

**COUNTY OF TULARE
GENERAL SERVICES AGENCY**

**CAPITAL IMPROVEMENT PLAN
FISCAL YEARS 2019/20 – 2023/24**

August 2019

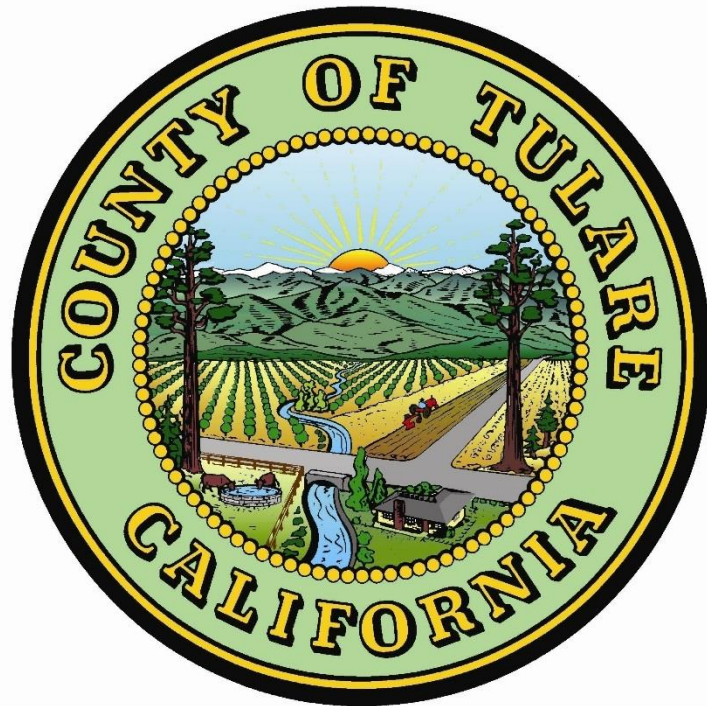


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Section 1: Executive Summary

The purpose of the Capital Improvement Plan (CIP) is to identify and plan for the County's building needs over a five year period and present those needs for consideration of the Board of Supervisors as part of the County's annual budget adoption process. The General Services Agency (GSA) implements the CIP through its Capital Projects division, comprised of a staff of three project coordinators, and a manager, and receives support from the GSA fiscal, clerical, and analyst teams. Capital Projects staff also work closely with the GSA Facilities division to identify building needs and address major maintenance projects.

Because there are limited resources available for the County's building needs, the Five Year CIP creates a framework for individual construction project consideration and an outline for allocating financial resources as funds become available. It is understood that not all building needs will be addressed due to limited funding availability and competing project priorities. It should be noted, therefore, that the CIP is not a budget document, but a planning tool used to identify many of the County's building needs.

This CIP covers the five year period beginning in FY 2019/20 and ending in FY 2023/24, and includes a list of prioritized projects to ensure that the County's Capital Projects activities align with the Board of Supervisors' strategic goals. Accordingly, the CIP prioritizes projects to ensure that funds are contributed to the County's greatest building needs first.

Specifically, GSA believes that the County needs to address identified and projected departmental growth, a future vision for the County Civic Center, and the highest and best uses of certain vacant County facilities. This CIP includes a brief discussion on these matters.

QUICK FACTS

- Over the past five years, Capital Projects spent \$132 million on building projects directly invested in our assets, an increase from the amount reported last year of \$124 million.
- FY 2018/19 included project expenditures of \$16.8 million, a decrease of \$38.7 million from the FY 2017/18 amount of \$55.5 million, primarily due to the completion of the South County Detention Facility.
- Capital Projects completed or advanced over 30 projects in FY 2018/19, which improved building conditions for eight County departments.
- Administration and Overhead Expenses were only 4.1% of total expenditures over the last five fiscal years, significantly below the 10% government accounting practices standard.
- This CIP recommends \$40.2 million in project expenditures for FY 2020 across 32 individual projects.
- FY 2019/20 includes several significant public safety projects, including: the Sequoia Field Program Facility, Fire Station No. 1, demolition plans for the Main Jail, and improvements to the Probation Youth Facility.

The charts and tables on the following pages summarize the expenditures of the Capital Projects fund over the past 18 years, since its inception. It is notable that the vast majority of monies spent by the Capital Projects fund, approximately 91.8%, are directly invested in building projects and improving the County's assets.

Section 1: Executive Summary

This pie chart shows the breakdown of expenditures across several categories.

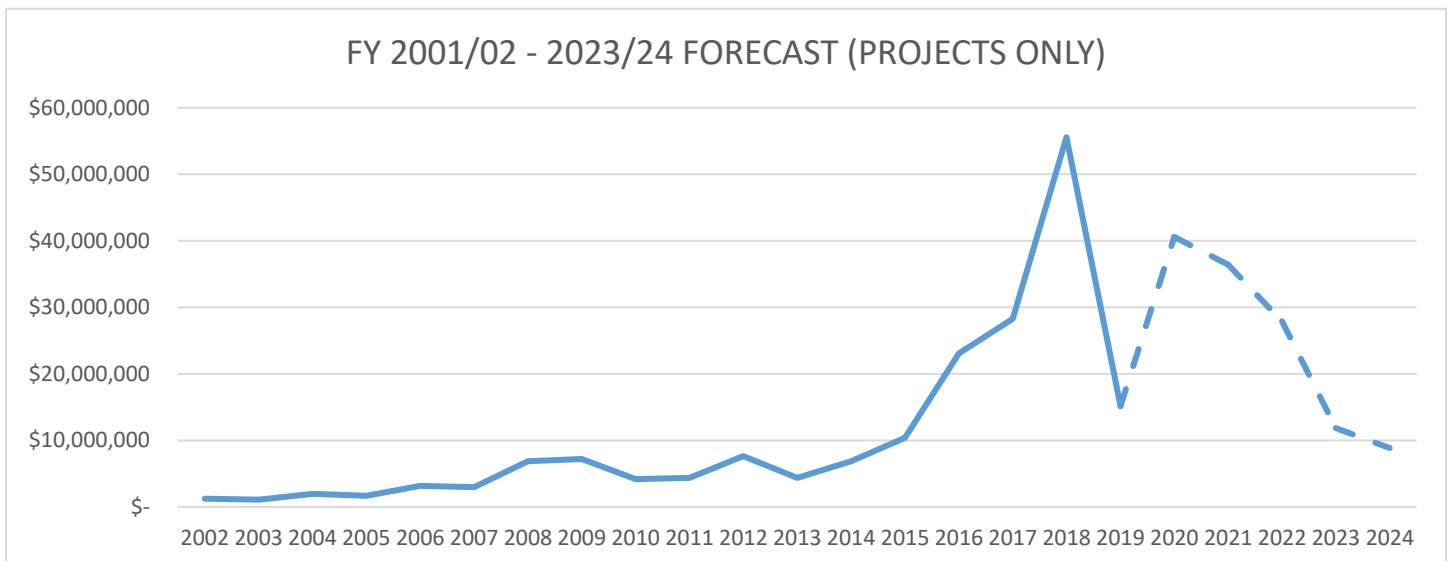
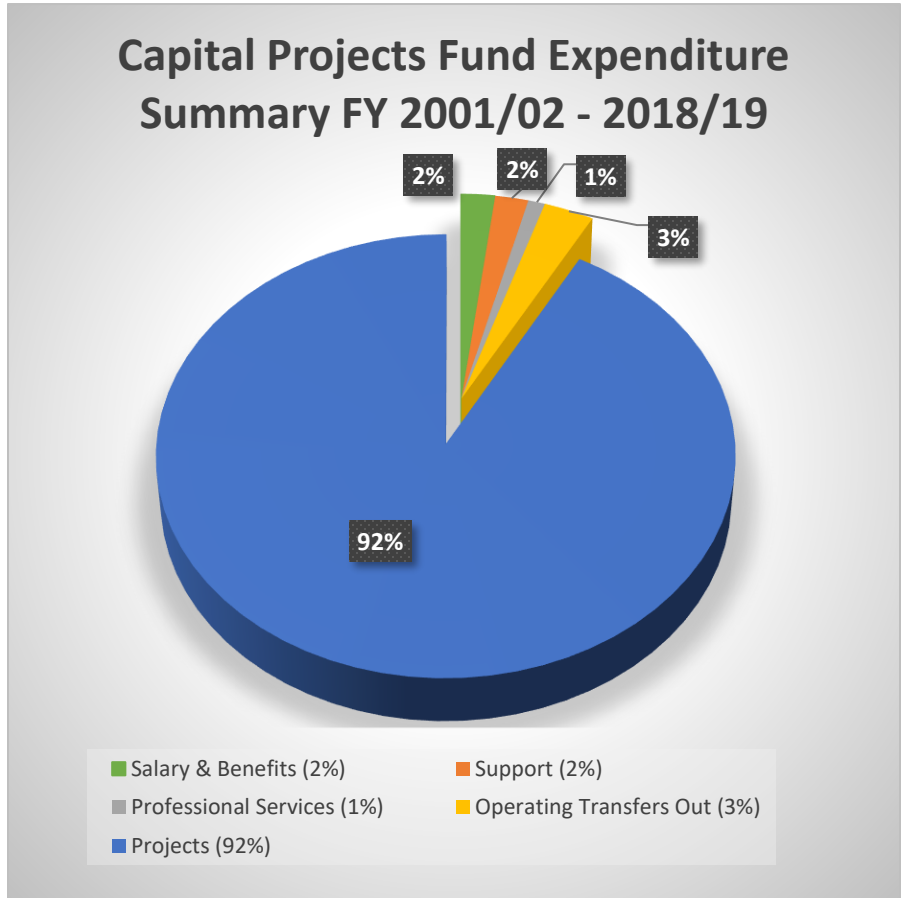
As shown, the Capital Projects Fund has dedicated the majority of its resources to County building projects – over 90%.

This prudent use of resources has allowed GSA 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 18 years on direct project expenses. As you can see, this past fiscal year saw an overall decrease in expenses.

This is due to the completion of the South County Detention Facility (SCDF) in FY 2019. The SCDF project has a total value of \$72 million, most of which was spent in 2018. The SCDF was initially scheduled for completion in June 2018; the State Fire Marshal issued the Certificate of Occupancy in June 2019 and operations will begin by September 2019.

Expenses are projected to increase again in FY 2019/20 as GSA begins construction on the \$44 million Sequoia Field Program Facility (SFPPF). This increase is reflected in the projected expenditures for the next three fiscal years found in Section 5. In the years following the completion of SFPPF, GSA estimates that project expenses will be less than \$15 million annually, which is consistent with the amount of revenue received annually.



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 sufficient condition to ensure that the public’s needs are being met when doing business with the County.

The Five Year Capital Improvement Plan (CIP) is a multi-year planning tool used to identify and plan for the County's capital needs. This document is not 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.

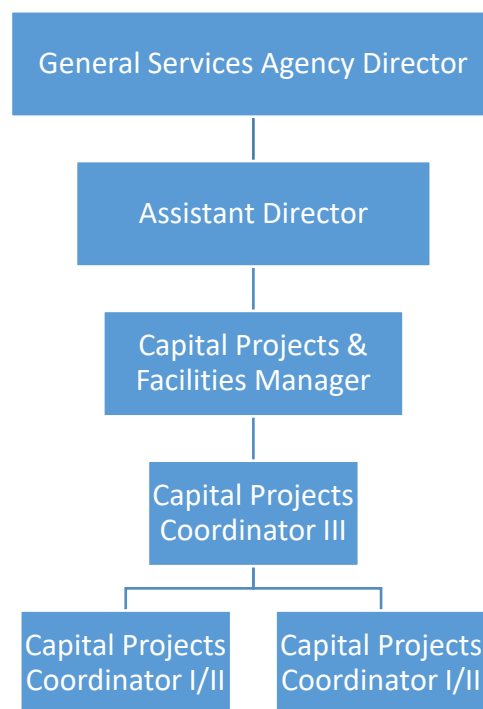
Funding for a given project is allocated through the County’s budget process or by separate action of the Board of Supervisors. The CIP identifies and schedules capital projects and provides the Board with the needed information to determine priorities and assign resources to those priorities. The CIP also outlines the projects that were advanced or completed in the prior Fiscal Year.

This CIP outlines the projects completed in Fiscal Year 2018/19 and lays out new or continued projects for the next five year planning horizon – Fiscal Years 2019/20 – 2023/24. This is consistent with past CIP’s and allows for annual budget decisions to be made in the context of long-term needs.

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 planned for or anticipated, and a certain amount of reserved funding 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. Last year, GSA prepared and implemented a “project life-cycle analysis.” Wherein all critical stages of a project are analyzed and reviewed for cost effectiveness and organizational efficiency. Two important components of this analysis include establishing project review criteria and post-project evaluation methods, which are being utilized to ensure that funds are recommended for areas of greatest needs and to ensure staff is reviewing projects for successes or failures after completion.

The organization chart above shows the management and staff of the County’s GSA Capital Projects division. On larger projects, such as the South County Detention Facility, GSA utilizes the services of outside construction management firms.



Section 3: Summary of Projects for Fiscal Year 2018/19

The following table provides a summary of projects completed or advanced by GSA staff in Fiscal Year 2018/19. This list shows a broad range of projects with a total value of \$16.8 million.

	PROJECT	EXPENDITURE
1	South County Detention Facility	\$6,855,904
2	HHSAs Projects: <i>Visalia Wellness Center & Government Plaza Remodel</i>	\$3,749,527
3	Vocational Education Building	\$1,402,243
4	Countywide Space Improvement Project	\$1,374,722
5	Property & Evidence Relocation	\$1,070,638
6	Fire Station 1	\$795,516
7	Board Chambers Technology Upgrades	\$434,565
8	Juvenile Justice Center Flooring	\$164,910
9	Ag Commissioner Projects	\$143,623
10	Fleet Services Parts Room	\$106,394
11	Sheriff Farm Well	\$101,580
12	Park Improvements	\$81,898
13	Courthouse Well Failure	\$65,589
14	Central Yard Well	\$60,833
15	Sequoia Field Program Facility	\$48,744
16	Burrel Ave ADA Sidewalk	\$36,704
17	Emergency Dispatch Relocation	\$36,000
18	Mobile Food Vendor Parking Pad	\$33,545
19	Courthouse Probation Remodel	\$31,091
20	Porterville Public Health Office	\$26,200
21	Harmon Field Management	\$25,132
22	Three Rivers Bathroom Project	\$20,889
23	Burrel Plaza Sewer Repairs	\$18,976
24	Fire Station Paving	\$16,795
25	IT Fire Suppression Project	\$16,090
26	GP Exterior Beautification	\$12,568
27	BWDF Multi Year Roof	\$6,396
28	Elections Remodel	\$6,171
29	Miscellaneous Repairs & Small Projects	\$4,800
30	Probation Youth Facility	\$3,500
	TOTAL PROJECT EXPENDITURES	\$ 16,751,543

Section 4: Recommended Projects for Fiscal Year 2019/20

The table below outlines the recommended projects for Fiscal Year 2019/20. The amounts listed below may not be expended in one fiscal year, as many of these are multi-year projects. Item 33 includes funds for unforeseen projects that arise during the year in County buildings designated by general categories. Some of these categories include, for example, electrical and flooring. This ensures that GSA has funds available to respond to building needs as they occur.

	PROJECT	AMOUNT	PHASES
1	Sequoia Field Program Facility	\$ 15,000,000	Design & Construction
2	Fire Station 1	3,779,316	Construction
3	HHSA Projects	3,348,953	Various Projects
4	South County Detention Facility	3,000,000	Transition
	<i>Space Project Phase III</i>		
5	Assessor/Auditor Project	150,000	Planning & Design
6	Emergency Dispatch	2,264,000	Design & Construction
7	Main Jail Demo./Reconstruct.	500,000	Planning & Design
8	Porterville Substation	225,000	Planning & Design
9	Morton Street Remodel	150,000	Planning & Design
10	CAO/BOS Remodel	225,000	Design
11	Visalia Courthouse Basement	200,000	Construction
12	DA/GSA Downstairs Burrel	200,000	Construction
13	RMA Remodel	150,000	Design
14	Dinuba Library	2,150,000	Design & Construction
15	Probation Youth Facility	1,000,000	Construction
16	Park Improvements	819,200	Construction
17	Gov Plaza Parking & Paving	650,000	Construction
18	Museum Antique Ag Equipment Bldg	550,000	Construction
19	Three Rivers Bathroom	530,000	Construction
20	Solar Paving Match	500,000	Construction
21	Fire Station Paving	483,205	Construction
22	BOS Chambers Tech Upgrades	43,384	Construction
23	Probation JDF Railing	455,000	Construction
24	Ag Commissioner Projects	430,649	Various Projects
25	Vocation Education Building	400,000	Construction
26	Courthouse Roof & Exterior Panels	350,000	Construction
27	BWDF Multi Year Roof	325,000	Construction
28	Burrel Landscaping Project	300,000	Construction
29	Harmon Field	250,000	Ongoing Maintenance
30	IT SCDF Charges	150,000	Construction
31	IT Fire Suppression Project	83,909	Construction
32	Blue Ridge Fence	15,000	Construction
33	Annual Allocations & Undesignated	1,505,725	Various Projects
	TOTAL EXPENSES	\$ 40,183,341	

Capital Improvement Plan FY 2019/20 – FY 2023/24

Section 5: Five Year CIP Fiscal Years 2019/20 to 2023/24

	PROJECT	2019/20	2020/21	2021/22	2022/23	2023/24
1	Sequoia Field Program Facility	\$15,000,000	\$15,000,000	\$5,000,000		
2	Fire Station 1	3,779,316				
3	HHSAs Projects	3,348,953				
4	South County Detention Facility	3,000,000				
	<i>Space Project Phase III</i>					
5	Assessor/Auditor Project	150,000	4,000,000	5,000,000		
6	Probation Relocation Project		4,000,000	4,000,000		
7	Emergency Dispatch	2,264,000				
8	Main Jail Demo./Reconstruct.	500,000	1,500,000	1,500,000	1,500,000	
9	Porterville Substation	225,000	1,750,000	1,750,000		
10	Morton Street Remodel	150,000	2,250,000	2,250,000		
11	CAO/BOS Remodel	225,000	1,400,000	500,000		
12	Visalia Courthouse Basement	200,000				
13	DA/GSA Downstairs Burrel	200,000				
14	RMA Remodel	150,000	750,000	750,000		
15	Dinuba Library	2,150,000				
16	Probation Youth Facility	1,000,000				
17	Park Improvements	819,200				
18	Gov Plaza Parking & Paving	650,000				
19	Museum Antique Ag Equipment Bldg	550,000				
20	Three Rivers Bathroom	530,000				
21	Solar Paving Match	500,000				
22	Fire Station Paving	483,205	200,000	200,000	200,000	200,000
23	BOS Chambers Tech Upgrades	43,384				
24	Probation JDF Railing	455,000				
25	Ag Commissioner Projects	430,649				
26	Vocation Education Building	400,000				
27	Courthouse Roof & Exterior Panels	350,000				
28	BWDF Multi Year Roof	325,000	500,000			
29	Burrel Landscaping Project	300,000				
30	Harmon Field	250,000	250,000			
31	IT SCDF Charges	150,000				
32	IT Fire Suppression Project	83,909				
32	Blue Ridge Fence	15,000				
34	Ag Museum Second Floor Build-Out			150,000	750,000	750,000
35	Fire Station Remodels		1,350,000	1,350,000	2,700,000	2,700,000
36	Substation Remodels		2,000,000	2,000,000	4,000,000	4,000,000
37	Springville Library		250,000	750,000		
38	Tulare-Akers Tenant Improvements			1,500,000	1,500,000	
39	Annual Allocations & Undesignated	1,505,725	1,200,000	1,200,000	1,200,000	1,200,000
	TOTALS	40,183,341	36,400,000	27,900,000	11,850,000	8,850,000

Section 6: Long Term Facility Planning

The table on the previous page reflects the County’s projected building needs for the next five years and corresponding cost estimates. It is understood that the County may not have sufficient funds to complete all of the projects listed, and that those budget allocation decisions are made on an annual basis. Also, the estimates provided should be considered “rough order of magnitude” figures as GSA has not conducted scoping or preliminary design work for most of these projects. Construction estimates are dynamic and change regularly; therefore, the estimates provided could increase or decrease over the next five years due to a variety of factors.

Over the past five years, the County has completed a large number of construction projects, including the construction of new facilities and improvements to existing buildings. Many of the County’s primary buildings have seen major improvements from their prior conditions. However, there are still many outstanding building needs throughout the County. Furthermore, there are a number of property-related events that may occur in the coming years, which will require further long term facility planning.

For example, the State Courts Administration is evaluating its long-term occupancy of the Visalia Courthouse. If the State were to construct its own building and vacate the current Courthouse, the County would need to make a decision regarding the future of that building. At the same time, the County Space Project is expected to continue into a fourth phase to accommodate the changing business and facility improvement needs of departments, including numerous substations, fire stations, and libraries currently in need of improvements. These projects may present intersecting opportunities for the allocation of space and financial resources over the next five years.

To begin preparing a plan that will address the County’s future space needs, GSA recommends working with the existing Countywide Space Improvement Ad Hoc Committee to identify potential options and evaluate recommendations in collaboration with the County Administrative Office and affected departments. Specifically, the Committee would:

1. Evaluate immediate and long-term needs
2. Review current departmental requests
3. Identify available funding amounts and financing opportunities
4. Prioritize substation, fire station, and library remodels

With this information, GSA can then present to the Board a reasonable plan for solving the pending and forthcoming facility needs in the County.

Section 7: Conclusion

Capital Projects has completed a large number of projects in the past five years, with over \$132 million in project expenditures. These projects will continue to add value to the County in the form of improved operations and working conditions. These accomplishments are the result of experienced and hardworking staff as well as support from the Board, CAO, and County departments.

Although much has been accomplished, GSA is committed to continuous improvement to ensure the long-term success of the County's Capital Projects Program. Last year, the Agency established a process for evaluating capital projects to ensure operational efficiency and effectiveness through every phase of a project.

Going forward, GSA believes that the County should conduct long term facility planning, as described in Section 6, above. This planning effort will ensure that the County is carefully reviewing current needs and future actions, using creative methods of solving those concerns. Long term planning also ensures that departments affected by capital improvements are included throughout the process.

In conclusion, the County's capital program has achieved many project objectives, but staff foresees other challenges in the future, requiring collaborative, thoughtful, and creative planning.