

# County of Santa Clara

Fiscal Year 2014 – 2018

## Five-Year Capital Improvement Plan

Presented to the

### Board of Supervisors

Mike Wasserman	District 1
Vacant	District 2
Dave Cortese	District 3
Ken Yeager	District 4
Joe Simitian	District 5

Jeffrey V. Smith  
County Executive

Gary Graves  
Chief Operating Officer



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# Message from the County Executive

May 1, 2013

To: Board of Supervisors  
 From: Gary A. Graves  
 Chief Operating Officer  
 Subject: FY 2014 Proposed Five-Year Capital  
 Improvement Plan

The Proposed Five-Year Capital Improvement Plan (CIP) for Fiscal Years FY 2014 – FY 2018 is presented for the Board's review and consideration pursuant to Board Policy Resolution 0206 adopted on January 14, 2003, and section 4.11 of the Board Policy Manual.

In FY 2014, we recommend an allocation of \$29,800,000 for capital projects and an additional \$2,500,000 from the AB109 Fund for critical Backlog projects at the Elmwood Complex and Main Jail. We are primarily focusing the resources we have on both upgrading and maintaining currently owned County buildings and dedicating resources to current County initiatives such as the Civic Center Master Plan and the County Fairgrounds Development Plan

It is important to note that the CIP is not a budget document, but rather a planning tool to be used in conjunction with the budget document. The appropriation recommendations found in the FY 2014 Recommended Budget for the General Fund, Roads and Airports, Parks and Recreation, and the AB 109 capital projects are depicted in Table 2 of this Message as Fiscal Year 2014-2015.

Our goal in generating this document is to aid the Board of Supervisors in determining priorities and identifying where one-time funds should be allocated to address the County's most pressing infrastructure needs. The Administration is mindful that we must address essential capital and major maintenance priorities or else be faced with more costly repairs in the future. For that reason, we have invested significant staff time to develop this analysis to assist you in making resource allocation decisions.

Based on current information, this document projects future capital needs for the County over the next five years. Recognizing the dynamic environment in which we operate, we expect the information presented to change from year to year as our needs and funding sources change and evolve. One of the most difficult challenges in developing a capital plan is to fairly compare and evaluate projects that stretch across a very broad spectrum and that include both type of facility and type of service.

Due to the magnitude of Capital projects (to include both active and inactive funded projects), we have rolled up active individual projects into capital project categories, when relevant. For example, Elmwood-related capital projects such as Elmwood Fire Safety Enhancements, Elmwood Emergency Water Supply, and Elmwood East Gate Upgrade and Sally Port are now categorized as Elmwood – Capital Projects.

The CIP continues to include General Fund, Roads, Airports, Parks, and Valley Medical Center capital projects/categories that are underway or planned for the future. While the CIP covers a five-year planning horizon, it will be updated annually to reflect ongoing changes as new projects/categories are added and existing projects/categories are modified.

The Capital Outlay process and prioritization are governed by Board policy and the Administration is careful to conduct the process in accordance with the established policy. Appendix A contains the Board-approved criteria used by the Administrative Capital Committee in its assessment of priorities before making recommendations to the County Executive.

The FY 2014 Recommended Projects are listed on the following table for your review and consideration. These are projects with new funding, as opposed to projects which are proceeding, but were funded in prior years.

**Table 1 – FY 2014 Recommended Capital Projects**

<b>New General-Funded Projects</b>	
<b>General Fund Capital Projects</b>	<b>Cost</b>
Seismic Project of Berger Drive Bldgs. 2 and 3	\$13,000,000
FY 2014 Backlog Maintenance	\$2,500,000
James Ranch – Kitchen and Gymnasium	\$5,000,000
Juvenile Hall Kitchen and HVAC	\$2,500,000
Civic Center Master Plan	\$2,250,000
Sheriff's Office Canine Housing Unit	\$2,050,000
FY 2014 Energy Conservation	\$1,000,000
County Fairgrounds Development Plan	\$500,000
FY 2014 Capital Planning	\$500,000
Multilingual Signage Phase I	\$500,000
<b>General-Funded Capital Projects</b>	<b>\$29,800,000</b>
<b>AB 109 Funded Backlog Projects</b>	<b>\$2,500,000</b>
<b>Total</b>	<b>\$32,300,000</b>

**Table 2 – Five Year CIP through June 30, 2018 in millions of dollars (includes carry forward \$)**

<b>Fiscal Year</b>	<b>Totals</b>
2014	\$55,818,001
2015	\$1,000,000
2016	\$0
2017	\$0
2018	\$0
<b>5 Year Totals</b>	<b>\$1,071,030,024<sup>a</sup></b>

a. The 5-Year Totals amount includes both the depicted projected Fiscal Year totals and the current available budget amounts as shown on Page 6 of this message – Total of all Projects – Five Year Total.

## County of Santa Clara 5-Year Capital Improvement Plan

The following few pages list a comprehensive summary list of all Capital Projects to include:

- Project/Category Name
- Board Committee
- Projected Fiscal Year 2014 – 2018 Budget
- Projected Five Year Total
- Projected Project Total

## Santa Clara County Capital Improvement Plan

Capital Project Categories	Total Expenditures to Date	Remaining Available Budget	Year 1 FY2014	Year 2-5 FY 2015-2018	Five Year Total	Category Total
<b>Finance and Government Operations</b>						
70 West Hedding	\$232,794	\$124,254		\$0	\$124,254	\$357,049
Backlog Projects - General Fund and AB 109	\$19,816,218	\$11,776,296	\$5,000,000	\$0	\$16,776,296	\$36,592,514
Capital Planning	\$453,496	\$551,603	\$500,000	\$0	\$1,051,603	\$1,505,099
County Center at Charcot	\$43,979,550	\$11,766	\$0	\$0	\$11,766	\$43,991,316
District Attorney-Capital Projects	\$2,595,661	\$1,244,702	\$0	\$0	\$1,244,702	\$3,840,364
Downtown San Jose Medical Clinic	\$35,033,257	\$56,231,913	\$0	\$0	\$56,231,913	\$91,265,170
Elmwood-Capital Projects	\$10,245,093	\$6,920,336	\$0	\$0	\$6,920,336	\$17,165,429
Energy Efficiency-Controls	\$331,233	\$45,702	\$0	\$0	\$45,702	\$376,935
Energy Efficiency-HVAC	\$97,683	\$164,155	\$0	\$0	\$164,155	\$261,838
Energy Efficiency-Lighting	\$509,421	\$4,248,704	\$0	\$0	\$4,248,704	\$4,758,125
Energy Efficiency-Retro-Commission	\$363,549	\$2,386,820	\$0	\$0	\$2,386,820	\$2,750,369
East Valley Center	\$1,919,191	\$621,062	\$0	\$0	\$621,062	\$2,540,253
County Fairgrounds Development Plan			\$500,000	\$0	\$500,000	\$500,000
Energy Conservation	\$0	\$1,763,220	\$1,000,000	\$0	\$2,763,220	\$2,763,220
ISD Server Room	\$2,220,544	\$1,470,853	\$0	\$0	\$1,470,853	\$3,691,397
James Ranch - Kitchen and Gymnasium	\$2,991,126	\$4,252,275	\$5,000,000	\$0	\$9,252,275	\$12,243,401
Juvenile Hall Kitchen and HVAC	\$5,590,907	\$2,303,093	\$2,500,000	\$0	\$4,803,093	\$10,394,000
Main Jail	\$4,579,130	\$2,042,089	\$0	\$0	\$2,042,089	\$6,621,218
Muriel Wright Center	\$2,243,512	\$168,912	\$0	\$0	\$168,912	\$2,412,424
New Facility at Junction Ave	\$4,542	\$65,458	\$0	\$0	\$65,458	\$70,000
Renewable Energy Projects	\$23,086,762	\$13,330,418	\$0	\$0	\$13,330,418	\$36,417,179
San Martin Court House	\$892,213	\$852,989	\$0	\$0	\$852,989	\$1,745,202
San Martin DADS-Capital Projects	\$336,502	\$147,745	\$0	\$0	\$147,745	\$484,246
Water Conservation Projects	\$231,823	\$208,131	\$0	\$0	\$208,131	\$439,954
Sheriff's Warehouse		\$750,000	\$0	\$0	\$750,000	\$750,000
San Martin-Animal Shelter	\$2,922	\$197,078	\$0	\$0	\$197,078	\$200,000
San Martin-Sig Sanchez Bldg	\$342,101	\$52,899	\$0	\$0	\$52,899	\$395,000
General Planning and Programming	\$62,804	\$32,196	\$0	\$0	\$32,196	\$95,000
Valley Specialty Center	\$130,763,318	\$3,540	\$0	\$0	\$3,540	\$130,766,859
Morgan Hill Courthouse	\$59,547,388	\$556,404	\$0	\$0	\$556,404	\$60,103,792
San Martin Interior Remodel Of Bldg K	\$712,899	\$5,437	\$0	\$0	\$5,437	\$718,336
New Crime Lab	\$73,424,847	\$0	\$0	\$0	\$0	\$73,424,847
Valley Health Center Gilroy	\$51,365,822	\$0	\$0	\$0	\$0	\$51,365,822
Valley Health Center Milpitas	\$66,321,233	\$53,848	\$0	\$0	\$53,848	\$66,375,081
Valley Health Center Fair Oaks	\$40,074,106	\$0	\$0	\$0	\$0	\$40,074,106
Court Seismic Upgrade Program (SB 1732)	\$11,339,757	\$29,066	\$0	\$0	\$29,066	\$11,368,824
New Fleet Facility at Junction Avenue	\$23,780,777	\$17,912	\$0	\$0	\$17,912	\$23,798,690
Alterations to New Vector Control Buildg	\$2,680,454	\$111,424	\$0	\$0	\$111,424	\$2,791,878
Malech Road Water Supply	\$3,362,860	\$4,501,851	\$0	\$0	\$4,501,851	\$7,864,711
Junction Warehouse Improvements	\$3,078,231	\$148,153	\$0	\$0	\$148,153	\$3,226,384

## Santa Clara County Capital Improvement Plan (Continued)

Capital Project Categories	Total Expenditures to Date	Remaining Available Budget	Year 1 FY2014	Year 2-5 FY 2015-2018	Five Year Total	Category Total
Secured Judicial Parking DTS (0203) HOJ (0103)	\$1,902,272	\$3,710	\$0	\$0	\$3,710	\$1,905,981
South County Agriculture Office Relocation	\$110,390	\$350,610	\$0	\$0	\$350,610	\$461,000
Berger 2 and 3 Seismic Evaluation	\$912,185	\$1,097,562	\$13,000,000	\$0	\$14,097,562	\$15,009,746
Timpany Center Repairs	\$697,156	\$60,107	\$0	\$0	\$60,107	\$757,263
Tree Planting	\$6,820	\$68,180	\$0	\$0	\$68,180	\$75,000
Holden Ranch Kitchen Upgrade	\$31,051	\$28,665	\$0	\$0	\$28,665	\$59,715
Civic Center Master Plan	\$570,128	\$429,872	\$2,250,000	\$0	\$2,679,872	\$3,250,000
Jail Needs Assessment AB 900	\$193,084	\$0	\$0	\$0	\$0	\$193,084
Construct New Community Garden at CSC		\$44,000	\$0	\$0	\$44,000	\$44,000
Clean Med Room HVAC Fix		\$69,861	\$0	\$0	\$69,861	\$69,861
Reentry Resource Center Building Assessment		\$90,000	\$0	\$0	\$90,000	\$90,000
Sheriff's Office Canine Housing Unit			\$2,050,000	\$0	\$2,050,000	\$2,050,000
Multilingual Signage Phase I			\$500,000	\$0	\$500,000	\$500,000
Benchmark data on Consumption in Detention Fac	\$18,862	\$114,905	\$0	\$0	\$114,905	\$133,767
Security Master Plan Holding Account		\$13,613	\$0	\$0	\$13,613	\$13,613
<b>Total Finance and Government Operations</b>	<b>\$629,055,673</b>	<b>\$119,763,389</b>	<b>\$32,300,000</b>	<b>\$0</b>	<b>\$152,063,389</b>	<b>\$781,119,062</b>
<b>Housing, Land Use, Environment &amp; Transportation</b>						
Pavement Management-Highway Design	\$10,706,156	\$8,944,629	\$0	\$0	\$8,944,629	\$19,650,785
Pedestrian And Bicycle Routes – Traffic & Electric	\$2,668,587	\$4,154,651	\$717,500	\$0	\$4,872,151	\$7,540,738
Neighborhood Protection – Traffic & Electrical	\$399,563	\$0	\$0	\$0	\$0	\$399,563
Spot Safety	\$7,050,124	\$4,065,610	\$325,000	\$0	\$4,390,610	\$11,440,733
Highway Signals	\$1,515,965	\$334,010	\$0	\$0	\$334,010	\$1,849,974
Signal Synchronization Program	\$27,545,317	\$143,614	\$0	\$0	\$143,614	\$27,688,930
Intelligent Transportation System	\$3,918,209	\$2,222,838	\$370,000	\$0	\$2,592,838	\$6,511,048
Structure Improvements	\$338,702	\$25,097	\$0	\$0	\$25,097	\$363,799
Professional & Special Services – Road Maintenance	\$63,922	\$0	\$0	\$0	\$0	\$63,922
Road Maintenance – Contracts	\$19,559,061	\$5,760,326	\$2,775,000	\$0	\$8,535,326	\$28,094,388
Pavement Management – Road Maintenance	\$6,725,385	\$3,606,908	\$0	\$0	\$3,606,908	\$10,332,293
Storm Damage Repair & Maintenance	\$924,481	\$87,336	\$0	\$0	\$87,336	\$1,011,817
District Infrastructure – General Fund	\$2,005,863	\$311,389	\$0	\$0	\$311,389	\$2,317,252
Professional & Special Services – Highway & Bridge	\$186,197	\$1,434,192	\$930,000	\$0	\$2,364,192	\$2,550,389
Comprehensive Study	\$1,234,113	\$0	\$0	\$0	\$0	\$1,234,113
Rural Roads Projects	\$1,490,588	\$9,734	\$0	\$0	\$9,734	\$1,500,322
Pedestrian And Bicycle Routes – Highway Design	\$6,354,721	\$2,153,509	\$382,501	\$0	\$2,536,010	\$8,890,731
Neighborhood Protection – Highway Design	\$1,112,653	\$977,423	\$0	\$0	\$977,423	\$2,090,076
Level Of Service Improvement	\$23,008,123	\$15,243,241	\$1,681,000	\$0	\$16,924,241	\$39,932,363
Montague Expressway	\$20,865,066	\$11,701,025	\$0	\$0	\$11,701,025	\$32,566,091
Bridge Rehabilitation & Replacement	\$16,802,931	\$24,457,806	\$15,075,000	\$0	\$39,532,806	\$56,335,737
Bridge Seismic Retrofit	\$3,712,542	\$1,373,493	\$0	\$0	\$1,373,493	\$5,086,034
Bridge Spot Safety Projects	\$2,747,560	\$1,253,396	\$0	\$0	\$1,253,396	\$4,000,956
Bridge Repair & Maintenance	\$6,024,981	\$21,033,237	\$437,000	\$0	\$21,470,237	\$27,495,218
Palo Alto Airport Capital Projects	\$837,513	\$70,198	\$0	\$0	\$70,198	\$907,711



## Santa Clara County Capital Improvement Plan (Continued)

Capital Project Categories	Total Expenditures to Date	Remaining Available Budget	Year 1 FY2014	Year 2-5 FY 2015-2018	Five Year Total	Category Total
Reid Hillview Airport Capital Projects	\$5,057,740	\$557,980	\$0	\$0	\$557,980	\$5,615,720
South County Airport Capital Projects	\$7,390,301	\$78,071	\$0	\$0	\$78,071	\$7,468,372
Anderson Live Oak Bridge & Toyon Water Supply	\$984,603	\$71,484	\$0	\$0	\$71,484	\$1,056,087
Anderson Visitor Center	\$4,178,582	\$53,569	\$100,000	\$0	\$153,569	\$4,332,151
AQ Mercury Remediation	\$8,909,984	-\$3,375,583	\$0	\$0	-\$3,375,583	\$5,534,401
Casa Grande Historic Rehabilitation	\$8,046,969	\$332,425	\$0	\$0	\$332,425	\$8,379,394
System Wide Planning & Feasibility Studies	\$353,215	\$507,682	\$0	\$0	\$507,682	\$860,898
Vasona Los Gatos Creek Trail	\$98,653	\$1,661,347	\$0	\$0	\$1,661,347	\$1,760,000
Trail Improvement and Development	\$298,415	\$1,142,986	\$150,000	\$0	\$1,292,986	\$1,591,401
Coyote Lake Harvey Bear Ranch MP Implementation	\$1,371,948	\$281,571	\$150,000	\$0	\$431,571	\$1,803,519
Preventative Maintenance & Infrastructure Repair	\$546,597	\$53,403	\$250,000	\$500,000	\$803,403	\$1,350,000
Paving Mangement Program	\$858,135	\$7,865	\$0	\$500,000	\$507,865	\$1,366,000
Yurt Implementation	\$228,481	\$426,519	\$0	\$0	\$426,519	\$655,000
Natural Resources Management Program	\$277,200	\$1,206,829	\$175,000	\$0	\$1,381,829	\$1,659,029
Historic Preservation	\$2,187,875	-\$1,178,067	\$0	\$0	-\$1,178,067	\$1,009,808
Martial Cottle Parkd Development	\$2,652,419	\$3,020,550	\$0	\$0	\$3,020,550	\$5,672,969
Rancho Santa Teresa Historic Park Area	\$172,039	\$612,569	\$0	\$0	\$612,569	\$784,608
UVAS Campground Shower/Restroom Upgrade	\$294,308	\$235,692	\$0	\$0	\$235,692	\$530,000
Alviso Boat Launch Project	\$3,362,669	\$62,351	\$0	\$0	\$62,351	\$3,425,020
Madrone Landfill	\$1,111,253	-\$155,625	\$0	\$0	-\$155,625	\$955,629
AQ Hacienda Restroom	\$6,242	\$393,759	\$0	\$0	\$393,759	\$400,000
Chitactact Restroom Replacement	\$625	\$59,375	\$0	\$0	\$59,375	\$60,000
Coyote Creek Perry's Hill Planning And Development		\$425,000	\$0	\$0	\$425,000	\$425,000
Coyote Creek Restroom		\$30,000	\$0	\$0	\$30,000	\$30,000
Park Residence Program	\$274,919	\$220,087	\$0	\$0	\$220,087	\$495,006
System-Wide Well Closure	\$8,332	\$141,668	\$0	\$0	\$141,668	\$150,000
General Fish Screens	\$511	\$191,000	\$0	\$0	\$191,000	\$191,511
Pay Stations Survey & Replacement	\$270,083	\$79,917	\$0	\$0	\$79,917	\$350,000
Unused And Historic Structures Survey		\$50,000	\$0	\$0	\$50,000	\$50,000
System Wide Equestrian Improvement	\$4,980	\$60,020	\$0	\$0	\$60,020	\$65,000
Ed Levin Landfill Closure	\$30,925	\$314,361	\$0	\$0	\$314,361	\$345,285
Mt Madonna Visitor Center Redesign		\$280,000	\$0	\$0	\$280,000	\$280,000
Property Management Database	\$25,623	\$24,377	\$0	\$0	\$24,377	\$50,000
Maintenance Management System		\$125,000	\$0	\$0	\$125,000	\$125,000
Penitencia Creek Landscaping	\$33,217	\$130,916	\$0	\$0	\$130,916	\$164,133
Stevens Creek Boat Ramp Upgrade	\$36,217	\$238,783	\$0	\$0	\$238,783	\$275,000
Santa Teresa Joice Bernal Interpretive	\$26,999	\$23,876	\$0	\$0	\$23,876	\$50,875
Vasona Playground	\$16,331	\$653,669	\$0	\$0	\$653,669	\$670,000
Administration Office Carpet Replacement	\$51,648	\$23,352	\$0	\$0	\$23,352	\$75,000
Vasona Water & Irrigation System		\$250,000	\$0	\$0	\$250,000	\$250,000
<b>Total Housing, Land Use, Environment &amp; Transportation</b>	<b>\$216,966,360</b>	<b>\$118,682,437</b>	<b>\$23,518,001</b>	<b>\$1,000,000</b>	<b>\$143,200,438</b>	<b>\$360,166,799</b>

## Santa Clara County Capital Improvement Plan (Continued)

Capital Project Categories	Total Expenditures to Date	Remaining Available Budget	Year 1 FY2014	Year 2-5 FY 2015-2018	Five Year Total	Category Total
<b>Health and Hospital</b>						
MRI – MAIN	\$3,399,571	\$0	\$0	\$0	\$0	\$3,399,571
Security Access	\$255,472	\$325,863	\$0	\$0	\$325,863	\$581,335
Nuclear Med (Cardiac Spect)	\$1,081,786	\$0	\$0	\$0	\$0	\$1,081,786
750 S. Bascom	\$251,581	\$0	\$0	\$0	\$0	\$251,581
Main: LDR III	\$310,141	\$0	\$0	\$0	\$0	\$310,141
WW: Chem & Microbio Corridor & Phleboto	\$201,751	\$933,986	\$0	\$0	\$933,986	\$1,135,737
Backfill Projects	\$336,635	\$0	\$0	\$0	\$0	\$336,635
2220 Moorpark : AKU		\$50,000	\$0	\$0	\$50,000	\$50,000
Ambulatory Surgical Center		\$0	\$0	\$0	\$0	\$0
Cooling System AOB Computer Room	\$1,465,437	\$752,003	\$0	\$0	\$752,003	\$2,217,440
ED Redesign	\$548,372	\$474,799	\$0	\$0	\$474,799	\$1,023,171
East Valley Clinic Refurbish	\$498,595	\$474,993	\$0	\$0	\$474,993	\$973,589
EHC Medical Respite Expansion	\$39,341	\$459,581	\$0	\$0	\$459,581	\$498,922
RTLS Cable Project	\$326,752	\$23,248	\$0	\$0	\$23,248	\$350,000
Nurse Call West Wing		\$400,000	\$0	\$0	\$400,000	\$400,000
CT 1 Replacement		\$550,000	\$0	\$0	\$550,000	\$550,000
ICU Dialysis-WW-NM	\$14,722	\$185,279	\$0	\$0	\$185,279	\$200,000
Spect/CT	\$107,231	\$42,769	\$0	\$0	\$42,769	\$150,000
Flouroscopy	\$117,928	\$117,073	\$0	\$0	\$117,073	\$235,000
Stereotatic	\$139,085	\$50,915	\$0	\$0	\$50,915	\$190,000
CT Replacement	\$204,564	\$960,436	\$0	\$0	\$960,436	\$1,165,000
FY12 Maintenance & Operations	\$2,764,472	\$437,849	\$0	\$0	\$437,849	\$3,202,321
Seismic Compliance & Modernization Proj	\$450,712,568	\$769,527,403	\$0	\$0	\$769,527,403	\$1,220,239,972
<b>Total Health and Hospital</b>	<b>\$462,776,004</b>	<b>\$775,766,197</b>	<b>\$0</b>	<b>\$0</b>	<b>\$775,766,197</b>	<b>\$1,238,542,201</b>
<b>Total of all Projects</b>	<b>\$1,308,798,037</b>	<b>\$1,014,212,023</b>	<b>\$55,818,001</b>	<b>\$1,000,000</b>	<b>\$1,071,030,024</b>	<b>\$2,379,828,061</b>



# Facilities and Fleet Countywide Overview

## The Current State of County Facilities

The Facilities and Fleet Department (FAF) successfully kept 100 percent of nearly 5 million square feet of County-owned facilities up and running this past year. The average facility condition is “poor” and getting worse. This past year, FAF responded to an increasing number of building systems failures that resulted in over \$1 million in unplanned maintenance expenditures. The decrease in the ongoing maintenance budget required FAF to decrease planned maintenance and eliminate any flexibility to respond to emergencies.

Of note, FAF also provides County agencies and departments another 1.6 million square feet of commercial space through 65 lease agreements. While FAF continues to negotiate favorable leases for commercial space, the amount of reimbursement from the State appears to be in jeopardy. At the same time, lease rates in the County for commercial space are starting to rebound.

## FAF Capital Program

Following the process as outlined in Board Policy 4.10, FAF calls for County agencies and departments to submit conceptual project papers that describe and justify possible capital improvements.

FAF prepares a Project Summary List with supporting analyses for review by the Administrative Capital Committee (ACC). FAF also prepares and includes a recommended list of the following:

- Life cycle replacement and major maintenance projects (backlog)
- Seismic improvements to meet identified deficiencies
- American Disability Act (ADA) deficiency improvements
- Utility conservation and renewable energy projects

Based on the ACC's direction, FAF develops preliminary cost estimates for land acquisition, design, construction, project management, facility management, operations, and staffing. FAF then submits this report back to the ACC, who then develops a recommended priority list of projects for the Finance and Government Operations Committee (FGOC). The FGOC then uses the following criteria described in Policy Section 4.11 to develop a priority list of projects for the Board's consideration as part of the annual budget process:

- Legal Mandates;
- Health and Safety Effects;
- Preservation of Existing Capital Facilities;
- Service Level Changes (Quality of Service);
- Fiscal Impacts;
- Environmental Sustainability; and
- Aesthetic or Social Effects.

**Backlog Projects:** Consistent with the past few years, the FY 2014 Recommended Budget will include a total of \$5 million for Backlog projects, approximately \$2.5 million for General Fund projects and \$2.5 million for AB 109 funded projects. Presently, County facilities have an estimated backlog of over \$32 million with nearly \$815 million in unfunded maintenance projects.

**Utility Conservation and Renewable Energy Projects:** The Board has made it a priority to increase its renewable energy portfolio to meet its sustainability goals. To minimize the cost of investing in renewable energy, it is also imperative to invest in projects that conserve energy. In FY 2012, through bond financing FAF began the implementation of a \$3.6 million LED Lighting and Lighting Controls at six County facilities. In FY 2013, FAF secured \$3 million in low-interest loans to fund energy reduction measures for its County Government Center (CGC) 100% Renewable Power project. Also, FAF acquired a new Power Purchase Agreement (PPA) for 2.8 megawatts of clean fuel cell generated power and 2.4 megawatts of renewable solar PV electricity. This PPA is expected to yield the County over \$16 million in cost avoidance over its 20 year term. Given our track record reducing energy and water usage, shifting to renewable sources, and saving the County money, the FY 2014 Recommend Budget will again include \$1 million of the \$20 million of identified energy projects.

## Strategic Planning related to County Assets

In FY 2013, FAF completed a Reuse Study of the Former San Jose City Hall, initiated a planning study of the Civic Center area including a market analysis, an existing conditions report, a developer feedback report, an approved ordinance allowing the County to move forward with a potential public-private partnership development, and release of a RFQ/RFP for developer proposals. The FY 2014

Recommended Budget includes \$1 million to support a detailed space requirements and allocation plan for County departments that would be consolidated at the Civic Center. In addition the Recommended Budget includes \$1.25 million to complete predevelopment technical studies that will be required as part of the entitlement process. This last helps mitigate risk and uncertainty in the entitlement process and to ensure a higher return for the County.

To achieve the most effective long term use of the County Fairgrounds and several other parcels, the County will need to undertake a planning process that will require a robust community engagement process, consultant effort for public outreach, documentation of existing site conditions, development of an RFQ/RFP, coordination with the City of San Jose, adoption of an ordinance, and commissioning technical studies for possible redevelopment of the properties. In the short run, FAF has begun the community engagement process, a critically important first step. The FY 2014 Recommended Budget includes \$500,000 for this County Fairgrounds Development Plan, specifically a Phase 2 Fairgrounds Planning project that will encompass the above-mentioned tasks.

## Facility Condition Assessment

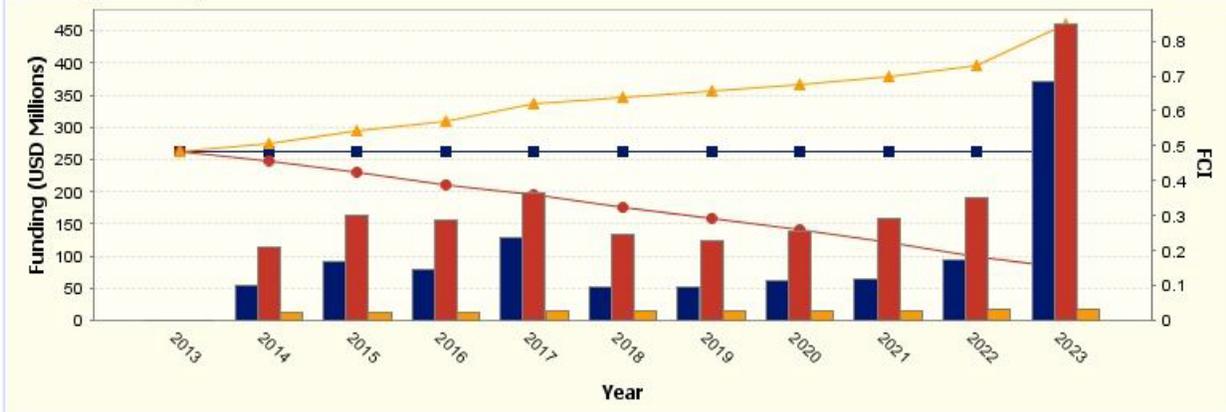
In 2013, FAF is in the process of updating the Facility Condition Assessment for roughly 20 percent of its portfolio of County facilities. The Facility Condition Index (FCI) is currently 0.48 with 0.00 being brand new and 1.00 being the worst possible condition. An FCI greater than 0.20 means a facility is in “poor” condition.

The Projected Asset Condition Based on Funding Scenarios Chart below is model of facility condition as a function of investment based on certain assumptions. The chart indicates that next year s needs to simply maintain the current facility condition is \$50 million.

The Facility Condition Index Summary Chart below shows that the criminal justice departments (Corrections, Probation) have the facilities in poorest condition and having the highest projected future repair and maintenance. The Building Systems Chart below provides a condition snapshot by critical building systems needs. At this time, heating, ventilation, air conditioning, refrigeration, and boilers are in need of nearly \$261 million in recapitalization.

## Funding FCI Graph

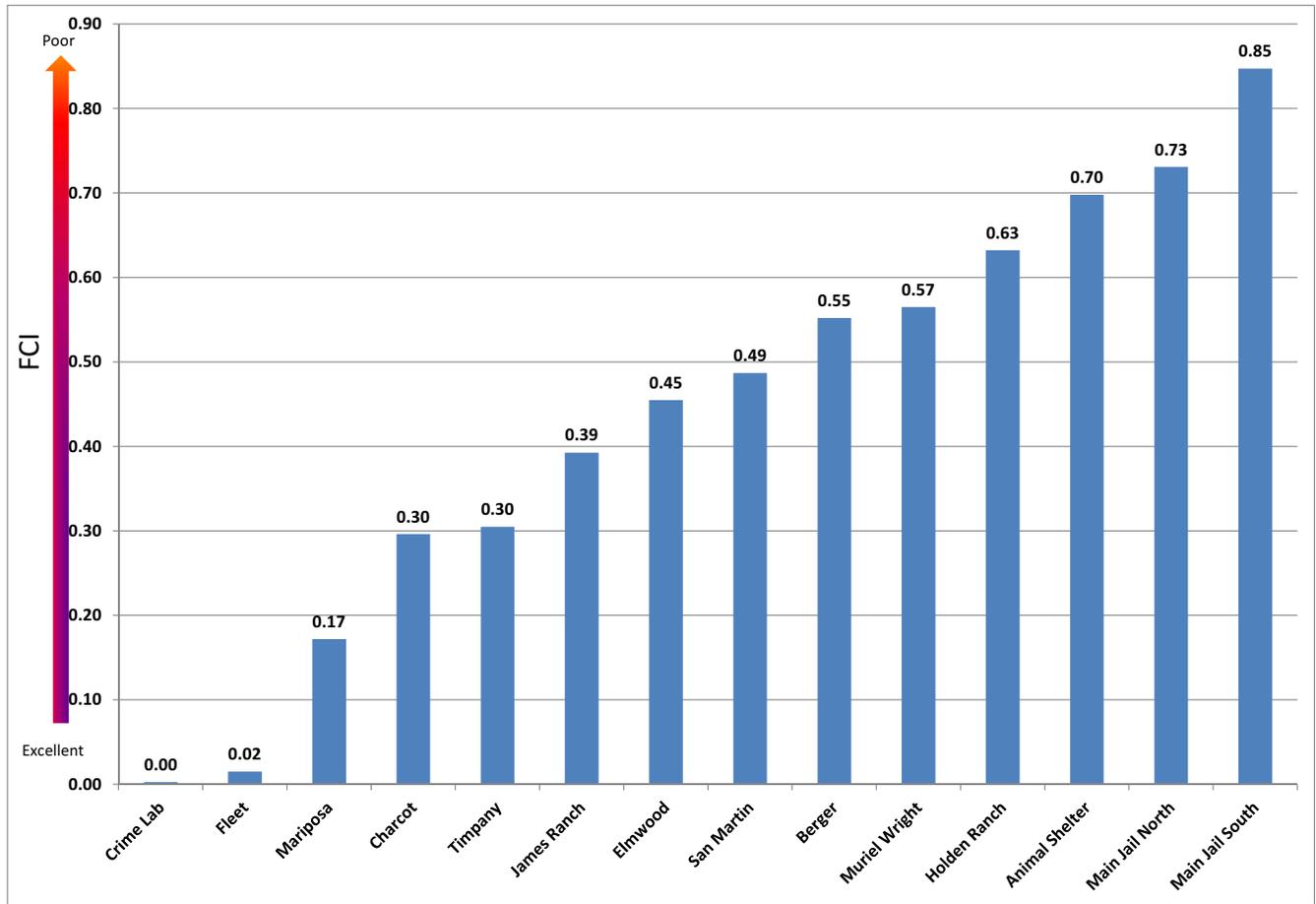
Funding/FCI Graph



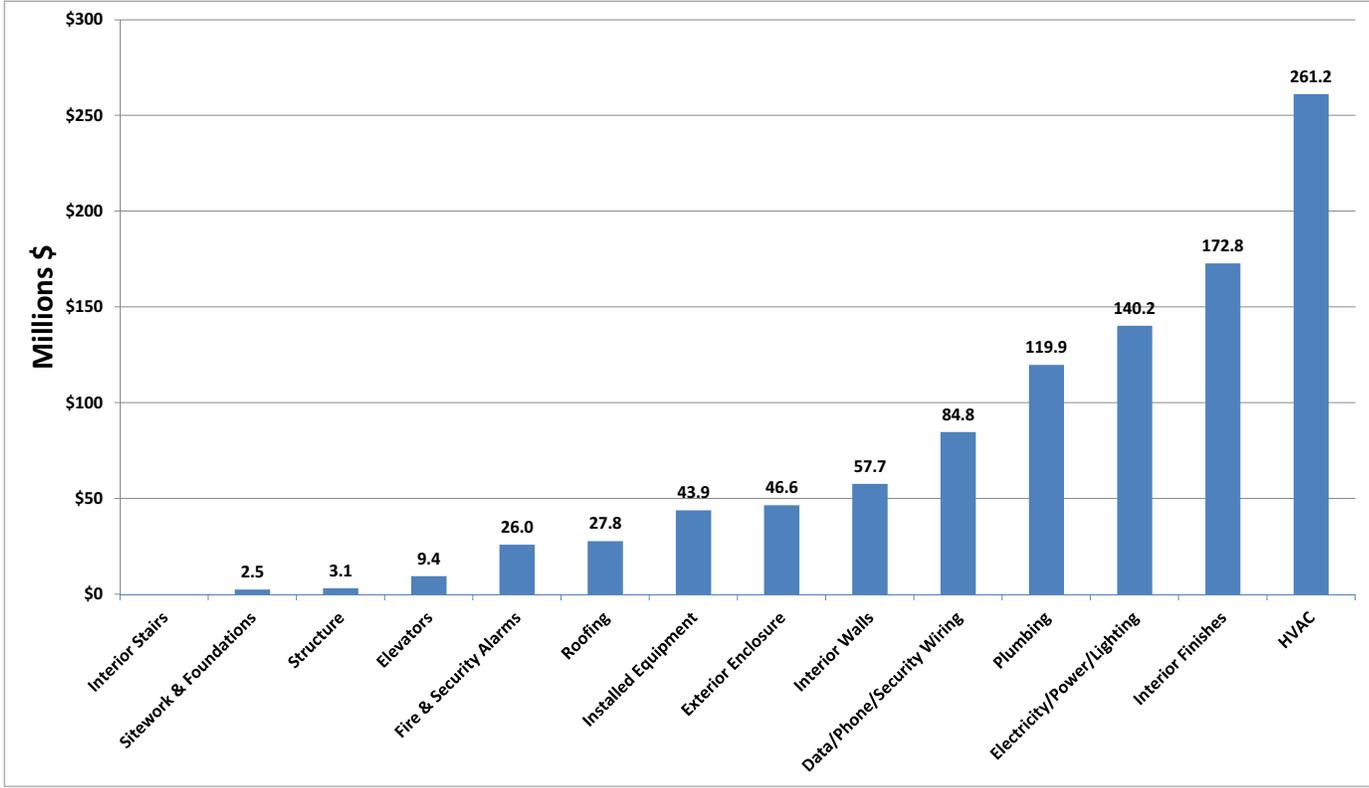
<b>Forecast Parameters</b> Years: <input type="text" value="10"/> Inflation: <input type="text" value="4.00"/> % Cost curve: <input type="text" value="Spiky 0"/> ? Renewal Option: <input type="text" value="Annual"/> Backlog Deterioration: <input type="text" value="2.00"/> % FCI/RI Setting: <input checked="" type="radio"/> FCI <input type="radio"/> RI	<b>Funding/FCI Options</b> <input checked="" type="checkbox"/> Maintain <input type="checkbox"/> Percent Funding <input type="checkbox"/> Target <input type="checkbox"/> Extrapolate <input type="checkbox"/> Specific	<b>Currency Options</b> Currency: <input type="text" value="UNITED STATES OF AMERICA, Dollars - US\$"/> <input type="checkbox"/> Include exchange rates in PDF reports
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### Facility Condition Index Summary



### Building Systems of Concern



## Santa Clara County Capital Improvement Plan – Energy Projects

Energy Projects	Total Expenditures to Date	Remaining Budget	Year 1 FY 2014	Years 2-5 FY 2015-18	Five Year Total	Project Total
Reprogram Elmwood Admin Control System	\$59,656	\$0	\$0	\$0	\$0	\$59,656
Reprogram Elmwood Programs Control System	\$18,729	\$0	\$0	\$0	\$0	\$18,729
Install North County Court EMS System	\$192,721	\$0	\$0	\$0	\$0	\$192,721
Reprogram Elmwood Medical Control System	\$39,729	\$0	\$0	\$0	\$0	\$39,729
Repair on Power Submeters	\$20,398	\$45,702	\$0	\$0	\$45,702	\$66,100
Retrofit Park Ala HVAW w/ High Eff Motor	\$1,092	\$4,908	\$0	\$0	\$4,908	\$6,000
Convert Women's Residential Water Heater	\$5,274	\$0	\$0	\$0	\$0	\$5,274
Retrofit Medical Examiner HVAC Motors	\$0	\$0	\$0	\$0	\$0	\$0
Retrofit Communications Split System	\$0	\$0	\$0	\$0	\$0	\$0
Berger 2 Data Center Air Flow Correction	\$66,330	\$12,750	\$0	\$0	\$12,750	\$79,080
High Efficiency/Low Energy Air Filters	\$24,987	\$0	\$0	\$0	\$0	\$24,987
Server Room Cooling Consolidation	\$0	\$146,497	\$0	\$0	\$146,497	\$146,497
Retrofit Elmwood W Gate Light Controls	\$1,836	\$7,164	\$0	\$0	\$7,164	\$9,000
Re-lamp Juvenile Probation	\$0	\$0	\$0	\$0	\$0	\$0
Elmwood Modular Lighting Sensors	\$508	\$0	\$0	\$0	\$0	\$508
Various Lighting Upgrade	\$38,665	\$0	\$0	\$0	\$0	\$38,665
Install Sheriff's Lighting Control System	\$372,687	\$375,225	\$0	\$0	\$375,225	\$747,911
Upgrade East Wing Existing Lighting Cont	\$22,164	\$228,931	\$0	\$0	\$228,931	\$251,094
Program Lighting & HVAC Schedules	\$11,697	\$8,303	\$0	\$0	\$8,303	\$20,000
Install LED Lighting and Lighting Contr	\$16,820	\$3,610,270	\$0	\$0	\$3,610,270	\$3,627,090
Retrofit Lighting Fixtures W EE Fixtures	\$45,043	\$18,813	\$0	\$0	\$18,813	\$63,855
MJN Energy Efficiency Pre-Enhancements	\$126,760	\$1,936,746	\$0	\$0	\$1,936,746	\$2,063,506
ECEBG Grant -RCX & Lighting Controls Opt	\$236,789	\$450,073	\$0	\$0	\$450,073	\$686,862
<b>Total Energy Projects</b>	<b>\$1,301,886</b>	<b>\$6,845,380</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,845,380</b>	<b>\$8,147,266</b>

# Health and Hospital Message

## Abbreviations used throughout section:

DADS	Department of Alcohol & Drug Services
DHS	California State Department of Health Services
HHS	Santa Clara Valley Health and Hospital System
MH	Mental Health Department
MHSA	Mental Health Services Act
OSHDP	Office of Statewide Health Planning & Development
PH	Public Health Department
SBP	Strategic Business Plans
SSP	Valley Medical Center Seismic Safety Project
TBD	To be determined
VHC	Valley Health Center
SCVMC	Santa Clara Valley Medical Center
VSC	Valley Specialty Center

## Introduction

The strategic business and facilities context for many of the individual projects described in this section are provided by: the SCVMC Strategic Business Plans accepted by the Board in May 2000 (and updates accepted by the Board in October 2002 and September 2006), the DADS/MH/PH Strategic Business Plan accepted by the Board in October 2003, and the SCVHHS Strategic Facilities Plan accepted by the Board in May 2000. Additionally, with reference to hospital facilities, the State of California Alquist Hospital Seismic Safety Act and Senate Bill 1953 (and SCVMC's response, the SCVMC SB 1953 Seismic Evaluation Report and Compliance Plan) identify externally imposed conditions applicable to hospital facilities planning.

## SCVHHS Strategic Facilities Plan 2000

The SCVHHS Strategic Facilities Plan (SFP) provides an integrated approach to facility planning for DADS, MH, PH, and SCVMC. The SFP includes a main-campus master plan, identifies regional demands for all areas within the County, and recommends priorities based on current needs and future requirements.

The SFP executes key action steps within the SCVMC Strategic Business Plans, particularly in the areas of expanding the SCVMC presence in underserved areas and expanding enrollment and sponsorship.

On the main campus, the SFP 2000 recommended the following between 2000 and 2010:

- Renovate Don Lowe Pavilion
- Seismically and functionally upgrade Rehabilitation Building
- Construct Valley Specialty Center
- Seismically and functionally upgrade Ancillary Building
- Seismically and functionally upgrade Old Main West
- Add Parking Structure
- Demolish Old Main East and Administration Buildings
- Construct Administrative Office Building 2
- Replace Services and Administration Buildings

From 2010 to 2020:

- Provide for development of future acute care beds and services
- Consider future use of the McKinnon School site for a medical office building (MOB), long-term and/or geriatric care facilities, and an additional parking structure
- Plan for MOB expansion and/or additional MOBs, a third AOB, and another parking structure

At regional locations, the SFP grouped the needs as follows:

- Regions requiring major attention in 2000:
  - Franklin McKinley
  - Downtown San Jose
- Regions with significant need in 2000:
  - North County/Sunnyvale
  - East Valley
- Regions with no facilities and significant potential need in 2000:
  - Milpitas
- Regions with facilities and significant emerging needs in 2000:
  - South County/Gilroy
  - The SFP regional discussion also noted the following:
- Regions with facilities and modest needs:
  - Palo Alto/Mountain View
  - West Valley



- Regions with no facilities and limited current need:
  - Santa Clara
  - Cupertino/West San Jose
  - Cambrian
  - Blossom Hill

## Overview of Projects as of 2013

In 2002, the Board of Supervisors approved the County Bond Program including four new construction projects for HHS. Three of the four opened in FY 2009: VHC Gilroy, VHC Sunnyvale, and Valley Specialty Center. The fourth, VHC Milpitas, opened in 2010.

In November 2008, the voters of the County approved Measure A which authorizes \$840 million in general obligation bonds, \$790 million toward the SCVMC Seismic Safety Project and \$50 million toward the Downtown San Jose Clinic.

The VHC Bascom Renovation project (with financial support primarily from an ARRA grant), is currently in progress.

SCVMC capital budget funds have been and are anticipated to continue to support the phased accomplishment of Main Hospital Shell Completion and Renovation Projects.

Future Facility Needs: Previous editions of the Capital Improvement Plan have described several space issues which remain outstanding and posted specific new-construction-project alternatives to address them including:

- New facilities in the east valley area (which encompasses the current VHC East Valley and VHC Tully service areas). The east valley area includes SCVHHS' highest concentration of mission patients/clients. New facilities would replace (and right size) existing antiquated County-owned Mental Health and Public Health buildings at VHC East Valley, temporary modulars at VHC East Valley, and County-leased space at 614 Tully (the Narvaez building) and on Las Plumas.
- Consolidated office and support space replacing current temporary space primarily around the main campus.
- Appropriate new space for programs now located at 976 Lenzen.

Projects previously described as, in combination, having the potential to address these issues include:

- East Valley MH/PH Buildings Replacement
- Narvaez Building Replacement
- Administrative Office Building 2

## Notes

- As of April 2013, SCVMC had not finalized the list of projects to be included in the SCVMC capital budget for FY 2014; consequently no new FY 2014 funding from the SCVMC capital budget is shown for any project. Projects expected to be funded include the addition of a PET scanner in VSC, continued upgrades to building systems including water treatment systems, evaluation and potential replacement of road surfaces throughout the SCVMC campus. It is anticipated that additional funds would be allocated to continue with necessary repairs to Building W, one of the oldest original hospital buildings on the SCVMC Campus.
- Passed by the voters in November 2004, Proposition 63 established the Mental Health Services Act which sets aside funds for specialty mental health services State-wide. Direct services, technology and capital funds are awarded based on plans submitted by the individual counties. To date, the County's Mental Health Department has applied for and is receiving funds for direct services, and has applied for technology funds but to date has not applied for capital funds.
- Carry-forward balances shown in the individual project descriptions are as of April 2013.
- For some projects, Preliminary and Other costs are included with Design and/or Construction cost figures, as applicable.

# Santa Clara Valley Medical Center Seismic Safety Project

## Partially Funded

<b>Policy</b>	Health and Hospital
<b>Committee:</b>	
<b>Department:</b>	SCVMC
<b>Project:</b>	Santa Clara Valley Medical Center Seismic Safety Project
<b>Project Status:</b>	Active
<b>Location:</b>	751 S. Bascom Avenue, San Jose 95128
<b>Project No.:</b>	263-C022018
<b>Alternative Project No.:</b>	
<b>Begin Date:</b>	1998 (H1 seismic study)
<b>Planned End Date:</b>	TBD

## Description

In response to earthquake damage to southern California hospitals, in 1994 the State of California enacted SB 1953 (an amendment to the Alfred E. Alquist Hospital Facilities Seismic Safety Act of 1983) which mandates:

- By 2013/15, hospital buildings remain standing and occupants able to exit safely after a seismic event.
- By 2030, hospital buildings remain operational and capable of providing acute-care medical services to the public after a seismic event.

SCVMC is licensed for 574 beds including 524 general acute-care beds and 50 acute psychiatry beds. Of the 524 general acute-care beds, almost half are in seismically compliant buildings while over half — 272 beds — are not. The County must make substantial changes to SCVMC's inpatient facilities to maintain its licensed bed capacity and level of service to the community.

Meeting State seismic safety law requirements drove development of the SCVMC Seismic Safety Project (SSP).

SSP identifies strategies to address regulatory requirements and service demands. SSP takes a coordinated approach to several functionally and physically interrelated future hospital projects. The extensive interdependencies among services and buildings in a hospital complex necessitate an integrated assessment of the programmatic, functional, operational, and physical interrelationships among the individual projects, and a coordinated approach to their accomplishment.

## Estimated Project Costs — in Millions of Dollars

Preliminary	0.00
Design	207.75
Acquisition	0.00
Construction	1,177.25
Other	0.00
<b>Total Cost</b>	<b>1,385.00</b>

SSP's vision is to:

- Protect the community.
- Foster a care-delivery model in which the patient is the highest priority.
- Facilitate cost-effective healthcare delivery.
- Enhance the financial stability of SCVMC.
- Support accomplishment of SCVMC's mission and strategic initiatives.

Design of SSP is being guided by the following principles:

- Promote a positive patient experience.
- Provide the flexibility to accommodate changes in healthcare delivery, operations and technology.
- Complement the Main Hospital and Valley Specialty Center.
- Be environmentally responsible.

In overview, SSP constructs 272 new inpatient beds to community standards, replacing those built in the 1960s and 1970s and associated support including parking and materials-management infrastructure.

Stage 1 of SSP includes:

- Parking Structure 2: 1,400 spaces on five floors, with photovoltaic cells on top
- Bed Building 1: 168 replacement beds (including intensive care, rehabilitation and transitional/acute-care units), the Rehabilitation Center
- Services Building Replacement: dock, materials management, dietary kitchen, offices; Old Main demolition/seismic upgrade

Stage 2 of SSP includes:

- Bed Building 2: 104 replacement beds (acute-care units)



## Current Status

As of April 2013:

- Parking Structure 2 opened in Spring 2009.
- Construction of Bed Building 1 (BB1 – also referred to as the Sobrato Pavilion) is underway with a current scheduled completion in the 4th quarter of 2014 and activation in the first quarter of 2015.
- Construction of the Service Building Replacement (SBR) is underway with the building nearly complete. The construction of the tunnel connecting this building to main hospital circulation is expected to be completed in the first quarter of 2014.
- Design for reconstruction of the exterior environment has begun with work on the western portion of the campus expected to commence in late 2013 or early 2014.
- Planning, programming, and design continue on other elements of SSP including the Old Main Demolition/Seismic Upgrade, Seismic Upgrade of the existing Services Building, renovations of space vacated as part due to activation of the BB1 and SBR, and other projects.

## Budget Status

This project is funded through Stage 1.

## History/Background

The SSP was presented to the Board of Supervisors during its May 2006 workshop, to the SCVMC Financial Planning Task Force in August 2006, and to the Board at its September 2006 workshop. At the September workshop, the Board also accepted reports on the SCVMC Strategic Business Plans Update 2006 and on financing options for SSP. The financing options were described as including: five years of delegated San Jose Redevelopment Agency funds (\$73 million – FY2007 through FY 2011); Tobacco Securitization funds (initially estimated at \$88 million); General Obligation Bonds of at least \$500 million; and State and/or Federal funds. Actions were taken by the Board in November and December 2006 which provided initial funding for SSP by a combination of delegated San Jose Redevelopment Agency funds and \$100 million in Tobacco Securitization funds.

In September 2007, the Board of Supervisors approved the architect selection and received a status report on SSP including a re-phasing of its components in furtherance of SCVMC's strategic goals.

In June 2008, the Board of Supervisors voted to place on the November ballot Measure A, the Hospital Seismic Safety and Medical Facilities General Obligation Bond.

In November 2008, the voters of the County approved Measure A by an overwhelming 78% (two-thirds being required for passage). Measure A authorized the County to issue \$840 million in general obligation bonds, \$790 million for the SCVMC Seismic Safety Project and \$50 million toward development of outpatient medical facilities in downtown San Jose. This action by the voters completed the funding required for Stage 1 of the SCVMC Seismic Safety Project.

In December 2008, the Board of Supervisors formed a Measure A Independent Citizens' Oversight Committee.

In February 2009, the Board of Supervisors awarded the design-build contract for Bed Building 1 and authorized pursuing the attainment from the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Program of a Gold certification for Bed Building 1.

In March 2009, the Board of Supervisors approved replacement of \$10 million in Tobacco Securitization funds previously provided to SSP with \$10 million in delegated San Jose Redevelopment Agency funds.

In December 2009, a status report on the SSP was provided to the Health and Hospital Committee (HHC). The report noted that recent construction-market conditions afford a unique opportunity to construct the Services Building Replacement (SBR) within the available funding, reducing the overall cost of the project and the County's reliance on the existing 1930's Services Building. Consequently, construction of the SBR will take place in Stage 1 as reported out to the full Board through the HHC in January 2010. The most recent report was submitted to HHC at its August 11, 2010 meeting and updates provided to the Board on September 28, 2010 and February, with the later concurrent with the award of the Design-Build Contractor for the SBR. (Note that the funding for Stage 1 of SSP includes the entire amount of the Measure A general obligation bonds approved by the voters for SSP not just the amount issued to date and \$11 million less than the total delegated San Jose RDA funds shown in the Measure A ballot description language to reflect the reduced amount transferred to the project account from San Jose.)

# San Jose Downtown Health Center

## Partially Funded

<b>Policy</b>	Health and Hospital
<b>Committee:</b>	
<b>Department:</b>	Office of the County Executive
<b>Project:</b>	San Jose Downtown Health Center
<b>Project Status:</b>	Active
<b>Location:</b>	Between N. 16th and N. 17th St. on E. Santa Clara
<b>Project No.:</b>	HHS-VHCDTSJ
<b>Alternative Project No.:</b>	263-CP09018
<b>Begin Date:</b>	FY 2009
<b>Planned End Date:</b>	FY 2015

## Description

This project will develop a primary-care and urgent-care medical facility in downtown San Jose.

In November 2008, Santa Clara County voters approved Measure A, authorizing the County to issue \$840 million in bonds, \$790 million for the SCVMC Seismic Safety Project and \$50 million for the development of outpatient primary care medical facilities in downtown San Jose.

During calendar year 2009, staff conducted an extensive search for a site for the new San Jose Downtown Health Center (SJDHC). As a result of this search, in January 2010, the County purchased the former San Jose Medical Center site between N. 14th and N. 17th Streets on E. Santa Clara Street in downtown San Jose. The County has subsequently demolished the old hospital buildings.

The SJDHC will be built on the former San Jose Medical Center site between N. 16th and N. 17th Streets on E. Santa Clara Street. The design of the SJDHC will be based extensively on the Valley Health Center Milpitas, a three-story 60,000 square foot clinic completed in 2010 in Milpitas.

In January 2010, the County's Procurement Department issued a Request for Statements of Qualifications (RFSOQ) for firms interested in operating the new Downtown San Jose Clinic. The Gardner Family Health Network (Gardner) was the only firm to submit a Statement of Qualifications in

## Estimated Project Costs — in Millions of Dollars

Preliminary	0.30
Design	3.00
Acquisition	0
Construction	45.00
Other	1.70
<b>Total Cost</b>	<b>50.00</b>

response to this RFSOQ. An Evaluation Committee established by the Procurement Department reviewed Gardner's submittal and, in late February, determined that they met all of the minimum qualifications set forth in the RFSOQ. The County has subsequently determined that the County will provide services, including Urgent Care, on the first and third floors of the SJDHC and that Gardner will provide services on the second floor.

## Current Status

On October 23, 2012, the Board awarded the construction contract for the San Jose Downtown Health Center to Flintco Pacific, Inc for \$32,747,000. Following submission of bonds and insurance, FAF issued the Notice to Proceed (NTP) with construction on January 2, 2013 with a scheduled construction completion date of September 19, 2015. Since January 2013, the Contractor has submitted pre-construction shop drawings and other documents. The first phase of construction will be a temporary road to provide access to the 725 E. Santa Clara Street during construction of the new clinic. On-site surveying and civil construction activities are planned to occur from March through May, with the main construction effort picking up over Summer 2013.

## History/Background

The SCVMC Strategic Business Plans and the HHS Strategic Facilities Plan identified downtown San Jose as a high-priority location for a new primary-care clinic.





# Parks and Recreation Department Message

## Parks and Recreation Department Message

The Parks and Recreation Department manages the County's 46,000-acre park system which includes the operation and maintenance of 28 diverse regional parks, the provision of recreation (Healthy Trails Program) and interpretative programs (Junior Rangers), and special events such as the annual Fantasy of Lights and Festival in the Park. Parks staff works with cities, special park districts, contiguous counties and the State of California on mutually beneficial projects that leverages our resources, furthers our mission, and develops complementary park and recreation programs.

Recognizing the increasing need to provide recreational and open space opportunities for the growing population of Santa Clara County, the Parks Department is continuing to invest in essential capital improvements, vital resource management projects, and major maintenance/infrastructure projects to care for existing park assets and expand the regional parks system. The Parks Department utilizes two guiding policy documents in prioritizing capital improvement projects. This first is the Board approved Strategic Plan for the Department and the second is the Capital Improvement Program Ranking Criteria developed by the Parks and Recreation Commission and approved by the Board.

## Parks and Recreation Capital Improvement Program

The Capital Improvement Program (CIP) includes the project status, schedule, budget and funding sources for the Department's new and ongoing capital projects. The capital projects in this annual report meet the following criteria:

- health and safety needs required by regulatory agencies
- threat of loss of use
- essential to park operations
- meet the objectives of the Department's Strategic Plan
- leverage CIP funds to the greatest extent possible
- good candidates for grant funding

The Parks Department's FY 2014 CIP budget recommendations were reviewed and accepted by the Parks and Recreation Commission through the annual CIP review process. These recommendations have been included as part of the Department's recommended budget, forwarded to the County Executive and the Board's Housing, Land Use,

Environment and Transportation (HLUET) Committee, for input to the Board of Supervisors. The recommended FY 2014 CIP budget of \$2.055 million is directed to improve the following park facilities and infrastructure:

- Anderson – Visitor Center Exhibits
- ADA – retrofit of priority visitor serving amenities
- Calero & RSV Trails MP Implement – design for new staging area and trail connection
- Coyote Lake-Harvey Bear Ranch – staging area and parking expansion at Bear Ranch
- Grant Ranch Historic Buildings Rehabilitation – to implement high priority repairs as identified in the Historic Structures Report
- Preventative Maintenance (Bridges, Restrooms, Kiosks) – on-going infrastructure replacement program
- Natural Resource Management -Eucalyptus tree removal along perimeter of Hellyer County Park along Palisades Drive
- Mt. Madonna County Park Forest health management plan – develop Forest Health Management Plan for Mt. Madonna County Park
- Unused Structures Management – funding for removal of unused structures previously approved
- Historical Heritage Committee – annual allocation to grant program

The Grant Ranch Historic Buildings Rehabilitation is the only project that meets the criteria for the \$500K threshold for inclusion in this CIP report, in accordance with the Board's Policy for financing capital projects.

## Continual Implementation of the Strategic Plan

Based on the Board's direction on the Department's updated Strategic Plan, the Parks Department continues to implement capital improvement priorities and provide regular progress reports to the Parks and Recreation Commission, HLUET Committee and the Board of Supervisors on the status of the completed priorities. The Parks Department has implemented 117 overall priority action items identified in the 2006 Strategic Plan.





## Appendix A: County of Santa Clara Policy Manual: Policies 4.11 & 4.14

### Board of Supervisors, County of Santa Clara, Policy Manual Policy 4.11

#### Policy for Planning, Reporting, and Financing Capital Projects (Adopted 3-10-98; Amended 2-26-08)

The Board of Supervisors believes that a high priority must be placed on the financing of capital projects. This approach allows for a capital expenditure strategy which enables the County to:

- provide appropriate facilities for its workforce and clients;
- manage the maintenance, utilities and other facility ownership costs; and,
- plan for the future replacement of facilities.

The Board supports a rigorous annual planning process and application of well-defined and policy driven criteria. Board Policy 4.10 describes the annual Capital Outlay Process whereby departments will submit capital budget concept proposals for review to the Administrative Capital Committee. The Finance and Government Operations Committee will annually review capital project requests as submitted by the Administrative Capital Committee and will forward recommended projects to the full Board of Supervisors for consideration based upon the following criteria:

- **Legal Mandates** — legal requirements which require implementation of the proposed project.
- **Health and Safety Effects** — the degree to which a project reduces or eliminates the exposure of employees and residents to health and safety hazards.
- **Preservation of Existing Capital Facilities** — the ability of a project to eliminate an existing deficiency, substandard condition or need for future major rehabilitation.
- **Service Level Changes (Quality of Service)** — the project's effect on the efficiency of County programs.
- **Fiscal Impacts** — The cost effectiveness of the project (cost-benefit, life cycle cost, pay-back term, risk assessment analysis).
- **Environmental Sustainability** — the potential for the project to improve one or more of the following indicators of environmental sustainability, consistent with Board Policy Section 7.14 (County Green Building Policy):

- A. Reduced energy use
- B. Reduced Greenhouse Gas (GHG) emissions
- C. Reduced water use
- D. Improvements to water quality
- E. Improvements to air quality
- F. Contribution of project to habitat conservation goals

- **Aesthetic or Social Effects** — the beneficial or adverse impact of a project on the quality of life for residents and/or employees.

#### Reporting Capital Projects in the 5-Year Capital Improvement Plan, Policy 4.11.1

Capital projects are developed and reviewed by the Finance and Government Operations Committee and by the Board of Supervisors as described in Board Policy Section 4.10 (Capital Outlay Policy). Capital projects are reported in the annually updated 5-Year Capital Improvement Plan as described below:

- A.** Capital projects that exceed \$500,000 will be presented to the Board of Supervisors in a 5-year Capital Improvement Plan that will include information on the stage of the project, estimated life cycle costs including one-time and ongoing costs and additional costs of the service program, if any.
- B.** Capital projects that exceed \$500,000 and require more than one year for completion will be presented to the Board in a multi-year format with clear definition of the need for expenditures and/or encumbrances within each fiscal year base.
- C.** For capital projects that exceed \$500,000, distinct phases will be clearly defined separating the design phase from the construction phase. Though a total cost of all phases will be estimated, funding for construction will normally be considered only at the completion of the design phase when accurate costs have been determined.
- D.** Projects to be funded from bonds or other sources outside the regular capital review process, such as Santa Clara Valley Health and Hospital System capital accounts, will be included in the document for reference purposes.



Projects that are not requested during the annual Capital Projects planning process, as described in Board Policy Section 4.10 (Capital Outlay Policy), will not be considered for funding unless the need has been created by an emergency or other compelling reason.

### **Capital Projects Description Policy 4.11.2**

This policy recommends that capital expenditures be sorted as based on the following categories of projects:

- A.** Preventative / Corrective Maintenance projects
- B.** Life Cycle Replacement / Major Maintenance projects
- C.** Special Program projects
- D.** New Construction / Alteration projects

### **Preventative/Corrective Maintenance Projects (Amended 6-19-98 – Policy Resolution No. 98-03) Policy 4.11.3**

Preventative and corrective maintenance projects are the maintenance work needed to keep a facility and its systems functioning to the end of their engineered lives or “life cycle.” Preventative maintenance accomplishes facility system inspections and services in accordance with schedules established by manufacturers’ recommendations, industry standards, and government regulations. Corrective maintenance is the repair of a facility system that has failed unexpectedly prior to the end of the engineered life of that system. Most corrective maintenance projects are small repair projects that can be performed by County employees since the project work costs less than the dollar amount established by California Public Contract Code Section 22032(a).

These projects typically fall under the criteria of “Preservation of Capital Facilities,” “Legal Mandates,” and “Health and Safety Effects.”

Preventative and corrective maintenance projects are funded in department annual operating maintenance budgets from County “ongoing funds,” and are not capital projects per se. But, failure to perform this work will result in the creation of expensive capital repair projects. Larger corrective maintenance projects may be reclassified as “major maintenance” projects.

The Board of Supervisors has adopted a policy to determine a level of allocation for preventive maintenance based on the value of County-owned buildings. The preventative maintenance annual funding standard shall be 2% of the facility value.

### **Life Cycle Replacement/Major Maintenance Projects Policy Manual 4.11.4**

Buildings and their systems are engineered for a useful design life. Life cycle replacement and major maintenance projects, also known within the County as Backlog Projects, are those capital-funded projects that replace or renovate buildings and their systems as those buildings / building systems reach the end of their useful lives. Large corrective maintenance projects may be reclassified as major maintenance projects due to the need to fund these projects with capital funds rather than from department annual operating budgets.

These projects typically fall under the criteria of “Preservation of Existing Capital Facilities,” “Legal Mandates,” and “Health and Safety Effects.”

The list of projects and desired level of annual capital funding for this work is identified through a Facility Condition Assessment process. A prioritized list of these projects is annually presented to the Board of Supervisors during the annual capital planning process.

Funding for these projects is typically provided from County “one-time” funds. Consideration should be given to using other sources of funding if “one-time” funds are insufficient to meet the life cycle replacement requirements of the County’s facilities.

Unexpected emergency maintenance projects are often funded from the County Contingency Reserve Fund. These projects are considered separately from the annual capital project review process due to the unexpected nature of their occurrence and the urgency with which the repair work must be completed.

### **Special Programs Projects Policy Manual 4.11.5**

Special program projects are those groupings of projects having unique characteristics that are of special interest to the County. Possible examples of such programs include energy conservation, water conservation, greenhouse gas reduction, Americans with Disabilities Act projects, security, and others. These projects may be reflective of one or more of the listed capital projects selection criteria.

These projects are prioritized within their groupings, and the suggested prioritized lists are annually provided to the Board of Supervisors for funding consideration. The program lists are often included in the 10-Year Capital Improvement Plan.

These projects are typically funded from “one-time” funds.

## **New Construction/Alteration Projects Policy Manual Policy 4.11.6**

These projects provide new facilities, or significantly alter existing facilities. While these projects may be selected due to a number of capital project selection criteria, the most commonly used criteria for these projects may be “Service Level Changes.” Changes in Federal or State laws, regulations, and building codes may also create a need for such projects under the “Legal Mandates” criteria.

This policy will require the Administration to include comprehensive statements regarding the impact of new construction and alteration capital projects on the operations of affected departments including the impact on the Facilities and Fleet Department relating to utility, custodial, and maintenance costs, and to other support departments such as the Information Services Department. An additional requirement will be to demonstrate how the funding of such a project will improve the performance of particular departments as it relates to productivity, efficiency, service outcomes, or meeting legal mandates. It is anticipated that projects to provide new facilities will derive from the Facilities Condition Assessment process, the Real Estate Master Plan, and/or specific operational strategic plans that examine productivity, efficiency, service outcomes, or legal mandates. An examination of the cost effectiveness including a life cycle analysis should be reported regardless of funding sources. All of these factors must be included in the justifications presented to the Finance and Government Operations Committee and the Board of Supervisors.

These projects may be funded from a variety of funding sources including Federal, State, grant, bond indebtedness, and County “one-time” funds; and special funds such as Tobacco Funds, Criminal Justice Funds, parcel tax, and other funding sources.

The financial amount required to fund a large new construction or major alteration project may exceed the financial resources available in any given year. These projects should be considered on a case by case basis and be evaluated separately from annual capital requirements.

### **Budgetary Control of Capital Projects (Adopted 1-14-03; Amended 1-13-04; Amended 12-6-05; Amended 12-5-06; Amended 2-26-08) Policy 4.14**

It is the policy of the Board of Supervisors of Santa Clara County that capital project funds be managed according to the following guidelines.

## **General Capital Funding Guidelines Policy 4.14.1**

County departments shall develop policies and procedures for the budgetary control of capital funds. Guidelines should define the appropriation process; establish appropriate and prohibited uses for capital funds; set guidelines for handling funds at project close and fiscal year-end; and define reporting requirements for capital projects.

### **Budgetary Control and Reporting of the Facilities and Fleet (FAF) and Santa Clara Valley Medical Center (SCVMC) Capital Funds (Amended 12-7-04) Policy 4.14.2**

The Board of Supervisors approves FAF and SCVMC Capital Funds according to the guidelines established in Section 4.11 of this policy.

#### **A. FAF Capital Fund and Appropriation Categories**

FAF Capital funds are typically appropriated by the Board during the annual Capital Budget Process or by subsequent Board actions. Board Capital Funds are appropriated as either Board Identified Programs or as Board Identified Capital Projects.

1. Board Identified Programs (BIP) – These purpose specific appropriations are maintained in the BIP account until an Administration Identified Capital Project (AICP) is established.
  - a. Building Operations Division BIPs including, but not limited to, Life-cycle Infrastructure Investment Program/Deferred Maintenance Backlog (Backlog) and Energy Conservation Programs
    - i. These Building Operations AICPs are approved by the Manager of FAF Building Operations Division within the BIPs scope, e.g., Backlog, to address either deferred maintenance backlog or equipment and building system life cycle replacement needs in County-owned facilities.
    - ii. There may be leased buildings for which FAF is contractually obligated to provide maintenance and in those cases, Backlog funds may be used in accordance with this policy. Energy Conservation Funds may also be used in leased buildings.
  - b. Capital Programs Division BIPs including, but not limited to, Security Master Plan, Americans with Disabilities Act/Fire Marshal (ADA/FM), Unanticipated, Planning Programs



- i. Capital Programs Division AICPs are approved in accordance with the procedures set forth in paragraph 4.14.2.B.1.b and then are managed by the Manager of Capital Programs to address facility needs within the scope of the BIP appropriation.
  - ii. There may be leased buildings for which FAF determines that enhancements are needed and, in those cases, BIP funds may be used in accordance with this policy, e.g., Security Master Plan improvements.
2. Board Identified Capital Projects (BICP) – These are line-item appropriations with a defined project scope.

## B. Appropriation Guidelines

1. Board Identified Programs (BIP)
  - a. Building Operations, (i.e., Backlog, Energy Conservation Programs)
    - i. Building Operations AICP scope must be in alignment with the BIP scope.
    - ii. The FAF Building Operations Division may commit funds to and move funds between Building Operations AICPs using current year Building Operations BIP Funds only.
    - iii. Building Operations BIP Funds allocated to an AICP in a prior fiscal year cannot be reallocated to another AICP by FAF. Prior year surplus or uncommitted funds shall be transferred to the appropriate holding account when the AICPs are closed out or the funds are otherwise no longer needed for designated AICPs.
  - b. Capital Programs, AICPs. (i.e., ADA/FM, Security Master Plan Programs)
    - i. AICP scope must be in alignment with the BIP scope.
    - ii. The Deputy County Executive, Office of Budget and Analysis (OBA) or designee may approve or augment an AICP up to \$250,000 that is funded entirely from one BIP.
    - iii. AICP funding approved by OBA may be made in increments as long as the total funding for the AICP does not exceed \$250,000;
    - iv. AICPs initiated and closed in the same fiscal year shall have unused funds returned to the BIP for reallocation;
    - v. OBA may approve funding transfers between current-year AICPs within a single BIP.

- vi. OBA may augment the funding of a prior year AICP from within the same BIP using current year funding only.
- vii. BIP Funds allocated to an AICP in a prior fiscal year cannot be reallocated to another AICP by OBA. Prior year surplus or uncommitted funds shall be transferred to the appropriate holding account when the AICPs are closed out or the funds are otherwise no longer needed for designated AICPs.
- viii. AICPs requiring funding from more than one BIP or in an amount greater than \$250,000 must be approved by the Board or its designee. Upon Board action, the AICP is reclassified as a BICP and is subject to the guidelines in Section 4.14.2.B.2 of this policy.

2. Board Identified Capital Projects (BICP) – The Board or its designee must approve the following changes to a BICP:
  - a. Total appropriation increases or decreases;
  - b. Designated line item appropriation increases or decreases (i.e., land purchase); or
  - c. Significant programmatic scope changes.

## C. Holding Accounts

1. Board Identified Programs (BIP)
  - a. For each approved BIP, a single holding account shall be established to receive any and all surplus or uncommitted funds returned from its AICPs that were allocated in any prior fiscal year. This account will be separate from the original BIP account. To the extent possible, holding accounts shall identify the year of initial appropriation.
  - b. FAF shall transfer identified surplus or uncommitted prior year funds from AICPs to the designated BIP holding account.
  - c. The Office of Budget and Analysis should provide recommendations to the Board for future allocations of holding account funds; however, only the Board or its designee may appropriate funds from these holding accounts.
2. Board Identified Capital Projects (BICP)
  - a. One single holding account shall be established to receive any and all surplus or uncommitted funds from all BICPs that were allocated in any fiscal year. To the extent possible, holding accounts shall identify the year of initial appropriation.

- b. FAF shall transfer identified surplus or uncommitted funds from BICPs to the designated BICP holding account.
- c. The Office of Budget and Analysis should provide recommendations to the Board for future allocations of holding account funds; however, only the Board or its designee may appropriate funds from these holding accounts.

#### **D. Guidelines for Appropriation Management at Fiscal Year End**

- 1. FAF shall carry BICP appropriations across fiscal years until completion and closeout of the project; and
- 2. FAF shall carry AICP allocations across fiscal years until completion and closeout of the project; and
- 3. At fiscal year end, current BIP appropriations that are not committed to a project with an established scope and budget shall be transferred to the designated holding account.

#### **E. Reporting Fund Transfers to the Board**

- 1. FAF Building Operations Division shall report all BIP fund transfers annually to the Finance and Government Operations Committee (FGOC). That report shall include the following:
  - a. Funds allocated to Building Operations AICPs from current year BIPs
  - b. Funds returned to BIP holding accounts)
- 2. FAF Capital Programs Division shall report all BIP (AICP) fund transfers annually to the FGOC, no later than the April meeting, so the Board will have the information during the budget process. That report shall include the following:

- a. Funds allocated from current year BIPs to current and prior year AICPs
  - b. Funds returned to current year BIPs from current year AICPs
  - c. Funds transferred to the appropriate BIP holding account(s)
  - d. Any funds transferred by the Board, OBA or FAF
- 3. FAF Capital Programs Division shall report all BICP fund transfers annually to the FGOC, no later than the April meeting, so the Board will have the information during the budget process. That report shall include the following:
    - a. Funds appropriated to BICPs
    - b. Funds returned to the BICP holding account
    - c. Funds appropriated from the BICP holding account
  - 4. SCVMC shall report all capital project fund transfers annually in the Final Budget document and reconcile this list at the end of the fiscal year during the re-appropriation request to the Board of Supervisors. These reports shall include the following:
    - a. All projects equivalent to AICPs, including new and re-appropriated projects.
    - b. At the time of re-appropriation request, a reconciliation of the prior year's Final Budget and the request for re-appropriation.

#### **F. Procedures**

FAF and SCVMC shall develop internal procedures to implement this Board policy.



## Appendix B: Facilities and Fleet Department – Projects between \$250,000–\$500,000

Project Description	Department	Budget
70 West Hedding	Multi-Department	\$357,049
Energy Efficiency – Controls	Multi-Department	\$376,935
Energy Efficiency – HVAC	Multi-Department	\$261,838
San Martin DADS – Capital Projects	Department of Drug & Alcohol	\$484,246
Water Conservation Projects	Multi-Department	\$439,954
San Martin - Sig Sanchez Building	Multi-Department	\$395,000
South County Agriculture Office Relocation	Agriculture & Environmental Mgmt	\$461,000
<b>Total</b>		<b>\$2,776,022</b>



## Appendix C: Parks and Recreation Department – Projects between \$250,000–\$500,000

<b>Project Description</b>	<b>Budget</b>
Almaden Quicksilver – Hacienda Restroom	\$350,000
Mt. Madonna Trails Master Plan and Natural Resource Management Plan	\$300,000
Mt. Madonna – Visitor Center/Park Office & Maintenance Yard	\$280,000
Stevens Creek Boat Ramp Upgrade	\$275,000
Vasona – Irrigation System	\$250,000
Santa Teresa – Grazing Plan implementation	\$250,000
Preventative Maintenance	\$250,000
<b>Total</b>	<b>\$1,955,000</b>



## Appendix D: Roads and Airports Department – Projects between \$250,000–\$500,000

<b>Project Description</b>	<b>Budget</b>
Neighborhood Protection – Traffic and Electrical	\$399,563
Highway Signals	\$334,010
Structure Improvements	\$363,799
District Infrastructure - General Fund	\$311,389
<b>Total</b>	<b>\$1,408,761</b>



## Appendix E: Health and Hospital – Projects between \$250,000–\$500,000

<b>Project Description</b>	<b>Budget</b>
750 S. Bascom	\$251,581
Main LDR III	\$310,141
Backfill Projects	\$336,635
EHC Medical Respite Expansion	\$498,922
RTLS Cable Project	\$350,000
Nurse Call West Wing	\$400,000
<b>Total</b>	<b>\$2,147,279</b>



