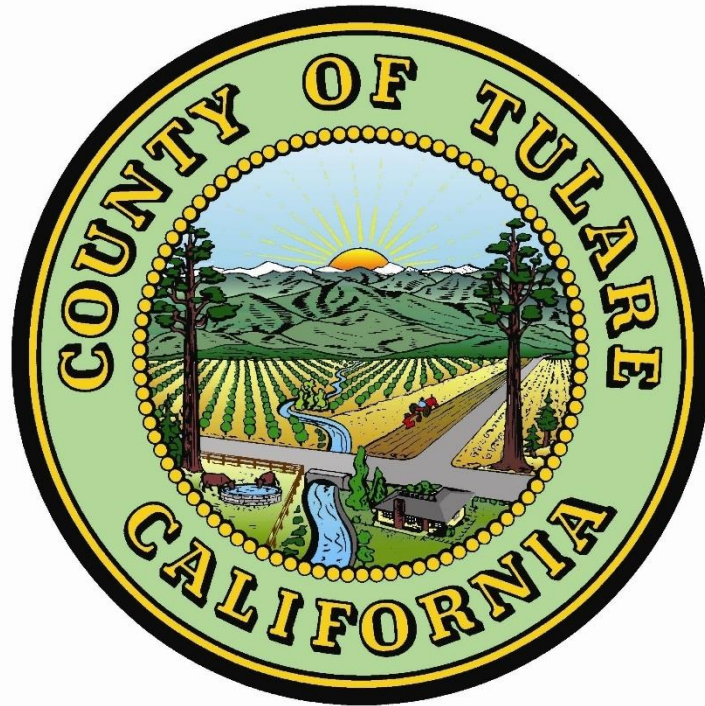


COUNTY OF TULARE
COUNTY ADMINISTRATIVE OFFICE
GENERAL SERVICES & CAPITAL PROJECTS

CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2017/18 – 2021/22

August 2017



Capital Improvement Plan FY 2017/18 – FY 2021/22

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Capital Improvement Plan FY 2017/18 – FY 2021/22

Section 1: Executive Summary

The Five Year Capital Improvement Plan (CIP) is a planning tool designed to identify building and facilities needs to be considered for construction and implementation over a five year period. This CIP covers the five year period beginning in FY 2017/18 and ending in FY 2021/22. The CIP is updated and presented annually to the Tulare County Board of Supervisors.

This Five Year CIP proposes a list of prioritized projects, allocates valuable resources, and ensures that the County's Capital Projects activities align with the Board of Supervisors and County Administrative Officer's strategic goals. As such, priority has been given to projects satisfying two primary objectives: projects that enhance the County's public safety activities and projects that address an extensively substandard building condition.

The Five Year CIP creates a structure for project consideration and allocation of financial resources as funds become available. The CIP is designed to identify all of the building needs of the County in the next five years; although, it is understood that not all building needs will be satisfied due to limited funding availability and other project considerations.

Accordingly, the CIP prioritizes projects to ensure that funds are contributed to the greatest needs first. This CIP also includes the Parks & Recreation Maintenance and Improvement Program (MIP), which was included in the Parks & Recreation Strategic Business Plan.

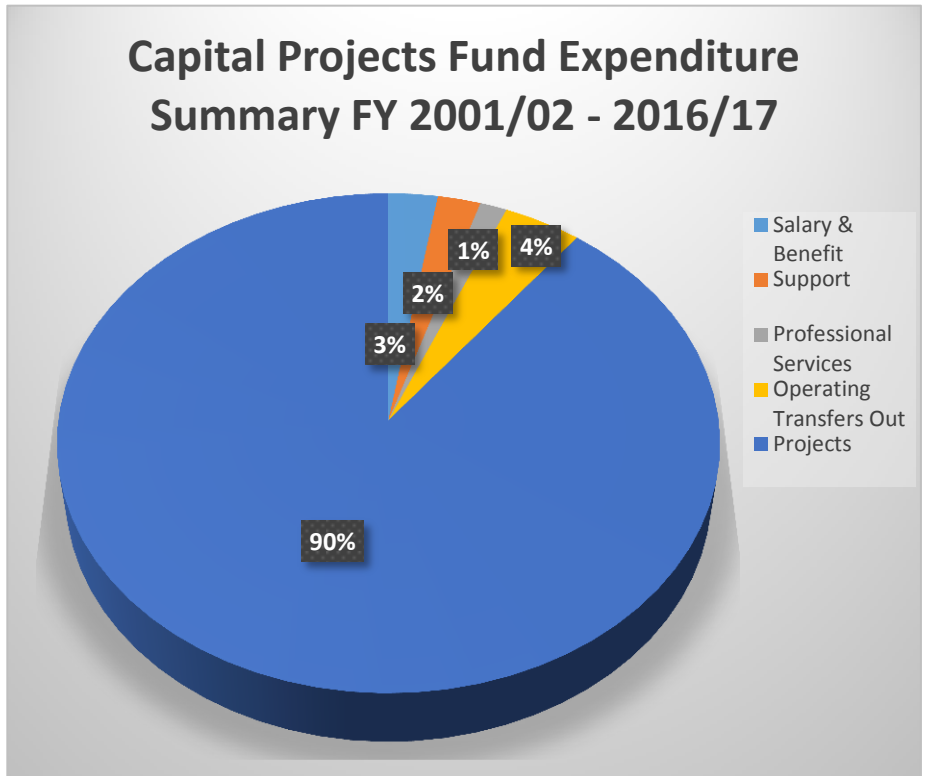
QUICK FACTS

- Over the past three years, Capital Projects spent \$64 million on projects.
- Fiscal Year 2016/17 saw the highest amount of project expenditures on record at \$28.25 million, surpassing last year's record amount of \$23.03 million
- Capital Projects completed or advanced over 30 projects in FY 2016/17.
- These projects helped improve building conditions for 10 County departments.
- Administration and Overhead Expenses were only 4% of total expenditures last Fiscal Year in the Capital Projects fund, significantly below industry standards.
- This CIP recommends \$72.50 million in project expenditures for Fiscal Year 2018 across 33 projects.
- FY 2017/18 includes several significant public safety projects, including: the South County Detention Facility, Sequoia Field Program Facility, Property & Evidence project, relocation of Sheriff's Office Headquarters, and construction of Fire Station No. 1.

The charts and tables on the following pages summarize the expenditures of the Capital Projects funds over the past 16 years. It is notable that the vast majority of funds spent by the Capital Projects fund, approximately 90%, are directly invested in building improvement projects.

Section 1: Executive Summary

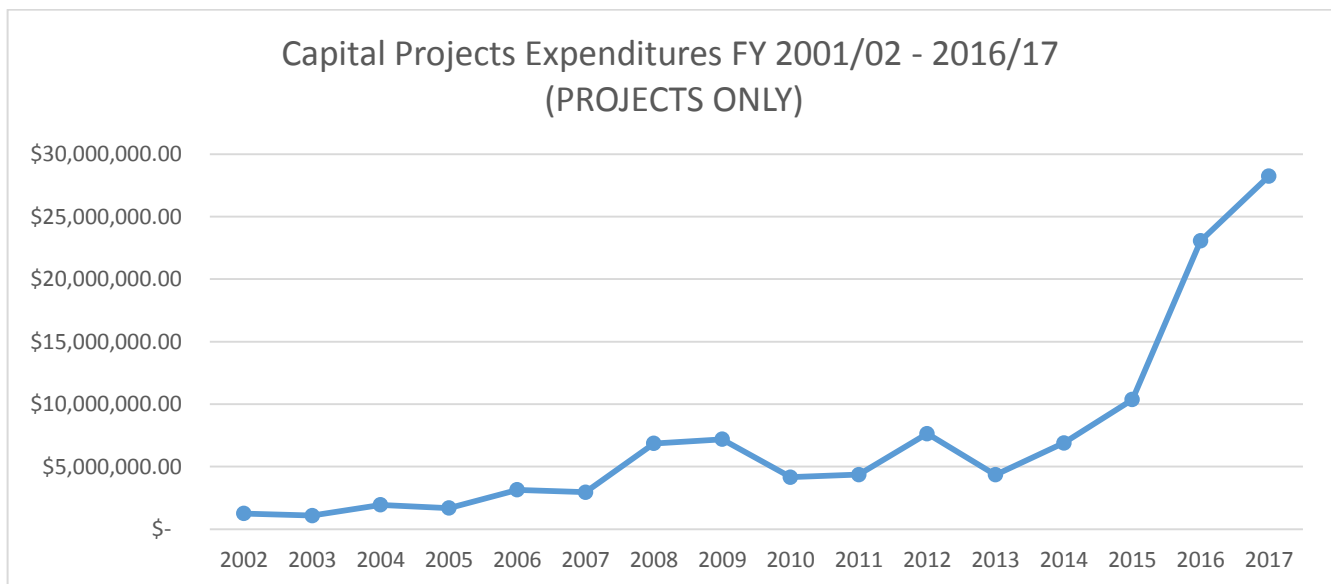
This pie chart shows the breakdown of expenditures across several categories: Salary & Benefits, Support services, Professional Services, Operating Transfers Out to other Departments, and direct Project expenses. As this chart shows, the Capital Projects Fund has dedicated the majority of its resources to County building projects.



This prudent use of resources has allowed the Capital Projects staff to accomplish a significant amount of building improvement and rehabilitation projects.

The graph below indicates the total amount of expenditures per fiscal year for the past 16 years on direct project expenses. As you can see, this past fiscal year saw the highest level of project expenditures on record. What is also notable is the continuous increase of expenditures over the past four fiscal years.

This past year included the beginning of the South County Detention Facility, which is currently over 50% completed. This is the single largest construction project ever undertaken by the County and has a total value of \$72 million.



Section 2: Introduction and Background

The Five Year Capital Improvement Plan is a multi-year planning tool used to identify and plan for the County's capital needs. This document is not in the strictest sense a budget document as it does not allocate nor formally commit funding to the projects identified in the plan. Rather, this document is a resource for the Board of Supervisors, County Administrative Officer, and other senior to staff to assist in the budget allocation and project approval process.

Funding is allocated through the annual budget process or by separate action by the Board of Supervisors. The CIP is a means to identify, schedule, and track capital projects and provide the Board of Supervisors and staff with the needed information to determine priorities and assign limited resources to those priorities. This CIP also presents the projects that were advanced or completed in Fiscal Year 2016/17, with many being multiple year projects.

The County of Tulare owns over 100 buildings totaling approximately 1.5 million square feet of space. These buildings provide the necessary space for County employees to provide services to the public. In order to ensure that the public's needs are being met when doing business with the County, it is essential that County buildings are in sufficient condition to allow for the professional operation of our governmental business. To that end, the CIP is a document designed to meet the needs of the County and the public.

Fundamentally, the CIP is an opportunity for the County to practice good stewardship of our physical assets. All of the buildings owned and operated by the County serve a purpose and meet a community need. Furthermore, public resources have been utilized to acquire and operate these buildings. Therefore, the County has a responsibility to see that these buildings are in the condition necessary to meet the public's needs.

This CIP outlines the recommended projects for Fiscal Year 2017/18 as well as the next five year planning horizon – Fiscal Years 2017/18 – 2021/22. This is consistent with past CIP's and allows for budget decisions to be made with immediate results in the context of satisfying long-term needs. In addition to the projects listed on the CIP, the annual Capital Projects budget also includes "annual allocation" monies to common categories of building needs.

These annual allocations allow the County to undertake major maintenance items, those projects that are non-routine and non-preventative in nature, as those needs arise. It is commonly understood that not all building and system failures can be planned for, and a certain amount of reserved resources is necessary in order to address unforeseen building needs. These allocations are designed to fulfill that objective.

Establishing a methodology for determining the appropriate allocation of building resources to projects is necessary for prudent decision-making and is an essential concept in this CIP.

Section 3: Summary of Projects for Fiscal Year 2016/17

The following table provides a summary of capital and major maintenance projects completed or advanced by Capital Projects staff in Fiscal Year 2016/17. This list shows a broad range of projects with a total value of \$28.27 million. This is the single highest level of expenditures on record for the Capital Projects Fund. The second table distributes these projects into broader categories as to demonstrate the type of improvement projects undertaken.

	PROJECT	EXPENDITURE
1	South County Detention Facility	\$ 19,521,142
2	Countywide Space Improvement Project	\$ 3,265,722
3	Visalia Wellness Center Acquisition	\$ 1,202,000
4	Sequoia Field Program Facility	\$ 747,241
5	Cutler Park Well	\$ 516,823
6	Porterville Wellness Center	\$ 358,936
7	Assessor's Office Remodel	\$ 344,708
8	Visalia Health Clinic Improvements	\$ 292,640
9	BWDF Boiler	\$ 267,344
10	Burrel Ave Cooling Towers	\$ 266,672
11	Pre-Trial Rail Enhancement	\$ 253,847
12	Ag Commissioner Office Renovation	\$ 251,063
13	TCiCT Government Plaza HVAC	\$ 157,383
14	Mineral King Sewer Expansion	\$ 149,398
15	Porterville Tenant Improvements	\$ 109,405
16	Property & Evidence Relocation Project	\$ 105,435
17	London Library	\$ 90,155
18	Fire Station 1	\$ 71,750
19	TCSO Farm Improvements	\$ 47,353
20	Public Defender Renovations	\$ 45,757
21	Harmon Field	\$ 45,536
22	Probation Office Improvements	\$ 28,981
23	Hillman Roof Improvements	\$ 23,257
24	Parks Grant Support	\$ 21,529
25	Animal Control Cattery	\$ 20,259
26	Balch Park Restroom	\$ 19,895
27	BWDF Well	\$ 18,410
28	Fleet Services Parts Room	\$ 9,167
29	Central Yard Well	\$ 5,876
30	JJC Flooring Treatment	\$ 5,636
31	Vocational Education Building	\$ 4,100

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	TOTAL PROJECT EXPENDITURES	\$ 28,267,428
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This table displays the same project expenditures as calculated above, but organized into broader categories. As you can see, the greatest expenditures were in New Construction, primarily due to the South County Detention Facility. The second largest category was Rehabilitation, including the Countywide Space Improvement & Relocation Project.

CATEGORY	EXPENDITURE
Acquisition	\$ 1,202,000
HVAC	\$ 691,400
Infrastructure	\$ 149,398
New Construction	\$ 20,648,860
Rehabilitation	\$ 4,706,381
Remediation	\$ 51,173
Roof	\$ 23,257
Safety	\$ 253,847
Well	\$ 541,110

Capital Improvement Plan FY 2017/18 – FY 2021/22

Section 4: Recommended Projects for Fiscal Year 2017/18

The table below outlines the recommended projects and associated expenditures for Fiscal Year 2017/18. The amounts listed below may not be expended in one fiscal year, and may be spread out over several fiscal years, but are reflected as total expenditures in this table. Thus, there may be differences in this table and the following table in Section 5. Also, Items 24-33 are reserved for unforeseen projects designated by general categories.

	PROJECT	AMOUNT
1	South County Detention Facility	\$ 40,000,000
2	Countywide Space Improvement Project	\$ 14,000,000
3	Sequoia Field Program Facility	\$ 3,500,000
4	Property & Evidence Relocation Project	\$ 3,350,000
5	Fire Station 1	\$ 2,956,000
6	Central Yard Well Replacement Project	\$ 1,600,000
7	Solid Waste Administrative Office	\$ 1,500,000
8	Lover's Lane Wellness Center	\$ 1,250,000
9	Vocational Education Building	\$ 1,100,000
10	Mooney Grove Park Improvements	\$ 501,099
11	Burrel Ave Roof & HVAC Project	\$ 500,000
12	Farmersville Tenant Improvements	\$ 250,000
13	Balch Park Improvements	\$ 150,000
14	Fire Maintenance Support	\$ 150,000
15	Ledbetter Park HRPP Grant Match	\$ 105,000
16	Peace Officer Memorial Support	\$ 45,000
17	Board Chambers Improvements	\$ 45,000
18	Elections Office Improvements	\$ 45,000
19	Bartlett Park Improvements	\$ 25,000
20	Woodville Park Improvements	\$ 25,000
21	Cutler Park Improvements	\$ 25,000
22	Pixley Park Improvements	\$ 25,000
23	Harmon Field Maintenance Support	\$ 10,000
24	<i>Undesignated Major Maintenance</i>	\$ 858,103
25	<i>HVAC Annual Allocation</i>	\$ 50,000
26	<i>Roof Annual Allocation</i>	\$ 50,000
27	<i>Electrical Annual Allocation</i>	\$ 50,000
28	<i>Plumbing Annual Allocation</i>	\$ 50,000
29	<i>Flooring Annual Allocation</i>	\$ 50,000
30	<i>Paving Annual Allocation</i>	\$ 50,000
31	<i>ADA Annual Allocation</i>	\$ 50,000
32	<i>Facility Maintenance Support</i>	\$ 50,000

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33	<i>Painting Annual Allocation</i>	\$ 50,000
	TOTAL EXPENSES	\$ 72,465,202

Section 5: Five Year CIP Fiscal Years 2017/18 to 2021/22

	PROJECT	2017/18	2018/19	2019/20	2020/21	2021/22
1	South County Detention Facility	\$38,000,000	\$2,000,000			
2	Space Improvement Project	7,000,000	7,000,000			
3	Property & Evidence Project	3,000,000	350,000			
4	Sequoia Field Program Facility	2,000,000	20,000,000	\$20,000,000		
5	Vocational Education Building	1,000,000				
6	Fire Station 1	956,000	2,000,000			
7	Central Yard Well Project	1,600,000				
8	Solid Waste Administrative Office	150,000	1,350,000			
9	Lover's Lane Wellness Center	1,250,000				
10	Mooney Grove Park Improvements	501,099				
11	Burrel Ave Roof & HVAC Project	500,000				
12	Farmersville Tenant Improvements	250,000				
13	Balch Park Improvements	150,000				
14	Ledbetter Park HRPP Grant Match	105,000				
15	Peace Officer Memorial Support	45,000				
16	Board Chambers Improvements	45,000				
17	Elections Office Improvements	45,000				
18	Bartlett Park Improvements	25,000				
19	Woodville Park Improvements	25,000				
20	Cutler Park Improvements	25,000				
21	Pixley Park Improvements	25,000				
22	Fleet Services Parts Room		60,000			
23	BWDF Multi Year Roof		275,000	275,000		
24	TCSO Substation Remodels			3,000,000	\$3,000,000	\$3,000,000
25	Fire Station Remodels			3,000,000	3,000,000	3,000,000
26	Porterville Justice Partners		1,500,000	1,500,000	1,500,000	
27	<i>Undesignated Major Maintenance</i>	858,103	500,000	500,000	500,000	500,000
28	<i>HVAC Annual Allocation</i>	50,000	50,000	50,000	50,000	50,000
29	<i>Roof Annual Allocation</i>	50,000	50,000	50,000	50,000	50,000
30	<i>Electrical Annual Allocation</i>	50,000	50,000	50,000	50,000	50,000
31	<i>Plumbing Annual Allocation</i>	50,000	50,000	50,000	50,000	50,000
32	<i>Flooring Annual Allocation</i>	50,000	50,000	50,000	50,000	50,000
32	<i>Paving Annual Allocation</i>	50,000	50,000	50,000	50,000	50,000
34	<i>ADA Annual Allocation</i>	50,000	50,000	50,000	50,000	50,000
35	<i>Fire Maintenance Support</i>	150,000	50,000	50,000	50,000	50,000

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36	<i>Facility Maintenance Support</i>	50,000	50,000	50,000	50,000	50,000
37	<i>Painting Annual Allocation</i>	50,000	50,000	50,000	50,000	50,000
	TOTALS	58,155,202	35,535,000	28,775,000	8,500,000	7,000,000

Section 6: Parks & Recreation Maintenance and Improvement Program for Fiscal Year 2017/18

On June 6, 2017, the Board of Supervisors approved the Tulare County Parks & Recreation Strategic Business Plan. This Plan included several recommendations, including the establishment of a Maintenance and Improvement Program (MIP) to be approved by the Board of Supervisors. This Section of the CIP outlines the projected activities to be undertaken through the MIP. These activities fall into the following categories:

- **Maintenance:** those activities that support the Parks conditions and equipment. These activities are typically undertaken on a regular and ongoing basis and can be completed by in-house staff or contracted services, as necessary.
- **Improvement:** those activities that expand or improve existing or new features within the Parks system. These are typically undertaken through a partnership with Capital Projects as listed in the CIP, above.

Maintenance Activities

Parks & Recreation undertakes regular and ongoing maintenance activities. Staff conducts the work necessary to keep the County’s ten parks operational and to meet the needs of the public. The table below outlines those tasks included in the Parks regular and ongoing activities.

	DAILY	WEEKLY	MONTHLY	QUARTERLY
1	Turf Mow	Landscape Spraying	Deep Clean Restrooms	Horse Shoe Pit Maintenance
2	Chase Mow	Service Equipment	Skirting Trees	HVAC Service
3	Edging	Paint Touch Up	Safety Training	Replace Light Bulbs
4	Blowing	Clean Grills	Fuel Tank Maintenance	Spread Wood Chips
5	Clean Restrooms	Clean Arbors	Water Testing	Maintain Mulch Beds
6	Pick Up & Empty Trash	Pump Maintenance	Vehicle Service	Maintain Flower Beds
7	Irrigation Repairs	Cash Reconciliation	Drinking Fountain Repairs	DOT Training
8	Community Service & SWAP Oversight	Parts Replacement & Ordering	Electrical Repairs	Sign Replacements
9	Clean Geese Feces	Fill Gas Cans	Staple Removals at Arbors	
10	Crew Preparation	Graffiti Removal		
11	Shop Cleaning	Playground Clean Up		
12	Clean Parks Equipment	Irrigation Programming		

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Improvement Activities

In addition to ongoing maintenance activities, Parks & Recreation has also partnered with Capital Projects to implement an Improvement Program. These improvement projects improve or expand existing features within the parks, including recreation features and infrastructure; and help to install new features.

The projects listed below will be undertaken by in-house forces and outside contractors. These projects are listed consistent with the Public Contracts Code procurement tiers.

	FUNDING ALLOCATED	PROJECTS UNDER \$45,000	PROJECTS BETWEEN \$45,000 and \$175,000	PROJECTS ABOVE \$175,000
Mooney Grove	\$501,099	Establish Mobile Food Vendor Opportunities	Renovate the Bridge Deck	<u>20-Year Master Plan Projects</u>
		Initiate Koi Pond Public Art Project		Stage at the Ponding Basin
		Re-establish availability of the Row Boats		New Walking Trail
		Establish Tree Planting Initiative		Cameron Creek Restoration
		Complete Paving Improvements		Bridge Renovation Project
		Paint Fences and Gats		Rock Wall Reconstruction
		Establish Recreation Programs		Water Play Area
		Repair and Install New Water Fountains		Veteran's Memorial
		Improve Entrance Landscaping		Park Entrance Relocation
Ledbetter Park	\$105,000		Landscaping, Infrastructure, ADA, Sidewalks (Grant Match)	
Balch Park	\$150,000	To Be Identified		
Bartlett Park	\$25,000	To Be Identified		
Woodville Park	\$25,000	To Be Identified		
Cutler Park	\$25,000	To Be Identified		

Capital Improvement Plan FY 2017/18 – FY 2021/22

Pixley Park	\$25,000	To Be Identified		
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Section 7: Conclusion

The past three years have been the most productive period of time for the Capital Projects fund, with over \$64 million in project expenditures, and the completion of several major projects. This has been accomplished with exceptional staff and support from several County Departments. Additionally, these projects will continue to add value to the County in the form of increased efficiencies and improved operations.

Although Capital Projects has accomplished much in the past two years, there are some key areas for future consideration to ensure the long-term success of the County’s Capital Projects Program. To that end, this Section provides basic considerations for future actions.

This Five Year CIP presents an ambitious schedule of projects, many of which are of a critical nature to the County’s mission to serve the public. This is done to ensure that the Plan is exhaustive and captures all of the County’s needs, even though it may not be possible to satisfy all of these building needs in this planning period. This plan is also designed to ensure that those projects recommended for this Fiscal Year have the necessary funding resources to proceed.

Therefore, looking forward, there are several factors and issues that will need to be reviewed and addressed further as the County proceeds with these building projects. These items are listed below in priority of importance.

1. Establish Project Consideration Criteria

The allocation of resources to building projects is a matter of great importance to the local legislative body, the Board of Supervisors, as it communicates to the public the priorities within the County’s functional services, and demonstrates a wise and rational use of resources.

Currently, funding is given to projects that have been brought to the attention of Capital Projects, or have become a necessity in order to address a major maintenance concern. While this method has served the County for many years, and the Capital Projects division continues to increase the number of projects being completed, it is insufficient with respect to a strategic management and business model approach.

As such, it is proposed that the County evaluate the various different methods that could be utilized to approve and allocate project funding across Capital Projects. This would be an evaluative process with input and would be brought before the Board for final consideration. In the end, such a methodology would provide the County with a standardized process of project evaluation and approval.

2. Formalize Change Order Review Process

The Capital Projects division continues to complete more projects than ever before. The department continues to receive additional funds for new projects. This additional funding has allowed the division to take on more sophisticated projects with unique building trades.

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To continue with a strategic management perspective, it would be advisable for the County to institute a process of formally reviewing all Contract Change Orders over a certain amount. This would be developed to ensure that each proposed change order is in the best interest of the County and the project.

This model is currently being used by Capital Projects for its jail construction facilities, due to the great size and complex nature of those projects. It is proposed that this model be expanded to include other projects.

3. Implement a Post-Construction Evaluation Process

Upon completion of a project, it is recommended that staff conduct a Post-Construction Evaluation to identify areas of the projects that were successful or areas of the project of concern. This is part of a continuous learning initiative and would ensure that staff are reflecting on project management skills on an ongoing basis.