

CAPITAL IMPROVEMENT PROGRAM
City of Missoula CIP Project Request Form FY 2013-2017

Program Category:	Project Title:		11 Project #	12 Project #	13 Project #
Parks, Recreation and Open Space	Aquatics - Cyclical maintenance and continued revenue generation		PR-01	PR-01	PR-01

Description and justification of project and funding sources:

Priority Order for Projects: See project list for estimated costs and other projects to be funded in future years. The projects listed as part of the facility maintenance program represent the expected lifespan of key facility equipment or attributes whose cost to replace or maintain is such that it is outside the regular operating budget. Items on this list may be repeated at intervals due to expected wear and tear and weather aging. Items on this list may exceed expected lifespan with continued maintenance and care. The capital projects listed as part of the upgrade program represent opportunities to expand programming and revenue generation at the facilities. While not necessary to maintain the mechanical functioning of the facility, these projects are very important in maintaining excitement and the facilities' viability as attractive places for Missoula's citizens to recreate and maintain their fitness objectives.

Is this equipment prioritized on an equipment replacement schedule?		Yes	No	NA
			x	

Are there any site requirements:

How is this project going to be funded:							Funded in Prior Years
Funding Source	Accounting Code	FY13	FY14	FY15	FY16	FY17	
Aquatics Enterprise Fund	5711	138,000	90,000	52,000	30,500	850,000	207,000
		138,000	90,000	52,000	30,500	850,000	207,000
How is this project going to be spent:							
Budgeted Funds	Accounting Code	FY12	FY13	FY14	FY15	FY16	Spent in Prior Years
A. Land Cost						850,000	
B. Construction Cost							
C. Contingencies (10% of B)							
D. Design & Engineering (15% of B)							
E. Percent for Art (1% of B)							
F. Equipment Costs		105,000	25,000				
G. Other		33,000	65,000	52,000	30,500		
		138,000	90,000	52,000	30,500	850,000	-

Does this project have any additional impact on the operating budget:							Spent in Prior Years
Expense Object	Accounting Code	FY13	FY14	FY15	FY16	FY17	
Personnel	5711.370.460490/491.110		25,000				
Supplies	5711.370.460490/491.231	5,000	40,000				
Purchased Services	5711.370.460.491.341		2,000				
Fixed Charges							
Capital Outlay		5,000	67,000	-	-	-	-
Debt Service							

FY 13 - Concession Truck Operating at Spalsh will generate approximately \$100,000 of additional revenue, minimal cost to transport off site to vend at other events to produce additional revenue. FY 14 - UV system increased electrical and Bus will need 2 staff w/CDL, driver, maintenance, gas - offset with Revenue

Responsible Person:	Responsible Department:	Date Submitted to Finance	Today's Date and Time	Preparer's Initials	Total Score
Eric Seagrave	Parks & Recreation		5/11/2012 8:54	KM	49

CAPITAL IMPROVEMENT PROGRAM

Project Rating

(See C.I.P. Instructions For Explanation of Criteria)

Program Category:	Project Title:				12 Project #	
Parks, Recreation and Open Space	Aquatics - Cyclical maintenance and continued revenue generation					
Qualitative Analysis		Yes	No	Comments		
1. Is the project necessary to meet federal, state, or local legal requirements? This criterion includes projects mandated by Court Order to meet requirements of law or other requirements. Of special concern is that the project be accessible to the handicapped.		<input type="checkbox"/>	<input checked="" type="checkbox"/> x			
2. Is the project necessary to fulfill a contractual requirement? This criterion includes Federal or State grants which require local participation. Indicate the Grant name and number in the comment column.		<input type="checkbox"/>	<input checked="" type="checkbox"/> x			
3. Is this project urgently required? Will delay result in curtailment of an essential service? This statement should be checked "Yes" only if an emergency is clearly indicated; otherwise, answer "No". If "Yes", be sure to give full justification.		<input type="checkbox"/>	<input checked="" type="checkbox"/> x			
4. Does the project provide for and/or improve public health and/or public safety? This criterion should be answered "No" unless public health and/or safety can be shown to be an urgent or critical factor.		<input type="checkbox"/>	<input checked="" type="checkbox"/> x			
Quantitative Analysis		Raw Score Range	Comments		Weight	Total Score
5. Does the project result in maximum benefit to the community from the investment dollar?		(0-3) 3	Listed items extend the life of equipment and facility infrastructure. Upgraded security for facilities while not in use, and while in use provides visual accounting for patron behavior, and encourages appropriate cash handling by employees. At Splash, tiling the floor adds increased sanitation, decreasing possible shut down due to a cryptosporidium outbreak, and increases the flooring life while decreasing maintenance costs.		5	15
6. Does the project require speedy implementation in order to assure its maximum effectiveness?		(0-3) 2	Cyclic maintenance of infrastructure extends the life of infrastructure and reduces operational costs.		4	8
7. Does the project conserve energy, cultural or natural resources, or reduce pollution?		(0-3) 2	Many of the items will reduce the consumption of energy and pollutants.		3	6
8. Does the project improve or expand upon essential City services where such services are recognized and accepted as being necessary and effective?		(0-2) 2	Being as efficient as possible while still providing a level of security in the quality of recreational water is generally recognized as necessary. Based on broad citizen support and investment it is necessary we commit to cyclic and routine maintenance while also continuing to invest in effective revenue generation amenities.		4	8
9. Does the project specifically relate to the City's strategic planning priorities or other plans?		(0-3) 3	City Strategic Goal - Harmonious Environment and Quality of Life for Citizens Business plan (Proforma) for aquatics facilities.		4	12
Total Score 49						

13 Project #	Project Title:	
	Aquatics - Cyclic maintenance and continued revenue generation	
Date	Author	Notes
FY 12 (Revised)	E. Seagrave	<p>Tile at Splash locker room is crucial due to floors <u>current condition</u> - in 2008 installed tile at Currents. The tile greatly increases sanitation (less bacteria growth or transmittal of disease), is more attractive (cleaner appearance = revenue) and safe (low slip)</p> <p>Cost benefit analysis: Tile decreases daily and seasonal maintenance. The current applied flooring has lasted for 5 seasons. A tile flooring can often last for 20 or more years. Thus installing tile will spare the cost of refinishing the current flooring 5 times during a 20 year time period. Improved sanitation and appearance will result in more repeat visits to the facility. Payback for this project would be 10 years, possibly sooner.</p>

FY 13	E. Seagrave	<p>The slide tubes at Splash Montana and Currents are aging. They are made up of conjoined sections. The gaps where the sections meet are filled and sanded smooth for a nice ride. As the plastic is exposed to continued chlorinated water, the plastic becomes softened and is susceptible to damage from various clothing items such as the rivets that are popular on today's swim apparel, such as board shorts. These rivets cause scrapes and runnels that can be felt on the bare skin back of riders. Also, as the tubes are exposed to cooling and heating cycles, and the ground supporting the structures settles, the joints move and create ridges that can also be felt by riders. The end result is reduced number of repeated trips down the slides, thus taking away from the desire to return to the facility for continued recreational fitness opportunities. Repair to the slides will require flying individuals with re-finishing experience to Missoula, it would be a cost savings to have slides at both Currents and Splash done at one time. ***<u>Cost Benefit:</u> Splash revenue has averaged \$530,000 annually over the past 3 years. Attendance has averaged 90,000 for each year. This means the average visitor spends about \$6 per visit, including food, merchandise, etc.. An increase of just 900 visits each year (a tenth of a percent of the average total) would pay off the investment in 2 years.</p>

Date	Author	Notes
FY 14	E. Seagrave	<p>FY 11 - Installation of UV Systems at Currents was purchased and installed on the pool water circulation line at Currents in October, 2010. As a direct result of the installation, the water quality at the pools has been easier to maintain. The combined chlorine (Chloramines) readings max at .4 ppm since the installation, whereas in previous years the readings were at .8 to 1.0 ppm by this time of year (March 2011). This indicates that the facility has fewer chloramines particles in the air, and patrons and staff are inhaling fewer fumes from the pool water sanitation process. The unit also provides a greater security against the possible introduction of cryptosporidium into the water.</p> <p>The request for spending an additional \$40,000 to install a similar system on the Pond at Splash is directly related to the increased security a UV system provides against the possible introduction of cryptosporidium into the water from an affected individual. A cryptosporidium outbreak (defined by the Montana Dept of Health as 2 confirmed cases) could lead to the health department close down of the pools and even installation of a UV system prior to re-opening). As the 50m pool and the River have fewer fecal release incidents (zero to date since the opening of the pools as opposed to 10 to 15 per season in the Pond) at this time we are not requesting funding to install a unit on those bodies of water.</p>
FY 14	E. Seagrave	<p>The surge pit that is part of the 50m pool. As the surge pit by definition will at times be completely full of water, the material in the pit must be able to handle the immersion. Currently there are metal brackets that are installed to support the 8 inch plastic pipe that are made of non-resistant metals. We are investigating alternative sealants or treatments for these bracket. If no other cost effective option presents itself we will need to replace these brackets. Also, the installation of a float valve assembly that will close the main drain valve as the number of swimmers in the pool increase will contribute to increased skimming of the pool from the top of the water, where the grease and other contaminants that swimmers bring into the water resides. This will improve water clarity even during busy times. Cost Benefit: Maintaining the water clarity will result in more extended stays each day. Extended stays mean more opportunity for food and beverage sales at the Cafe.</p>
FY 14	E. Seagrave	<p>Replace Splash security NVR with or comparable to the Vision Hybrid Network Video Recorder (NVR). System to provide integration and recording for both analog and IP video surveillance cameras so we don't have to upgrade cameras.</p>

13 Project #	Project Title:
	Aquatics - Cyclic maintenance and continued revenue generation

Date	Author	Notes
FY 14	E. Seagrave	<p>Bus or Van - Pease, Grant, or Partnership Program. Provides for a place holder with cost benefit analysis still needing to be done. Parking at Splash Montana is troublesome on the busy days. Neighbors are upset with the number of cars parked in front of their houses, and the trash that accompanies this parking. Also, the number of children crossing the street to get to their parked car or walking through the parking lot, which extends well beyond the confines of the facility and still is not enough, increases the possibility of a collision. With gas prices being predicted to climb back into the \$5 a gallon range and increased greenhouse gas emissions, staff would like to explore the option to offer a bus ride to the pool. A short bus or van would benefit the entire recreation department by picking children up at neighborhood parks and schools and transporting right to the program they are involved in. During the fall, winter, and spring the vehicle would still be well used picking senior citizens up from assisted living facilities, sparing them the drive on treacherous roads, helping to break the cycle of being shut in during the cold season by providing an easy and economical means to ride to Currents for a soak in the spa, participation in Pilates or Water Aerobics, and general socialization in a positive and safe environment. Currently the number of requests for this service is not great enough to interest Mountain line, but we believe this program is the type where utilization will increase once the service is provided. Staff will be exploring options with partnerships with business to lease or fund a bus or van.</p>

Date	Author	Notes
FY 15	E. Seagrave	<p>Concessions Food and Beverage specific Point of Sale system purchase: The existing software used at the concessions is a smaller component of the bigger Recreation Management software purchased by the city with the initial opening of the two facilities. As such, it is an add on program that functions minimally for the needs of a growing concessions operation. Our desire is to purchase a separate system that is designed from the beginning with the intent of being used in a food service. The desired program would track orders as they are taken, paid for, and communicate the orders to the appropriate section of the food service, i.e. the cook, the beverage/treat provider, etc.. the desired system would serve to manage the order from the initial entry to the preparation and correct dispersal of the product. Inventory would also be maintained with this system, and we would increase customer service with fewer lost orders and better management of equipment such as ovens, mixers. Cost Benefit: Our current system involves hand written notes and contributes to occasional lost orders. An improved food and beverage Point of Sale system would be paperless and would manage the order to achieve better customer service, thus more revenue through satisfied customers and decreased loss through comped meals to achieve customer satisfaction.</p>
FY 15	E. Seagrave	<p>The current locker set up at Splash Montana and Currents is functional. It consists of unlocked units which patrons can utilize to store their gear as they are swimming, taking everything away at the end of the day. This system is secure if the patron brings their own lock or purchases one from our merchandise sales. Currently the locks are sold at cost, as we desire to encourage that everyone lock their items up to stop thievery. However, any number of people make the decision to trust in the ability of individuals to resist the temptation offered by an unlocked locker with a wallet, ipod, or phone shoved in a pair of shoes, to their own disappointment. Another issue is that people will shove their items into a locker without locking it, and a person who wants to lock their items up will be unable to find an available locker. The installation of a several banks of lockers which come with a built in locking system where a locker can be locked for the cost of a quarter for each time you lock it would increase security immensely, and decrease the amount an individual has to pay to purchase a lock as they now do. Cost Benefit: The lockers would make a small amount of revenue which would cover the cost of maintaining the lockers and may even contribute to the facility revenue generation. This set up would also allow us to rent the existing banks of lockers to individuals for the season at a rate that would allow for increased revenue generation. Payback would likely occur after 7 to 10 years of operation.</p>
FY 16	E. Seagrave	<p>The purchase and installation of a grill and fan system at Splash will enable the facility to make even more revenue through food sales. The original Pro Forma plan called for the inclusion of a grill at Splash for hamburger sales. Due to construction and code issues, the grill idea was removed from the plans during construction. However, the value of the product remains. Having a grill will allow the facility to host more afterhours rentals and provide more dinner sales. The current menu is primarily a lunch menu. Installing a grill in the concessions building will also require the installation of a sizable fan and cooling system for the area. The installation of a hooded fan would also allow for the installation of a fryer, and increased revenue through the sales for French fries. Cost Benefit: Staff are currently working on a cost benefit analysis to determine the profitability margin with the addition of a grill.</p>

Aquatics - Cyclic maintenance and Revenue Generation FY2012 - FY2025

Capital Improvement Project				Maintenance Items				Total Both Capital & Maintenance Items
	Done/w actual cost	Projected Cost	Total per Year		Done/w actual cost	Projected Cost	Total Per Year	
FY12				Splash	Purchase Tile for all locker rooms	\$ 16,000		
				Splash	Install tile women's locker room	\$ 8,000		
				Currents	Replace DVR	\$ 10,000		
				Currents	XXX Locker Room Wall Repaint	\$ 3,500		
		\$ -					\$37,500	\$37,500
FY 13				Splash	Slide Tubes - Refinish for smooth ride	\$ 10,000		
Splash	<input type="checkbox"/> Grill and Fan system in Café (or Food Truck/Trailer) increase revenue return rate on food service	\$105,000		Currents	Slide Tube rebuild for smoothness	\$ 8,000		
			\$105,000	Splash	Install tile in family & men's locker rooms	\$ 15,000		
							\$33,000	\$138,000
FY14				Splash	DVR Replacement	\$ 10,000		
Splash	<input type="checkbox"/> UV System for Pond	\$ 40,000		Splash	Surge Pit rebuild for 50m & install floating valve on the pond main drain	\$ 10,000		
Both Pools	<input type="checkbox"/> Bus or Van - Lease or Partnership	\$ 25,000						
Currents	<input type="checkbox"/> Upgrade Cameras	\$ 5,000						
			\$70,000				\$20,000	\$90,000
FY15								
Currents	Coin Operated Locker System	\$17,000						
Splash	Coin Operated Locker System	\$17,000						
Splash	Concessions Food & Beverage Specific Point of Sale System	\$18,000						
			\$52,000					\$52,000
FY16				Splash	Buildings - Interior paint job	\$6,000		
				Splash	Concessions Oven Replacement	\$6,000		
				Splash	Replace 2 Chemical Controllers	\$8,000		
				Splash	BearSlide Resurface smooth ride and repaint	\$2,500		
				Splash	Shade Structure - Replace -covers	\$8,000		
		\$ -					\$30,500	\$30,500

	Capital Improvement Project			Maintenance & Revenue Generating Items			
	Done/w actual cost	Projected Cost	Total per Year	Done/w actual cost	Projected Cost	Total per Year	Total Cost
FY17 Splash	New water feature: Install 4 lane speed slide NOTE: GF Financing -Revenue offset	\$850,000	\$850,000			0	\$850,000
FY18 Currents	New Outside Spa: On Sun deck	\$25,000	\$25,000	Splash	Facility Wood sand and refinish	\$ 8,000	
				Splash	Slide Tubes - Refinish for smooth ride	\$ 10,000	
				Currents	Slide Tube rebuild for smoothness	\$ 8,000	
				Currents	Natatorium Interior Wall Repaint	\$ 15,000	
				Currents	Wood Trim Upkeep - Sanding, staining	\$ 12,000	
						\$53,000	\$78,000
FY19				Splash	Pool Liner for 50m	\$80,000	
				Splash	Buildings Outside wall paint job	\$15,000	
		\$ -				\$95,000	\$95,000
	Capital Improvement Project			Maintenance & Revenue Generating Items			
	Done/w actual cost	Projected Cost	Total per Year	Done/w actual cost	Projected Cost	Total per Year	
FY20 Currents	New water play feature: pump, motor, pipe system for new Tornado slide at Currents	\$250,000	\$250,000				\$250,000
FY21				Currents	Locker Room Wall Repaint	\$5,000	
				Splash	Pool Resurface - Pond & River	\$80,000	
		\$ -				\$85,000	\$85,000
FY22				Currents	Pool Resurface - Pools & Spa	\$ 65,000	
		\$ -				\$65,000	\$ 65,000
FY23				Splash	Buildings Re-roof	\$45,000	
		\$ -		Splash	Concessions Freezer Replacement	\$18,000	
						\$63,000	\$ 63,000
FY24				Splash	Pool Blanket Replacement	\$25,000	
		\$ -				\$25,000	\$ 25,000

Capital Improvement Project		Maintenance & Revenue Generating Items	
Ongoing or replacement schedule for Pool pumps and Motors			
Splash	\$1,200/year over 9 years \$4,500 per motor = 9 motors Every 9 years or motors		\$10,800 \$40,500
Currents	\$1,200/year over 6 years \$4,500 per motor = 6 motors Every 6 years or motors		\$7,200 \$27,000
			\$85,500
	Total Capital	\$ 1,352,000	Total Maintenance
	Avg per year FY12-FY24	\$ 112,667	Avg per year FY12-FY24
			\$ 49,375
			Total Capital & Maintenance
			Avg per year FY12-FY24
			\$ 162,042
			\$ 1,944,500

The case for installing a grill at Splash Montana

February 2012

By the numbers:

If we were to install a grill at Splash Montana so that we were able to provide hamburgers and other choice grilled menu items we have a potential to increase our sales. According to research from Profitable Foods our profits could reach \$160,000 in increased food sale profits in one year.

The information provided by PFF was taken from "Wave Water Park" located in Vista California. Wave Water Park has an average attendance of 100,000 visits per season. This comes close to matching our average seasonal attendance at Splash Montana Water Park, where the average gross concessions sales is \$170,000. After subtracting cost of goods and labor, the average net profit at Splash is: \$60,000.

Wave Water Park menu also is comparable to that at the Crazy Creek café, with the exception of the grilled choices.



The first year Wave water added a grill they saw an increase in gross sales of \$160,000 to \$340,000. After labor and expense were deducted they had \$162,000 in net profit. It is our belief that Splash Montana would see a similar increase in sales net revenue, totaling an additional \$100,000 annually.

The chart below shows the before grill installation and after grill installation gross revenue numbers at other water parks two of whom are very similar in size to Splash, Montana (one of the two is Wave Water Park, mentioned above).

Park Name	Attendance	Before	After
Seven Peaks Waterpark	200,000	\$400,000	\$530,000
Chesapeake Beach Waterpark	60,000	\$226,000	\$323,000
Wave Waterpark	100,000	\$160,000	\$340,000
Splash Waterpark	100,000	New Site	\$360,000
NRH2O	260,000	\$20,000	\$676,000

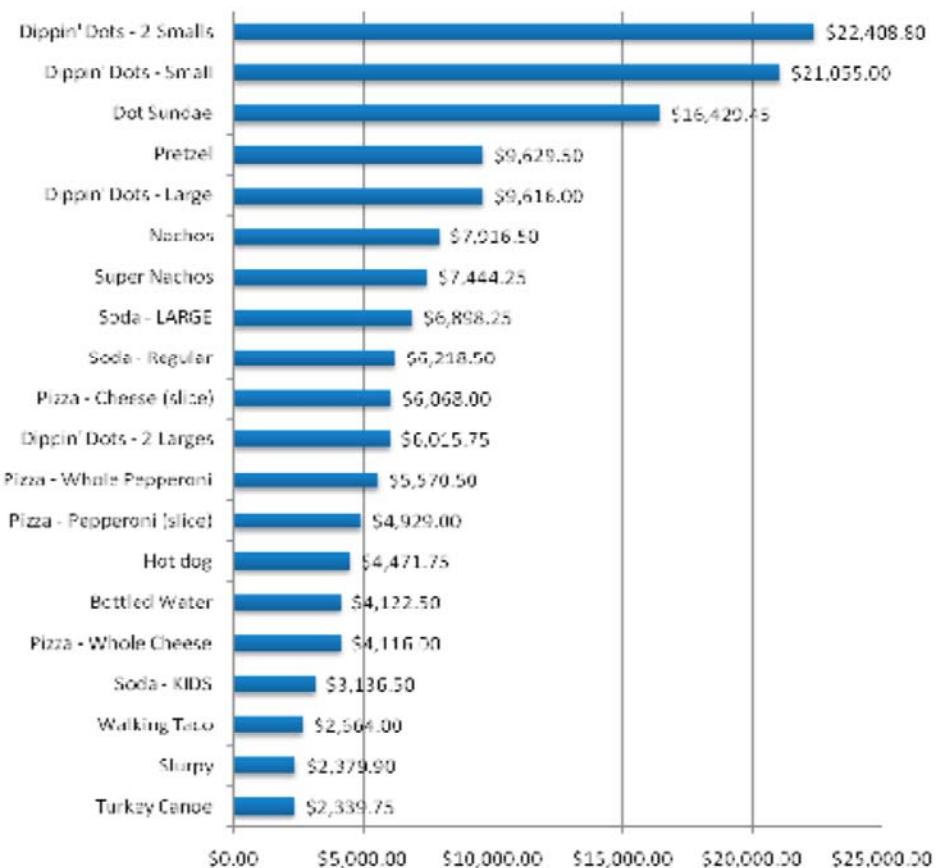
This chart shows the Cost of Goods (COGS) and labor breakdown for each of the 5 sample parks on the first year of installed grill:

Park Name	COGS	Labor %	Net
Seven Peaks Waterpark	28%	18%	\$ 300,000
Aqua Adventure	30%	28%	\$ 136,000
Wave Waterpark	25%	27%	\$ 162,000
Splash Waterpark	21%	19%	\$ 200,000
NRH2O	35%	20%	\$ 305,000

Nutritional Plan:

Many people utilize Splash Montana as an inexpensive and local vacation attraction. A comparison of the food that has been offered over the 5 years of operation and the items that sell points to the fact that customers make the same decisions at Splash that they would make when visiting the County Fair. Menu item sales reflect customer preferences. Lower calorie items such as fruit trays, salads, and peanut butter and jelly sandwiches did not sell well enough to make the top 20 chart.

Crazy Creek Café Top 20 Items Sold



In summer of 2010 Crazy creek Café had a food analysis done on the items offered on our menu. The chart below shows how a $\frac{1}{4}$ pound grilled cheese burger rates when stacked against comparable food items from the top 20 sales items listed above.

Menu Item	Calories	Calories from Fat	# servings
Super Nachos	1260	690	1
Wrap - Turkey Canoe	780	430	1
Walking Taco	480	270	1
Nachos	420	210	1

Hot Dog on Bun	320	126	1
Proposed 1/4 lb grilled Cheesburger	300	120	1
Pizza Slice - Pepperoni	102.5	55	1
Pizza Slice - Cheese	92.5	50	1

The addition of a typical grilled food item such as a 1/4 pound cheese burger would conceivably provide an option that has lower calorie and lower fat calories than several of our current top sellers, thus providing a lower calorie option for individuals who are looking for a substantial/hot meal while playing at the park.

Options:

There were several options that we researched in making our decision to request a food truck to serve the grilling needs at Splash Montana.

We first considered installing a grill in the existing kitchen space, the Café. This posed problems such as tight quarters which would hamper efficiency and possibly pose a health risk due to burns from the grill. The cost of installing the grill and hood fan was not insignificant, but what really tipped the scales against this option was that the installation of grease traps onto the sinks as required by the building code would require excavation underneath the building, at enormous expense. At minimum our cost would be up wards to 40,000.00 for the construction portion of the remodel, not including the actual grill and vent.

A second option is to purchase a trailer that would work as a separate service area. The benefit to this option is that it would allow us to spread out our sales, thus thinning wait lines. Also, in the spring and the fall, when Splash is not open, the trailer could be hauled to different sporting and recreational events that are held in the parks, thus extending the ability to make revenue for the enterprise fund. A food trailer prices out new \$35,000.00 to about \$10,000.00 used. Used trailers and trucks may have to be remolded to suit a grilling package and health codes.

Our third option is to purchase a food truck. This option has the benefits of spreading out sales and extending the selling season to the spring and fall, as well as providing the means for quick relocation to sports and recreational events in the evenings during the summer, should the event seem to allow for increased sales over what is expected to be made within the confines of Splash. A food catering truck consisting of a grill, fryer and proper ventilation and fire prevention equipment, prices between \$20,000.00 used to 50,000.00 new.

Conclusion:

Our recommendation is to purchase a Food Truck to serve as a mobile kitchen to increase sales revenue at Splash Montana. The net revenue increase of close to \$100,000 per year would quickly cover the cost of the purchase and would take the facilities a long step towards financial independence.