhancements, and replacements.	Staff fills out standard request form and obtains Tier 2 manager's approval before submitting request.
<i>Parks 2020 Vision, Recreational Trails Strategy and Natural Area Acquisition Strategy</i> and other strategies that include acquisition and development projects.	Update current 2020 Vision list and review for upcoming projects. Fill out standard request form for projects in the Five-year CIP Forecast.
Site-specific park master plans that include capital project recommendations.	Plan preparer provides 20-year list of projects and fills out standard request form for projects in the Five-year CIP Forecast.
Technical Papers for system-wide facilities such as Aquatic Facilities, Community Gardens, Play Areas, Skateparks, etc.). These plans include specific projects, priorities within each topic area and basic cost estimates.	Plan preparer provides 20-year list of projects and fills out standard request form for projects in the Five-year CIP Forecast.
ADA, life, health and safety requirements	These cover a wide variety of projects.
PDC Urban Renewal Areas can be a significant source of park projects.	Each PP&R liaison to PDC provides 20-year list of projects and fills out standard request form for projects in the Five-year CIP Forecast.
Other external partners with specific project needs such as donors, citizen groups, Parks Foundation, commissioners.	PP&R contact fills out standard request form for projects in the Five-year CIP Forecast.
Asset Register Reports list the elements, components and systems that need replacement / major maintenance.	These are excellent sources of information but they do not constitute complete projects.

APPENDIX 8: Capital Budget Preparation Work Notes

- **Percent for Art Forms:** Project Managers fill out these forms for all projects requested for the following budget year.
- **O & M Estimates:** Estimates of the operating and maintenance impact of parks capital projects that will be placed into service must be created if they do not exist, reviewed and updated if they are more than three years old. Additional operating funds needed for new facilities and parks must be supported by cost analysis.
- **CIP Overall Narrative:** CIP narrative is drafted by Finance and is reviewed by CPR Team before budget submittal. This is a collaborative process among Finance, Planning, and Capital Projects.
- **New Capital Projects:** Assign Project Managers to new projects. These can change over time but it's helpful to have a PM looking after the potential projects.
- **Project Management Personnel Budget:** The Capital Project Manager develops the budget for project management personnel on preliminary basis by early December, and is coordinated with Finance Manager and Senior Financial Analyst.
- **Land Acquisitions:** Coordinate with the Property Manager / SDC Manager on upcoming SDC acquisitions and with City Nature on Metro Bond acquisitions.
- **PDC Workload:** Capital Project Manager will check with PP&R project managers and liaisons on PDC projects, and with PDC, to determine the upcoming workload.
- **Metropolitan Transportation Implementation Projects (MTIP):** Check with the Trails Planner on the status of MTIP projects.
- **Banded (Fixed Dollar) Projects:** Beginning in FY 2008-09, PP&R grouped smaller capital projects (less than \$1 million) otherwise known as "Major Maintenance" (maintenance for existing assets) into the Five-year CIP Forecast to illustrate the gap in funding requirements. After projects are chosen from the Five-year CIP Forecast the budget package is established for the grouped or "banded" Major Maintenance projects. The CIP Senior Financial Analyst creates the requested Major Maintenance package for the CPR Team to review and be prioritized by the Parks Budget Committee.
- **General Fund Capital Set-Aside Projects:** Prior to FY 2008-09, City Council made \$1.9 million available for capital projects outside of the normal budget process. These projects were low in cost and benefited a large number of people; however, this process has been eliminated and is not expected to be reinstated. \

APPENDIX 9: Capital Project Rating Process Update

December 17, 2012

EXISTING PROCESS STEPS
<p>Step 1: Receive & Finalize CIP Submittals (Mid Sept) – Planning/Finance</p> <ul style="list-style-type: none">▪ Submit Manager-approved capital requests to Planning Coordinator (Sarah Huggins) by Sept 15th.▪ Enter on to Master List if sufficient information is included – Finance Coordinator (Scott Rowe).▪ Review cost estimates submitted and add soft costs (Susan Meamber).▪ Distribute list of revised / new CIP projects to CIP Rating Committee (Sarah Huggins).
<p>Step 2: Review & Rank CIP Submittals (Mid – October) – Capital Project Committee</p> <ul style="list-style-type: none">▪ Discuss and rate projects using established PP&R rating criteria.
<p>Step 3: Place Projects on CIP Timeline (Late November / Early December) – Capital Project Committee</p> <ul style="list-style-type: none">▪ Capital Project Committee discusses placement of rated projects on the 1-5 year, 5-10 year, or 10-20 year CIP timeline. Meeting and documentation led by Finance Coordinator.▪ Planning Coordinator sends out an email to Capital Project Committee and Project Requestors to communicate final rankings from meeting.▪ Development & Asset Manager reviews, and presents to SMT.
<p>Step 4: Review Capital Projects for Requested Budget (January) - Finance</p> <ul style="list-style-type: none">▪ Finance finalizes list of recommended projects to reflect SMT feedback for consideration by the Parks Budget Committee, public and Mayor as part of the Requested Budget process.
NEW PROPOSED PROCESS STEPS
<p>Step 5: Share Requested Budget Information with Bureau Staff (Mid-February) – Finance</p> <ul style="list-style-type: none">▪ Summary of CIP projects to be included in 1-5 year Requested Budget sent by email to managers, posted on ParkNet.▪ Finance Coordinator enters funded projects (current year budget) into the city's Corporate Geographic Information System (CGIS) for display on portlandmaps as required for all infrastructure bureaus. (Quarterly updates follow budget process).
<p>Step 6: Review Adopted Budget Placement on CIP Timeline (Mid-May) – Capital Project Committee</p> <ul style="list-style-type: none">▪ Capital Project Committee discusses any shift in placement of rated projects as noted in the Adopted Budget fiscal year, and reviews status of Major Maintenance projects and emergency funding set-aside. Meeting and documentation led by Finance Coordinator.▪ Planning Coordinator sends out an email to Capital Projects Committee, identifying any changes between Requested Budget and Adopted Budget placement.▪ Development & Asset Manager reviews, and presents to SMT.
<p>Step 7: Share Adopted Budget Information with Bureau Staff (June) – Finance</p> <ul style="list-style-type: none">▪ Summary of CIP projects to be included in 1-5 year Adopted Budget sent by email, posted on ParkNet. Call out changes between Requested and Adopted, if applicable.

Suggested Timetable

	Date	Action
Step 1	September 15	Deadline to submit Capital Project requests to Capital Planning Manager. Note: Projects can be submitted throughout the year
Step 2	October 15	Review Team meets and rates projects using established rating criteria
Step 3	November 30	Review Team meets to make recommended placements on the 1-5, 5-10, and 10-20 year CIP timetable for Requested Budget. Review Team discusses placement of projects, including projects with anticipated funding from Major Maintenance, SDC, etc.
Step 3	December 7- December 21	Development & Asset Manager and SMT review
Step 4	TBD – Dependent on Budget Calendar	Finance forwards recommendations to Parks Budget Committee as part of budget notebook supplemental materials
Step 5	February 15	Requested Budget CIP items (1-5 timeframe) summary sent by email to managers, posted on ParkNet
Step 6	May 1	Review Team meets to discuss updated project information, adjustments to CIP project placement focusing on changes between requested and adopted budget, status of major maintenance projects and emergency set-aside
Step 6	May 8 – May 15	Development & Asset Manager and SMT review
Step 7	June 30	Updated Adopted Budget CIP items (1-5 timeframe) summary sent by email to managers, posted on ParkNet