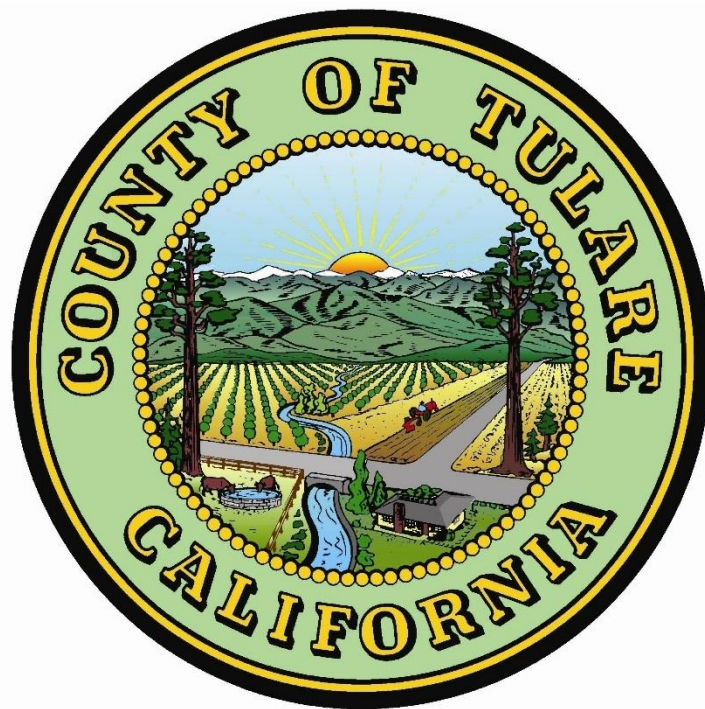


COUNTY OF TULARE
GENERAL SERVICES AGENCY

CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2018/19 – 2022/23

July 2018



Capital Improvement Plan FY 2018/19 – FY 2022/23

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Section 1: Executive Summary

The 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. The CIP is updated and presented annually to the Tulare County Board of Supervisors for approval and adoption.

This CIP covers the five year period beginning in FY 2018/19 and ending in FY 2022/23. It includes a list of prioritized projects selected in accordance with the following General Services Agency (GSA) Capital Projects strategic protocols:

- 1) Projects align with and support the Board’s Countywide strategic business priorities.
- 2) Projects enhance service delivery, provide for forecasted growth, or improve substandard building concerns.

The Five Year CIP creates a structure for project consideration and future allocation of financial resources through the strategic identification of significant building needs over the next five years. It is understood that not all building needs will be satisfied due to limited funding availability and other project considerations. Accordingly, the CIP is not a budget document, but a planning tool used to prioritize projects to ensure that funds are contributed to the greatest needs first, to the extent feasible.

QUICK FACTS ABOUT FY 2017/18 CAPITAL PROJECTS

- FY 2017/18 again saw the highest amount of project expenditures on record at \$47.51 million, surpassing last year’s record amount of \$28.27 million.
- Capital Projects completed or advanced over 25 projects, which helped improve building conditions for 10 County departments.
- Administration and Overhead Expenses in the Capital Projects fund were 4% of total expenditures last fiscal year, significantly below industry standards.

QUICK FACTS ABOUT FY 2018/19 CAPITAL PROJECTS

- This CIP recommends nearly \$30 million in project expenditures across 26 individual projects.
- FY 2018/19 includes several significant public safety projects, including:
 - South County Detention Facility,
 - Sequoia Field Program Facility,
 - Property & Evidence Project, and
 - Construction of Fire Station No. 1.

Capital Improvement Plan FY 2018/19 – FY 2022/23

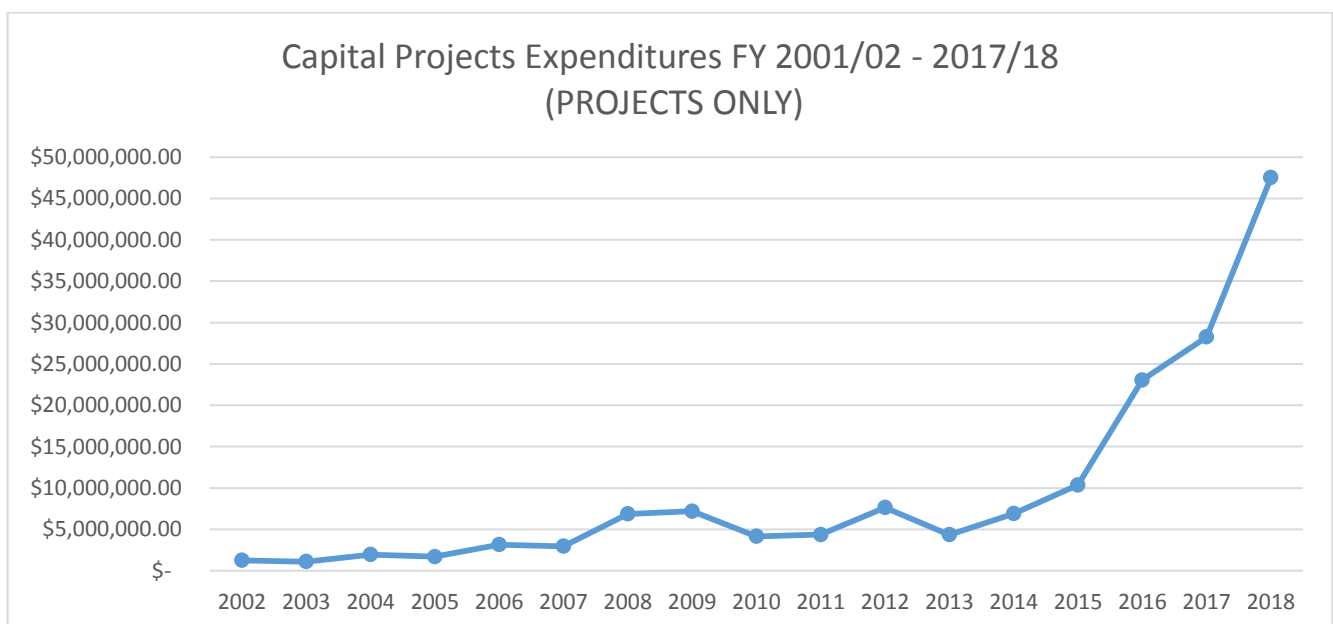
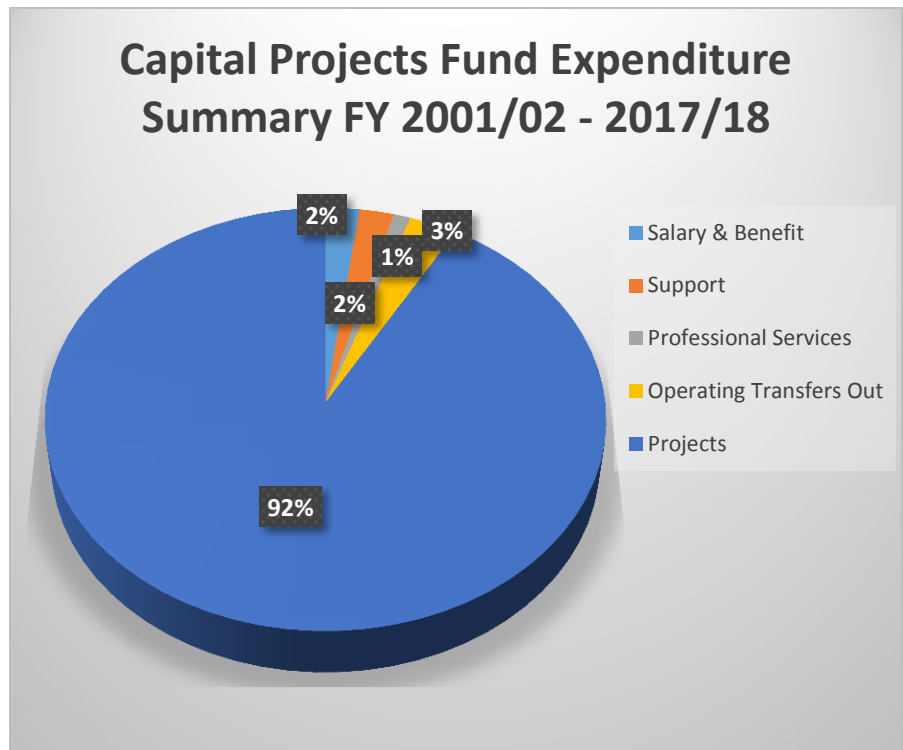
The charts below summarize the expenditures of the Capital Projects funds over the past 17 years, since its inception. It is notable that over 90% of monies spent by the Capital Projects fund are directly invested in building improvement projects.

This prudent use of resources has allowed GSA Capital Projects to accomplish a significant number of building improvement and rehabilitation projects.

The graph below indicates the total amount of direct-project expenditures per fiscal year for the past 17 years. As illustrated, FY 2017/18 saw the highest level of project expenditures on record.

Also notable, is the exceptional increase of expenditures over the past four fiscal years due primarily to public safety projects.

The \$72 million South County Detention Facility project entered its second year of construction in Fiscal Year 2018/19 and is currently over 90% complete. This is the largest construction project the County has undertaken.



Section 2: Introduction and Background

The County of Tulare owns over 100 buildings totaling approximately 1.5 million square feet of space. It is essential that County buildings are in adequate condition to support the efficient and effective operation of County business and delivery services to the public.

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, the CIP is a resource for the Board of Supervisors, County Administrative Officer, and other staff to assist in the budget allocation and project approval process.

Funding for a given project is allocated through the County's budget process or by separate action by the Board of Supervisors. The CIP identifies, schedules, and provides status reports on capital projects to ensure that the Board has the necessary information to determine priorities and assign resources to those priorities.

The CIP also includes annual allocations which allow the County to undertake major maintenance items that are non-routine and non-preventative in nature, as they arise. Not all building and system failures can be anticipated, and a certain amount of reserved resources is necessary in order to address unforeseen building needs.

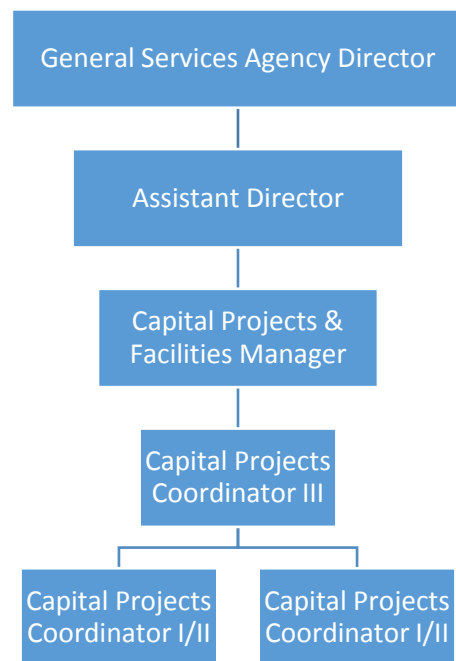
This CIP outlines the recommended projects for Fiscal Year 2018/19 as well as the next five year planning horizon – Fiscal Years 2018/19 – 2022/23. It is consistent with past CIP's and allows for annual budget decisions to be made in the context of long-term needs.

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. The included projects were selected and prioritized using the following General Services Agency (GSA) Capital Projects strategic protocols:

- 1) Projects align with and support the Board's Countywide strategic business priorities.
- 2) Projects enhance service delivery, provide for forecasted growth, or improve substandard building concerns.

CAPITAL PROJECTS ORGANIZATION

The Capital Projects Division underwent two major organizational changes in Fiscal Year 2017/18. In December 2017, the Board of Supervisors established the General Services Agency (GSA), formally combining General Services and Capital Projects into one County Agency. In addition, in March 2018, the Board approved the restoration of the Capital Projects & Facilities Manager position, which was then filled in May. The organization chart to the right reflects these changes.



Capital Improvement Plan FY 2018/19 – FY 2022/23

Section 3: Summary of Projects for Fiscal Year 2017/18

The following table provides a summary of projects completed or advanced by staff in Fiscal Year 2017/18. This list shows a broad range of projects with a total value of \$47.51 million. This is the single highest level of expenditures on record for the County.

	PROJECT	EXPENDITURE*
1	South County Detention Facility	\$ 31,507,683
2	Countywide Space Improvement Project	\$ 5,357,546
3	HHSA Projects	\$ 4,366,196
4	Property & Evidence	\$ 2,472,748
5	Sequoia Field Program Facility	\$ 1,847,812
6	Central Yard Well	\$ 1,261,157
7	Elections Remodel	\$ 183,520
8	Porterville Tulare WORKS	\$ 111,473
9	Hillman Health Center Chiller	\$ 104,025
10	Vocational Education Building	\$ 75,783
11	Road Yard	\$ 46,925
12	Courthouse Asbestos Abatement	\$ 34,724
13	Family FOCUS Improvements	\$ 23,128
14	Park Improvements	\$ 21,595
15	Fire Station No. 1	\$ 19,051
16	Bob Wiley Detention Facility Boiler	\$ 17,179
17	Probation JDF Carpets	\$ 16,393
18	Custodial Building Improvements	\$ 14,360
19	210 N. Court	\$ 8,253
20	Ag Commissioner HVAC	\$ 7,620
21	100 E. Center	\$ 5,000
22	Harmon Field	\$ 4,435
23	Board Chambers Improvements	\$ 2,070
24	Visalia Courthouse Chillers	\$ 1,101
25	Motor Pool Eyewash Station	\$ 450
	TOTAL PROJECT EXPENDITURES	\$ 47,510,227

**The figures above are as of June 20, 2018 from AFIN, they are subject to change in the final report after the close-out of Fiscal Year 2017/18*

Capital Improvement Plan FY 2018/19 – FY 2022/23

Section 4: Recommended Projects for Fiscal Year 2018/19

The table below outlines the recommended projects for Fiscal Year 2018/19. The amounts listed below may not be expended in one fiscal year, as many of these are multi-year projects. Items 27-36 are reserved for unforeseen projects.

	PROJECT	AMOUNT	PHASES
1	South County Detention Facility	\$ 5,000,000	Construction & Transition
2	Sequoia Field Program Facility	\$ 5,000,000	Design & Construction
3	Fire Station 1	\$ 2,936,000	Construction
4	HHSA Projects	\$ 6,500,000	Various Projects
5	Countywide Space Improvement Project	\$ 1,000,000	Construction & Transition
6	Property & Evidence Relocation Project	\$ 1,000,000	Construction & Transition
7	Vocational Education Building	\$ 1,000,000	Construction
8	Parks Improvements	\$ 751,099	Various Projects
9	Solar Project Pavement Match	\$ 500,000	Construction
10	Three Rivers Bathroom	\$ 250,000	Construction
11	Central Yard Well Replacement Project	\$ 200,000	Construction
12	Ag Commissioner Projects	\$ 135,000	Various Projects
13	Board Chambers Improvements	\$ 45,000	Construction
14	Fleet Services Parts Room	\$ 120,000	Construction
15	BWDF Multi-Year Roof	\$ 275,000	Construction
16	Courthouse Roof & Exterior Panels	\$ 350,000	Construction
17	Emergency Dispatch Construction	\$ 1,300,000	Design & Construction
18	TCSO Farm Well	\$ 200,000	Construction
19	Main Jail Dispatch Relocation	\$ 200,000	Construction
20	Visalia Courthouse Renovations	\$ 150,000	Design
21	New Assessor/Auditor Building	\$ 150,000	Design
22	Morton Street Remodel	\$ 150,000	Design
23	Porterville Substation Relocation	\$ 150,000	Design
24	Dinuba Library Remodel	\$ 150,000	Design
25	Fire Station Remodel	\$ 1,200,000	Design & Construction
26	Fire Stations Paving	\$ 200,000	Construction
27	<i>Undesignated Major Maintenance</i>	\$ 500,000	Various Projects
28	<i>HVAC Annual Allocation</i>	\$ 50,000	Various Projects
29	<i>Roof Annual Allocation</i>	\$ 50,000	Various Projects
30	<i>Electrical Annual Allocation</i>	\$ 50,000	Various Projects
31	<i>Plumbing Annual Allocation</i>	\$ 50,000	Various Projects
32	<i>Flooring Annual Allocation</i>	\$ 50,000	Various Projects
33	<i>Paving Annual Allocation</i>	\$ 50,000	Various Projects
34	<i>ADA Annual Allocation</i>	\$ 50,000	Various Projects
35	<i>Facility Maintenance Support</i>	\$ 50,000	Various Projects
36	<i>Painting Annual Allocation</i>	\$ 50,000	Various Projects
	TOTAL EXPENSES	\$ 29,862,099	

Capital Improvement Plan FY 2018/19 – FY 2022/23

Section 5: Five Year CIP Fiscal Years 2018/19 to 2022/23

	PROJECT	2018/19	2019/20	2020/21	2021/22	2022/23
1	South County Detention Facility	\$5,000,000	\$1,000,000			
2	Sequoia Field Program Facility	5,000,000	20,000,000	15,000,000		
3	Fire Station 1	2,936,000				
4	HHSA Projects	6,500,000				
5	Countywide Space Improvement	1,000,000				
6	Property & Evidence Relocation	1,000,000				
7	Vocational Education Building	1,000,000				
8	Parks Improvements	751,099				
9	Solar Project Paving Match	500,000				
10	Three Rivers Bathroom	250,000				
11	Central Yard Well Project	200,000				
12	Ag Commissioner Projects	135,000				
13	Board Chambers Improvements	45,000				
14	Fleet Services Parts Room	120,000				
15	BWDF Multi Year Roof	275,000	275,000			
16	Courthouse Roof & Exterior Panels	350,000				
17	Emergency Dispatch Construction	1,300,000				
18	TCSO Farm Well	200,000				
19	Main Jail Dispatch Relocation	200,000				
20	Main Jail Demo. & Reconstruction		3,000,000	2,000,000		
21	Visalia Courthouse Renovations	150,000	3,500,000	3,500,000		
22	New Assessor/Auditor Building	150,000	4,000,000	5,000,000		
23	Morton Street Remodel	150,000	2,250,000	2,250,000		
24	Porterville Substation Relocation	150,000	1,750,000	1,750,000		
25	Dinuba Library	150,000	2,000,000			
26	Fire Station Remodels	1,200,000	1,200,000	1,200,000	1,200,000	400,000
27	Fire Stations Paving	200,000	200,000	200,000	200,000	200,000
28	TCSO Substation Remodels				3,000,000	3,000,000
29	<i>Undesignated Major Maintenance</i>	500,000	500,000	500,000	500,000	500,000
30	<i>Maintenance Annual Allocations</i>	450,000	450,000	450,000	450,000	450,000
	TOTALS	29,862,099	40,125,000	31,850,000	5,350,000	4,550,000

Section 6: Project Life Cycle Analysis

The continuous improvement of capital project selection, management, and evaluation protocols is essential to ensuring the long-term success of the County's Capital Projects Program. Accordingly, staff recommends the implementation of Project Life Cycle Analysis for County capital projects. Wherein all critical stages of a project are analyzed for cost effectiveness and organizational efficiency. The three phases of analysis detailed below work together to accomplish a complete life cycle analysis for each project. It is recommended that, once implemented, this three phase project be applied to projects over \$175,000 (Public Contract Code limit for Board of Supervisors-authorized bidding).

1. Phase 1 – Prior to Construction: Project Consideration Criteria

The first step in developing the CIP is identifying which projects will be included for consideration. The allocation of resources to projects is a financial decision of the Board of Supervisors. How the County's resources are allocated to capital projects communicates to the public the County's priorities and demonstrates a prudent use of resources.

Currently, funding is given to projects that have been brought to the attention of GSA through a department request, or have become a necessity in order to address a major maintenance concern. While this method has served the County for many years, and GSA continues to increase the number of projects being completed, it is insufficient with respect to strategically allocating resources to projects of greatest need.

It is proposed that the County evaluate different methods that could be utilized to approve and allocate project funding for projects. Such a methodology would provide a standardized process of project evaluation and approval; thereby creating a framework for project selection. An initial project review framework has been developed and is being finalized by GSA.

2. Phase 2 – During Construction: Change Order Review

The increased diversity of projects has allowed GSA to take on more sophisticated projects with unique building trades. To ensure cost effectiveness of each project, it would be advisable for the County to institute a formal process of reviewing all Contract Change Orders over a certain dollar amount during construction. This process 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 GSA for its jail construction facilities, due to the size and complex nature of those projects. It is proposed that this model be expanded to include other projects.

3. Phase 3 – After Construction: Post-Construction Evaluation

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 concern. This is part of a continuous learning initiative and would ensure that staff are reflecting on project management skills on an ongoing basis. An initial evaluation form was also developed within GSA and is being finalized.

Section 7: Conclusion

Capital Projects has completed a large number of projects in the past four years, with over \$98 million in project expenditures. These accomplishments are the result of exceptional staff and support from the Board and County departments. And these projects continue to add value to the County in the form of improved operations and working conditions. In order to ensure the long-term success of the County’s Capital Projects Program, the continuous improvement of project selection, management, and evaluation protocols will remain a priority.