

# MEMORANDUM



## Public Works Department

**Date:** December 5, 2016  
**To:** Mayor and City Council  
**From:** Marilyn DeRosa, Deputy Public Works Director (350-2660)  
Tony Miano, Deputy Public Works Director (350-8297)  
**Thru:** Don Bessler, Public Works Director (350-8205)  
**Subject:** The Capital Improvement Program and Parks Acceleration

### Purpose

The purpose of this memo is to provide information regarding an acceleration of the Parks Capital Improvement Program (CIP) from the perspective of managing the citywide CIP.

### Background

At the Council Work Study Session on June 16, 2016, Council requested additional information to consider whether to accelerate the current Parks CIP program from five (5) years to three (3) years through a one-time allocation of GPLET lease revenue and land sale proceeds. On August 5, 2016, as part of a Council Friday Packet, staff provided the requested information. In summary, the memo indicated the two variables (additional capital funds and additional funds for staffing) that would be needed to consider an acceleration of parks projects.

### December 15, 2016 Work Study Session

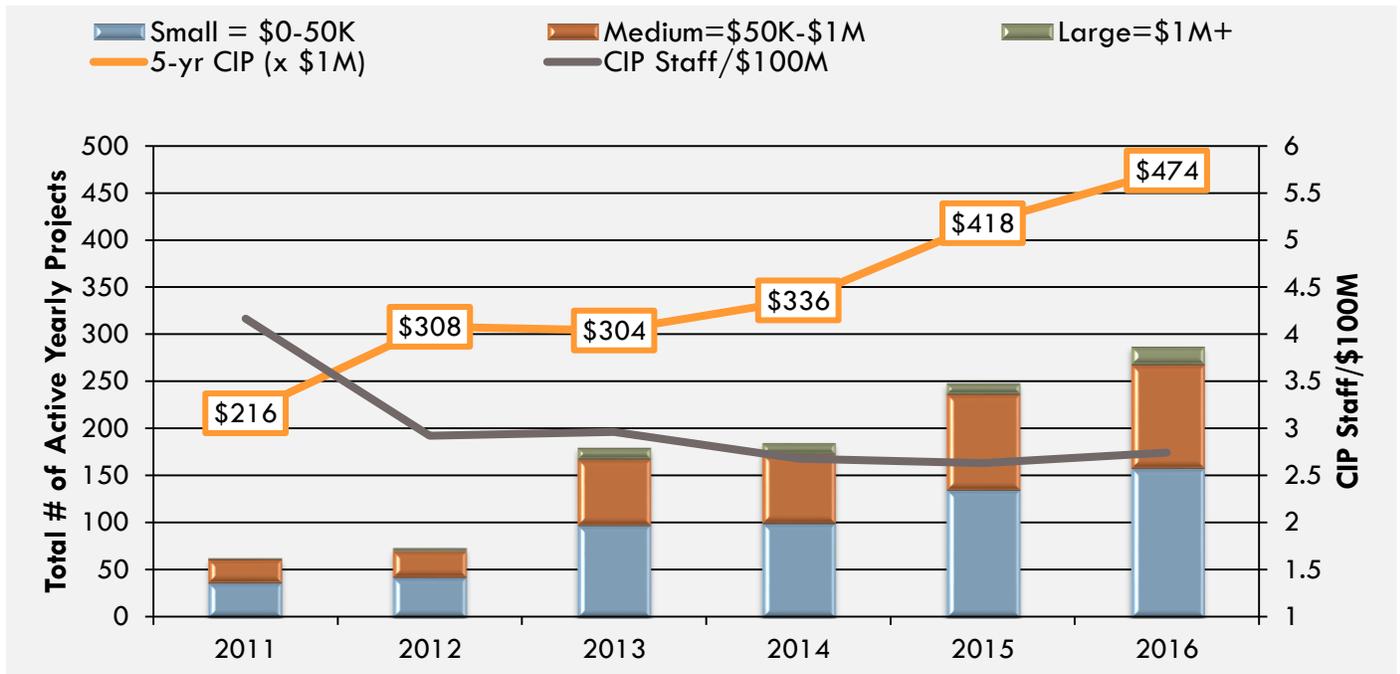
An item has been placed on the City Council's December 15th Work Study Session agenda to provide a short presentation that describes the staffing requirements of delivering an accelerated Parks CIP program within the perspective of managing the citywide CIP.

### Five-Year Capital Improvement Program

The 5-year Capital Improvement Program is slightly over \$474 million and includes a broad range of projects representing all categories of Council's Strategic Priorities. Just a few examples include, Fire Station #7 and Street Preservation projects (**Safe and Secure Communities**); Public Internet Technology and Communication Fiber projects (**Open Government and Communications with Community**); ADA Accessibility, Parks, Municipal Art, and Aquatics projects (**Quality of Life**); and Solar projects and the Streetcar (**Sustainable Growth**). Embedded across all categories of the CIP are projects that provide capital reinvestment into the city's infrastructure – buildings, roads, signal systems, waterlines, parks and more.

## Project Delivery of the CIP

A majority of the projects in the CIP are procured, administered, and project-managed through the Engineering division of Public Works, including Parks projects. Since coming out of the recession, the funding for capital improvement projects has steadily grown, and with that so has the number of projects being managed by Engineering. Engineering staffing levels were also downsized during the recession. The five year CIP is robust and will require adequate staffing resources to ensure timely delivery. Engineering staffing, however, have not been re-sized to match the accelerated capital funding, as shown in the chart below.



## Parks CIPs

Parks projects are unique in that they represent one of the few publically owned infrastructure systems that neighbors and residents touch interactively and organically. Residents seek a high degree of involvement in decisions that affect their quality of life and parks are a touchstone that can reflect the character and personality of the neighborhood. Tempe has committed to a high degree of public involvement and this extends the delivery time for park projects compared to other CIP projects of a comparable cost.

The timeline for a parks project can vary from 8 weeks for a simple basketball court resurface involving no public outreach to 24+ months for a playground in a community park involving multiple meetings with various stakeholders

and multiple design revisions. As the timeline for a project lengthens, so does the time required from Engineering staff.

### **Creative Strategies for Delivering the CIP**

Public Works is committed to delivering the **full capital improvement program** with the appropriate emphasis on a high quality project and fiscal responsibility of taxpayer funds. Recognizing the resource limitation, our strategies to achieve this outcome include:

- Staff for normal workload and supplement for peak
- Contract out construction management where appropriate
- Commit to continuing the appropriate level of public outreach
- Address the deferred maintenance backlog that exists in all infrastructure categories through a fair allocation of resources
- Recognize the critical role that ongoing maintenance plays in prolonging the life of an asset

### **Conclusion**

Staff will utilize the supplemental budget process to address resource needs for ensuring the city's infrastructure is properly maintained. Staff will be seeking guidance from Council regarding their desire to accelerate the Parks CIP .

Attachments:

- 5-Year Parks Plan