



## SECTION 1.0 EXECUTIVE SUMMARY

### 1.0 INTRODUCTION

In alignment with the goals and objectives of the Tulare County Strategic Business Plan, the County has commissioned Vanir CM to perform the following tasks:

- A. Conduct Preliminary Survey on the condition of all County owned facilities.
- B. Conduct Preliminary Site Evaluations on two of the County's owned sites in the City of Visalia.
- C. Based on the selected site, develop three alternative site Utilization Master Plans for a proposed New County Civic Center.
- D. Develop a set of broad recommendations (**The Next Steps**) which will assist the County and its Board of Supervisors to make decisions in implementing the desired out come of its stated goals and objectives as outlined in its 2006-2011 Strategic Business Plan.

To the benefit of everyone, attached to this section of the report is a brief overview of the steps involved in the implementation of a successful and **dynamic** Capital Improvement Plan/Process (CIP).

### 1.1 OUTCOME/FINDINGS

#### Preliminary Facility Condition Evaluation

Currently the County owns 1,780,865 gross square feet (SF) of existing facilities. The first step in the master planning process is to identify a need. Through the process of evaluating existing owned facilities, the County has determined that the existing facilities are inefficient (by design), dated, and in some cases, exceeding or approaching the limits of their useful life-cycles. This, coupled with the fractured and displaced services provided within these facilities, has lead to the conclusion that combining essential government services into a single, efficient, high-performance facility would be of great benefit to the County and its constituents.

**Section 3** of this report identifies the results of a 175 questions per building, internet based questionnaire, distributed to and completed by County of Tulare, Facility Maintenance/ Management Personnel. Within the questionnaire, each facility owned by the County was evaluated based upon its age, size, location, and the general condition of its major building systems. The contents of this section presents each of these facilities both in a graphical representation of its age, size, and geographical location (by District), and a descriptive data sheet summarizing the facility condition as rated within the questionnaire.

As a result of this effort, 74 facilities were evaluated. Of those facilities, approximately 29% of the total square footage is 15 years old or less, 23% are 16 - 29 years old, and 48% is 30 years or older. The remainder of the facilities were excluded from the questionnaire as they were

related to parks, repeater sites, and public works road yards which the County elected to not evaluate due to the nature of these particular facilities. These excluded facilities represent only 10% of the total square feet of County owned facilities.

Some issues/concerns identified upon evaluation of the questionnaires includes the following:

- With County staff spread across these facilities, interagency communication becomes more difficult, client access to multiple services is more confusing and less convenient, and information technology support is less complete.
- Many of the existing facilities utilize dated utility support systems (such as HVAC and Power Supply) leading to inefficiencies that can add considerably to maintenance and operational costs.
- The existing facilities would need to be brought into compliance with the State of California, Title 24 building and energy codes and ADA/CALDAG accessibility requirements. In many cases, there are increased costs to comply, in comparison to new construction, due to the need to meet the regulations in a pre-existing structural and infrastructural building system.
- Existing services need to be maintained without interruption during construction. This leads to increased costs to accommodate phasing requirements and the use of temporary facilities to house the services.
- As the services are spread among multiple fractured facilities, there are inefficiencies in administrative/technical staffing and shared space use, both within each department and between departments that should maintain strong relationships to each other.
- Currently, the County pays roughly \$5.3 million annually in lease payments. The majority of these are subvented for use by Social Services and health-related functions.

#### Proposed Civic Center / Master Plan:

As a result of the preliminary survey of the condition of the existing facilities, coupled with the additional future space needs to accommodate staffing increase, the County commissioned this preliminary Master Planning Study to evaluate the feasibility of building a new Civic Center in the City of Visalia.

There are several long and short-term benefits for providing a centralized facility in the City of Visalia, just to name a few:



- The new facility will consolidate government services and provide the public with easy access to government as a County Seat.
- The new facility will provide County staff with an efficient, standardized, comfortable and functional work place.
- The New Civic Center will be designed with the flexibility to support evolving future technology.
- The central location of the intended services for this facility (general County administration, finance, criminal justice, and resource management) will serve the broad population of the County more efficiently.

In order to establish the size and location of the proposed New Civic Center in the City of Visalia, the following tasks had to be undertaken:

**1. Preliminary Sites Evaluation and Selection**

Two sites were evaluated for the proposed New Civic Center:

- The Tulare County Civic Center - located at 221 South Mooney Boulevard in the City of Visalia
- Government Plaza - located at 5957 South Mooney Boulevard in the City of Visalia

As a result of the preliminary evaluation and selection process, the existing Tulare County Civic Center was deemed the most ideal site for the development of a New Civic Center.

**Section 5** of this report describes in detail the site selection process and the evaluation criteria which was utilized to score and rank the sites

**2. Countywide Population Growth and Locational Shift**

Tulare County currently has roughly 425,600 residents, with population projected to reach almost 578,493 by 2026 with an average annual rate of growth of 1.61%. The majority of growth in the County of Tulare is centralized within the City of Visalia. In 1986 22% of the total County of Tulare resided in the City of Visalia. In 2006, the percentage of residents increased to 26% of the total population.

**Section 4.1** of this report outlines a summary of current conditions and trends affecting the growth of the County of Tulare over the next twenty years (through 2026) . This

summary has been drawn from materials developed by the 2006 State of California Department of Finance (D.O.F.) figures and the 2003 Tulare County Association of Governments (TCAG)

**3. Countywide Staffing Projections to the year 2026**

The County’s projected population shows an increase by nearly 37% over the next two decades. It is likely that staffing in public service agencies such as Health, Social Services, the Sheriff’s Department, the District Attorney, Public Defender, and Probation will continue the growth patterns they have shown since the 1990’s. Administrative and internal support divisions are more likely to remain at or below projected population growth rates. The following table demonstrates the historical growth rates for the various Department in the County for the past 20 years. **Section 4.2** of this report provides detailed staffing projection analysis, countywide and by department, utilizing various projection models.

**Countywide Historical Staffing Growth - 1986-2006 \***

Department	Total Growth (%) by Department from 1986-2006	Staffing Level 1986	Current Staffing Level (2006)
120 - Workforce Investment Development	350.00%	18	81.00
142 - Health & Humman Services Agency	194.00%	766	2,253.55
80 - County Counsel	181.00%	18	50.65
205 - Probation	146.00%	128	315.00
210 - Public Defender	134.00%	32	75.00
240 - Sheriff	84.00%	376	690.50
100 - District Attorney	55.00%	113	175.00
200 - Human Resources	53.00%	17	26.00
10 - Board of Supervisors	40.00%	5	7.00
30 - Auditor/Controller	29.50%	44	57.00
15 - Agricultural Commissioner	12.00%	51	57.00
85 - County Administrative Office	13.00%	15	17.00
230 - Resource Management Agency	-9.00%	536	486.00
25 - Assessor/Clerk Recorder	-23.00%	109	84.00
145 - Library	-31.00%	49	33.60

\* Some departments have not been included within this table as those departments have been in existence for less than 20 years and as such, do not have enough available data for the 20 year comparison. These departments include: Purchasing, Fire (State & County), COPS, Rural Crime Prevention, Gang Violence Supression, Court Collection, Action Project, Co-operative Extension, and Miscellaneous Administration.

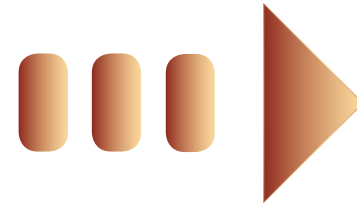
**4. Projected Space Needs for New Civic Center**

Departmental space projections for the proposed New County Civic Center are based upon the average of the projected staffing models (described in Section 4) and a standardized assignable square footage allocation per staff position. The projections



**Table 1-1  
 Proposed Department and Staff Level for the Proposed  
 New Civic Center**

Department	Current 2006 Staffing	2026 Projected Staffing
Board of Supervisors	7	10
Misc. Admin	2	4
Assessor	84	115
Auditor	57	77
Purchasing	6	8
County Counsel / Risk Mgmt.	31	49
County Administration Office	17	23
District Attorney	109	173
Human Resources	26	33
Probation	40	62
Public Defender	60	95
Resource Management Agency	223	293
Court Coll. & Law Library	2.45	3
Information Technology	120	150
Grand Jury	22	34



were based upon a portion of current and proposed staffing levels identified within departments selected by the County to be included within the Proposed New Civic Center. The standards used for this planning have been drawn from work completed on similar departments in other California counties, such as San Luis Obispo County and Solano County. The "Appropriation of Area in Proposed Civic Center" chart, on this page, shows the percentage of assignable space by department.

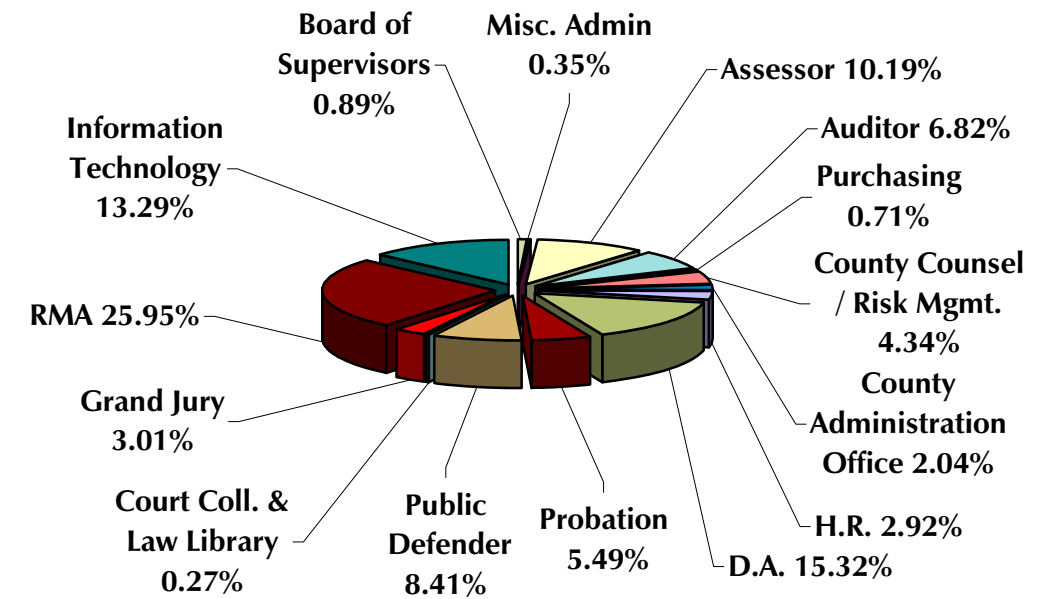
**5. Site Utilization Scenarios**

Upon completion of the site evaluation/selection process and the space need assessment, the County investigated three possible scenarios for the development of the proposed New Civic Center facility on the existing Tulare County Civic Center complex - located at 221 South Mooney Boulevard in the City of Visalia. Each of the scenario has its own attributes (pro's and con's)

- Site utilization strategy
- Scenario specific site attributes ( CEQA, phasing strategy etc..)
- Preliminary development and construction costs
- Schedule impacts
- Phasing options.

**Appropriation of the Departmental Area in the  
 Proposed New Civic Center**

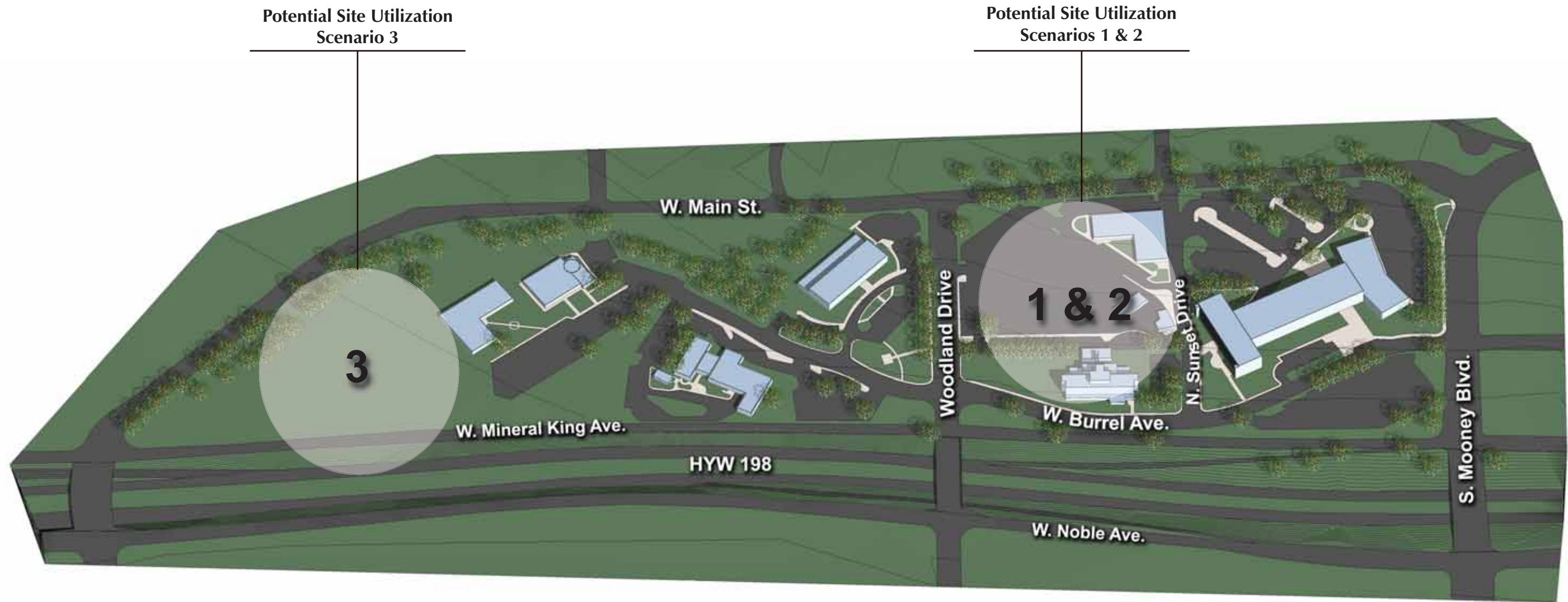
Total Projected Area: 333,568 SF  
 2026 Proposed Staffing Level: 1,129




Section 6 of this report describes in detail each of the scenarios and its related options with detailed conceptual cost analyses. The following pages are summaries of the three major site utilization scenarios at the existing County of Tulare - Civic Center in the City of Visalia.

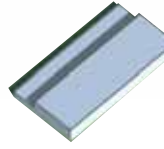



## Potential Site Utilization

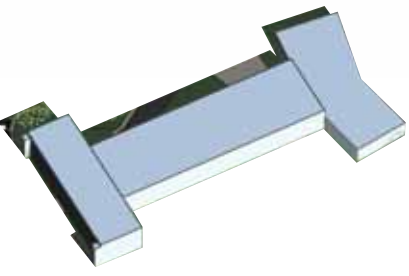


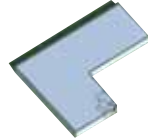
### Existing Facilities


- 


**Administration**  
2800 W Burrel
- 

**Visalia Ag Building**  
2500 W Burrel
- 

**Environmental Health / WIC**  
2325 W Main
- 

**Visalia Superior Courthouse**  
221 South Mooney Blvd
- 

**Human Resources/  
County Counsel**  
2900 W Burrel
- 

**Visalia Education Building**  
2637 W Burrel
- 

**Sheriff / Main Jail**  
2404 W Burrel



## Site Utilization Scenario 1



Existing Facilities    
  Proposed 4 Story Civic Center  
 333,568 Gross Sq. Ft    
  4 Story Parking Structure  
 373,596 Gross Sq. Ft

### Scenario Description

Design and construct the new facility at the current location of the existing Main Jail. The jail would be demolished and relocated to make way for this facility. The existing WIC/Environmental Health facility at this location may or may not require abatement/demolition dependent upon the layout design for new proposed facilities. Included in the demolition is the relocation of the thermal storage tank and underground fuel tank. A parking structure can be included to the north of the proposed facility. As this facility location does not impact existing parking, the parking structure may not be required until a later date as surface parking may be sufficient.

This scenario has a shorter overall duration for planning and construction. This is due, in part, to the possibility that an EIR may not be necessary as it could qualify for categorical exemption, but may require a mitigated negative declaration. This is the result of placing the facility at the location of an existing facility to be demolished.

### Potential Project Schedule

	Year 1												Year 2												Year 3												Year 4												Year 5												Year 6												Year 7												Year 8											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Planning																																																																																																
Cat. Exemp. (CEQA)																																																																																																
Pre-Design																																																																																																
Design/Bid																																																																																																
Jail Demolition																																																																																																
Construction																																																																																																



## Site Utilization Scenario 2



Existing Facilities    
  Proposed 4 Story Civic Center  
 333,568 Gross Sq. Ft    
  4 Story Parking Structure  
 373,596 Gross Sq. Ft

### Scenario Description

Design and construct the new facility north or the existing Main Jail, on the existing surface parking lot. A parking structure must be included within the limited area available due to the amount of surface parking lost by this location. The Visalia Environmental Health/WIC facility would need to be demolished and relocated to accommodate both the facility and parking structure at this location. Included in the demolition is the relocation of the thermal storage tank and underground fuel tank,

An EIR will be required for this site. This has the potential to lengthen the project duration for 1 year.

### Potential Project Schedule

	Year 1												Year 2												Year 3												Year 4												Year 5												Year 6												Year 7												Year 8											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Planning																																																																																																
Pre-Design																																																																																																
EIR																																																																																																
Design/Bid																																																																																																
Demolition																																																																																																
Construction																																																																																																



### Site Utilization Scenario 3



Existing Facilities    
  Proposed 4 Story Civic Center  
 333,568 Gross Sq. Ft    
  4 Story Parking Structure  
 373,596 Gross Sq. Ft

#### Scenario Description

Design and construct the new facility at the eastern corner of the site on an undeveloped area. A parking structure may be included but requires the demolition of the existing Human Resource/County Counsel and County Administration Facilities.

An extensive and in-depth EIR will be required due to the adjacency to a seasonal creek. This has the potential to lengthen the project duration for 1 to 2 years.

#### Potential Project Schedule

	Year 1												Year 2												Year 3												Year 4												Year 5												Year 6												Year 7												Year 8											
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
Planning																																																																																																
Pre-Design																																																																																																
EIR																																																																																																
Design/Bid																																																																																																
Demolition																																																																																																
Construction																																																																																																



## 1.3 Recommendations

### 1.3.1 Short Term Recommendations

A. Recommendation #1

Based on the results of the preliminary survey of the condition of existing facility, the County should prioritize those facilities which require upgrading and commencing a detailed condition assessment on these facilities to determine the scope and budget needed to add thirty more years of life expectancy

B. Recommendation #2

Once the County decides on the preferred scenarios for the new Civic Center, the next step would be to perform the following tasks:

1. Conduct a functional Program to determine in detail the specific space needs for each of the departments, also the relationship between departments. This task involves the determination of adjacencies analysis, size of shared facilities, required departmental rentable square footage, building total gross square feet. Also this task involves the formation of various workshops with the department heads and their designers to collect the input and recommendations needed to develop the functional program.
2. Conduct an in depth site analysis which should include Environmental Phase I and Phase II investigations, topographical and boundary surveying and geotechnical investigation/reports.

C. Recommendation #3

In addition to the Civic Center, the County should examine all its future facility needs and repeat the process and steps for other departments, as outlined in the attached Overview Road Map for success.

D. Recommendation #4

Develop an implementation strategy which incorporates timeline, staff resource allocation, and budget/financing to execute the above recommendations. Included in this strategy would be the identification of funding sources and availability of funds. The implementation strategy will be incorporated into the CIP which will address:

- Priority of projects
- Cash flow analysis
- Time line

### 1.3.2 Long Term Recommendations

#### Facility Development To Accommodate Staffing Growth

Within the past 20 years, the County has constructed/acquired 14 new facilities at a total gross square foot size of 624,198 GSF. This represents 35% of the facilities owned by the County. 54% of this square footage was for detention facilities. During the same period of time, the County population has increased by 40% and staffing levels have increased 88%. This shows that during the last 20 years, the County's population and staffing level have both grown at a faster rate than facilities have been developed. Excluding detention facilities, there is a facility growth deficiency of approximately 31% in relation to staffing growth.

Should the County continue the same staffing growth trends recorded during the past 20 years, the total County staffing level will reach 9,781 in 2026. The averaged staffing projections estimated in Section 4 show a total staff level in 2026 of 7,349, a difference of 2,432 staff positions when compared to the historical growth trends. If the County continues "business as usual", the cost to house and hire the additional staff would be approximately 3.4 billion dollars in addition to operational expenditures for current staff levels. This equates to an estimated 1.2 billion dollars in additional operational costs (payroll and burdens), averaged over the next 20 years (in today's dollars), above the expenditure required to accommodate the staff growth identified by the average projection model. The County will also need to expand existing facilities to meet this need with an approximate total project cost (hard and soft costs in today's dollars only) of 431 million dollars. This total increase in cost (above the average projection model) is approximately 1.6 billion dollars, or 81 million dollars per year averaged over the next 20 years. The aforementioned staffing projection analyses can be viewed in greater detail on page 6 of Section 4.

In order for the County to achieve the goal of maintaining staffing growth within the average projection model as opposed to maintaining the historical growth patterns, the following generic recommendations should be considered:

- Consolidation of Services - by further consolidating government services, countywide, into new and more efficient facilities, the productivity of County staff can be greatly increased. Increasing productivity does not mean that less staff could do the same amount of work but rather, the same number of staff could do far more.
- IT Infrastructure - By placing a fiber optic infrastructure, connecting all County services, the ability to expand services into the digital realm will be greatly enhanced, in addition to reducing the long term cost for digital backbone services paid to utility service providers. By providing this infrastructure, the need for additional staffing related to the rendering of government can be greatly reduced. Staffing can also be reduced in relation to internal operations by this effort. For example, by utilizing the fiber optic connections, the County Jails/Detention Facilities can utilize video arraignment, eliminating the need for staffing and resources to transport detainees to the courthouses for in-person arraignment.



Often, the installation of a multi-strand, fiber-optic network can be shared among multiple public agencies including the local cities and school districts. Typically, this system pays back for itself over just a couple of years as compared to long term leasing of T-1 or Fiber lines. The added benefit is that the County will have relatively unlimited capacity.

- E-Government - Several studies of both the private and public sector have found that transitioning to online service delivery is drastically reducing transaction costs. "The Quest for Electronic Government: A Defining Vision", a 1999 white paper issued by the Institute for Electronic Government states that, "Depending upon the services, and other variables, early studies indicated governments are saving up to 70 percent by moving services online compared to the cost of providing the same services over the counter."

By implementing a rigorous digital measurement/management E-governement system there is great potential for increasing the cost-effectiveness of government through cost savings and revenue maximization. While staff time savings can be realized, the time clients will no longer spend driving to County facilities and waiting in line to conduct transaction is an even greater savings. For example, according "Maximizing Revenues and Saving Costs Through E-governement: Success Stories in the Public Sector", prepared by the National Electronic Commerce Coordination Council (2003), the Virginia Employment Commission saved approximately \$270,000 annually on staff costs to manually process unemployment claims. The public is saving over \$2 million annually.

### Green Building Policies

Recent research confirms that it is imperative for local governments to support and implement green building design and practice. It also makes good economic sense. A 2003 report by the California Sustainable Building Task Force predicted that "While the environmental and human health benefits of green buildings have been widely recognized, minimal increases in up-front costs of 0 to 2 per cent to support green design will result in life cycle savings of 20 per cent of total construction costs – more than 10 times the initial investment." It is expected that certified green city and county governments will not only gain recognition and publicity, but also function in a more efficient manner through better internal communication, dollar savings, and effective risk and asset management. As environmental sustainability becomes increasingly important in society, it is up to local governments to implement green building policies within their communities and internal development practices.

There are three crucial roles for local government in the green building process as follows:

- 1) Regulators & Policy Makers

As regulators and policy makers, local governments have a range of tools available to them to encourage developers to think about green building design and practices.

- 2) Owners of Property and Infrastructure

As owners of property and infrastructure, local governments can become green building leaders. By implementing Green Building in the design and construction of County owned facilities, the County of Tulare can reduce the impact of it's facilities on the environment and also improve worker conditions and productivity, increase energy, water, and material efficiency, and reduce costs and risks.

- 3) Partners and Educators

As a representative of the public, the County can also showcase green buildings to educate people about environmental issues, possible solutions, partnerships, creativity, and opportunities to reduce environmental impact.

There are many models and examples of what can be done by local governments to implement environmentally sustainable policies and practices. It is very important the the County of Tulare not only analyze the efforts now in place within many counties and cities throughout the country, but also begin to develop policies, regulations, and procedures that allow the County to also become a model for sustainable development and regulator of green building policies for its constituents.



## 1.4 Capital Improvement Projects - Generic Roadmap To Success

A Capital Improvement Plan (CIP) is a planning tool utilized by the County of Tulare to identify needed capital & major maintenance projects. It also allows for the coordination of funding and the timing of improvements in a manner that best meets the needs of the County population. A Capital Improvement Plan typically focuses on:

- Existing Facility Condition Assessment
- Space Needs Assessment
- Efforts and expenditures directed towards major maintenance projects
- Prioritization and implementation of new facility planning and construction
- Land acquisitions
- Infrastructural Improvement (i.e. technology, communications, equipment, etc.)

The goal of a successful CIP is to plan the development and/or rehabilitation of public property to protect it from deterioration and degradation, extend its life-span, and preserve the County's investments. The CIP is a long-range planning process by which all factors related to capital expenditures and revenues can be weighed against the needs and desires of the community. To best meet the stated goals, a CIP must transition from a static document, updated once every five to ten years, to a dynamic process under continuous review and update.

Each budget year, all elements of the CIP should be reviewed with adjustments being made to future projections/programs due to changes in the current year. Some of the areas of concern that are typically affected by annual change and fluctuation include funding, facility conditions, staffing/population growth, and staffing needs. Under this review process, the plan is continuously updated and typically reflects a near real-time picture of capital expenditures and capital planning. At each five year interval, the process is then re-evaluated and overhauled as necessary to ensure that it remains consistent with the County's strategic planning efforts.

This dynamic cycle is illustrated in the Figure 1-1. Once established, it becomes a cyclical process of: planning, update, implementation, update, return to planning. The planning portion of the cycle can be better described as: facility condition assessment, functional & space need assessment, and prioritization. The implementation portion includes: funding and cash flow analysis, facility construction & expansion, and facility maintenance management.

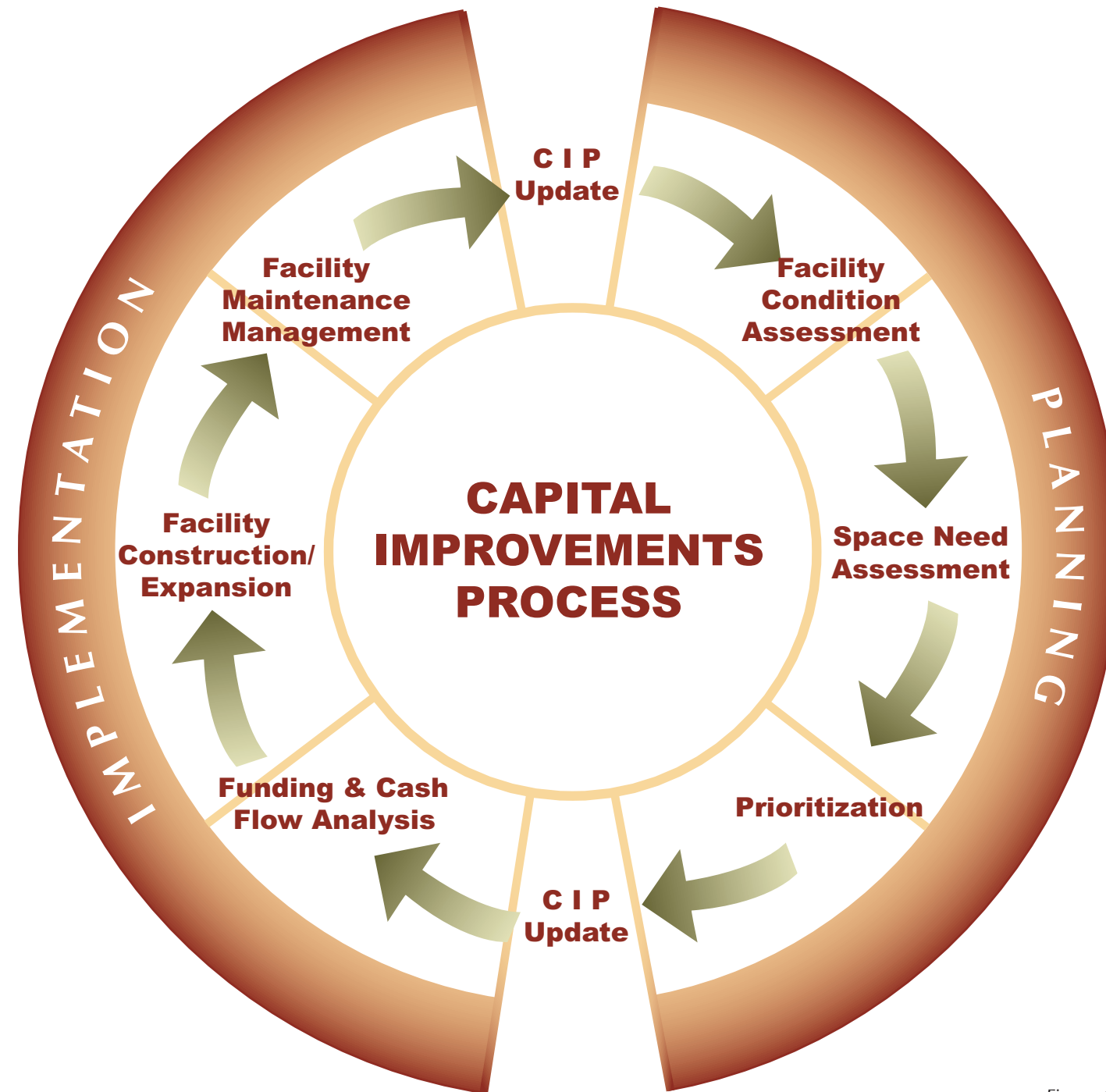


Figure 1-1  
Dynamic CIP Process



## Generic Roadmap To Success

### 1.4.1 Roadmap

The following pages, "Roadmap to Success", provide a general overview of the process of transitioning the County of Tulare from a static CIP to a dynamic process of cyclical review. A pro-active approach to capital projects management is not a linear approach but rather, a cyclical process of planning, reviewing, implementing, and again reviewing the process. By following this process, the County will be able to shift the primary focus from facility management to facility planning. The success of the process, however, is dependent upon the completion of each of the elements in the cycle at the appropriate time frame.

To begin this process, there are steps that need to be conducted as they relate to facility condition assessment and space needs assessment. It is these segments that predicate a transition which allows the CIP planning process to move into a cyclical and pro-active mode of operation. Once complete, maintaining the dynamic cycle will ensure that the process remains dynamic and consistent as conditions change that effect the County's ability to remain "ahead of the curve".

### 1.4.2 Condition Assessment Overview

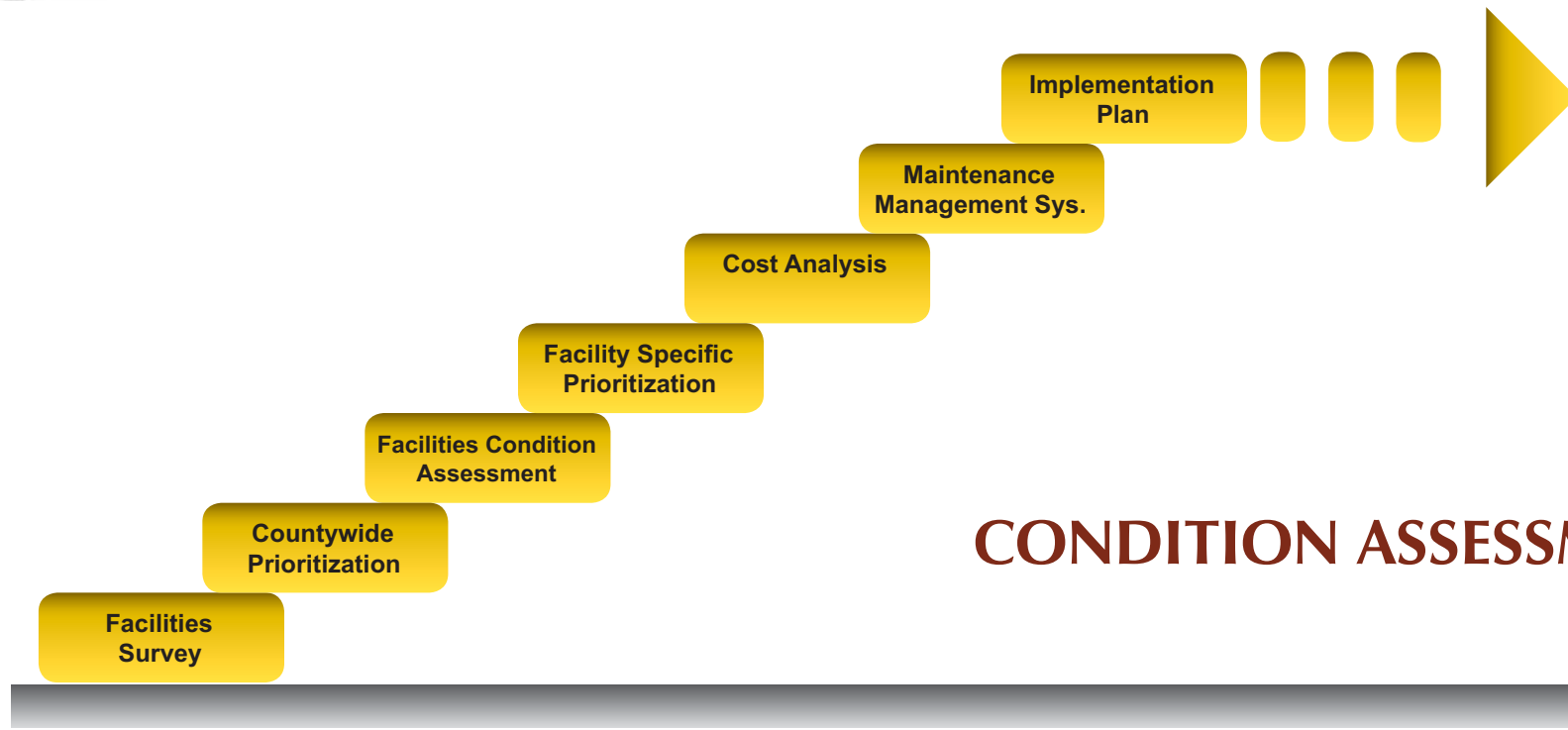
The Condition Assessment process involves the collection and analysis of data regarding the conditions of all existing buildings owned by the County of Tulare. Beginning with the survey and collection of data and followed by detailed conditions assessments, the conditions of the existing facilities are evaluated. The deficiencies found are then prioritized into the order and timeframe of when each of the repairs must be completed with formulated cost breakdowns for each required renovation. The key component to the proactive and efficient upkeep of facilities is the establishment of a management system by which maintenance recording, scheduling, and tracking can be processed and documented.

This process provides a plan for evaluating how fast, how much, and when to implement the projects for the maintenance of facilities. The end result of the Condition Assessment along with the Space Needs evaluation will be reflected in the Capital Improvement Plan.

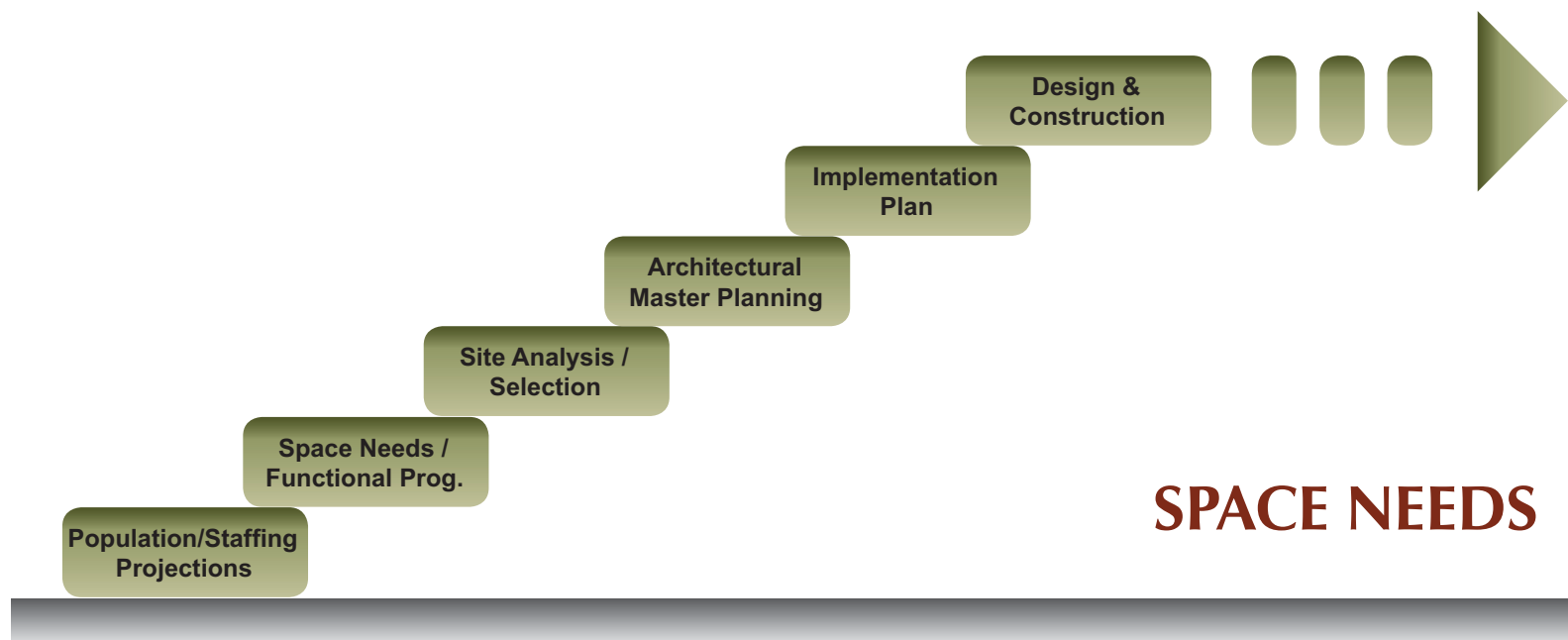
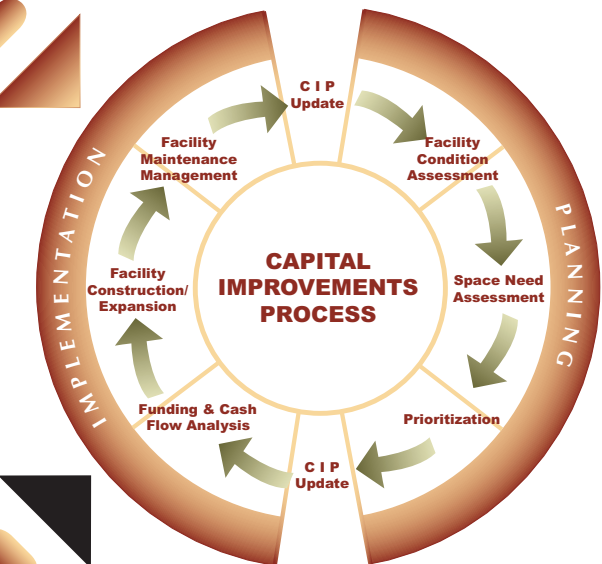
### 1.4.3 Space Needs Overview

The Space Needs process involves the evaluation of the current and future staffing needs with respect to the need for facilities growth and addition. Current staffing levels are projected on a 20-year look-ahead and translated into space requirements, evaluated by square footage. These projections and needs are used to evaluate possible scenarios for expansion on a predetermined site (selected through scoring and ranking process based upon a predetermined set of criteria). A plan of execution for the proposed facility can then be established based on functional programming and cost analysis.

This process provides a plan evaluating the need for additional facilities and determining the best method of action to accommodate for this demand. The design and construction of new facilities to be used for the accommodation of staffing growth combines with the maintenance planning to create a pro-active Capital Improvement Process.



## CONDITION ASSESSMENT



## SPACE NEEDS



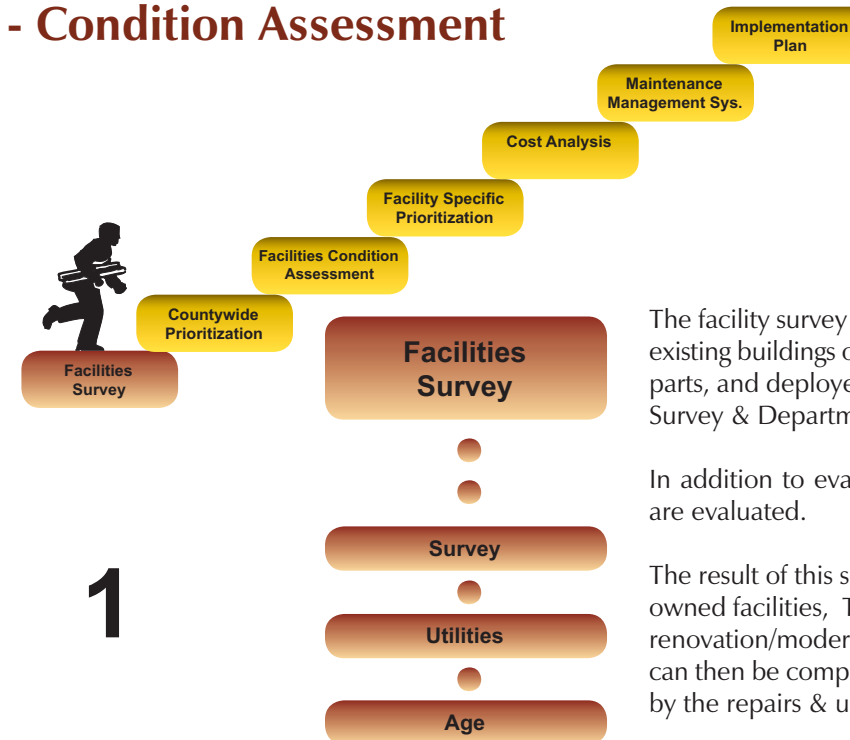


### 1.1.1 - Condition Assessment

The Conditional Assessment process involves the collection and analysis of data regarding the condition of all existing buildings owned by the County of Tulare.

The first step in this process is the Facilities Survey, in which the Facilities Personnel and Departmental Personnel Questionnaires are collected and used to provide a general overview of the building conditions, utility cost, size, and age for each facility. Once this information is gathered, facilities are prioritized countywide to determine the viability and priority for the continued use of each facility. Based upon this prioritization, the Facilities Condition Assessment can be conducted on the identified facilities. This assessment offer a detailed appraisal of the deficiencies and remaining life cycles of the existing building systems. The Facility Specific Prioritization stage will then categorize each need into an immediate repair or long-term maintenance category.

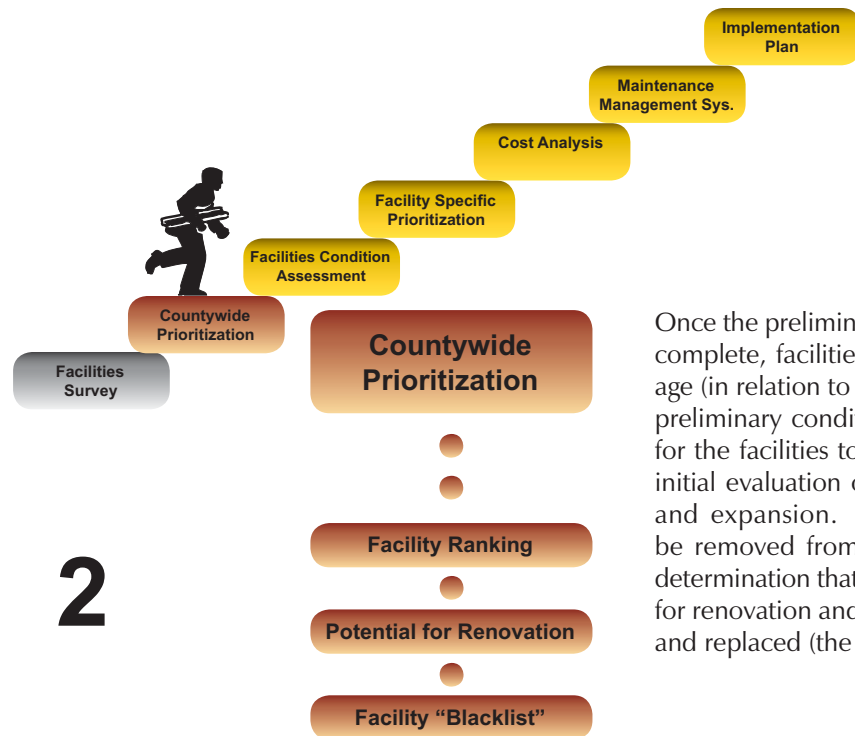
Once all needs are addressed and prioritized, the Cost Analysis can begin. This process portrays sorted, current day cost breakdowns for the prioritized renovations. Next, a Computerized Maintenance Management System can be implemented to present a sensible approach to the facility management plan, such as proper scheduling and tracking of both resources and tasks. The final step in the Conditional Assessment process is the Implementation Plan. This plan will offer the County a process for implementing the identified renovation/expansion possibilities for each of the owned facilities as a part of the Capital Improvement Process.



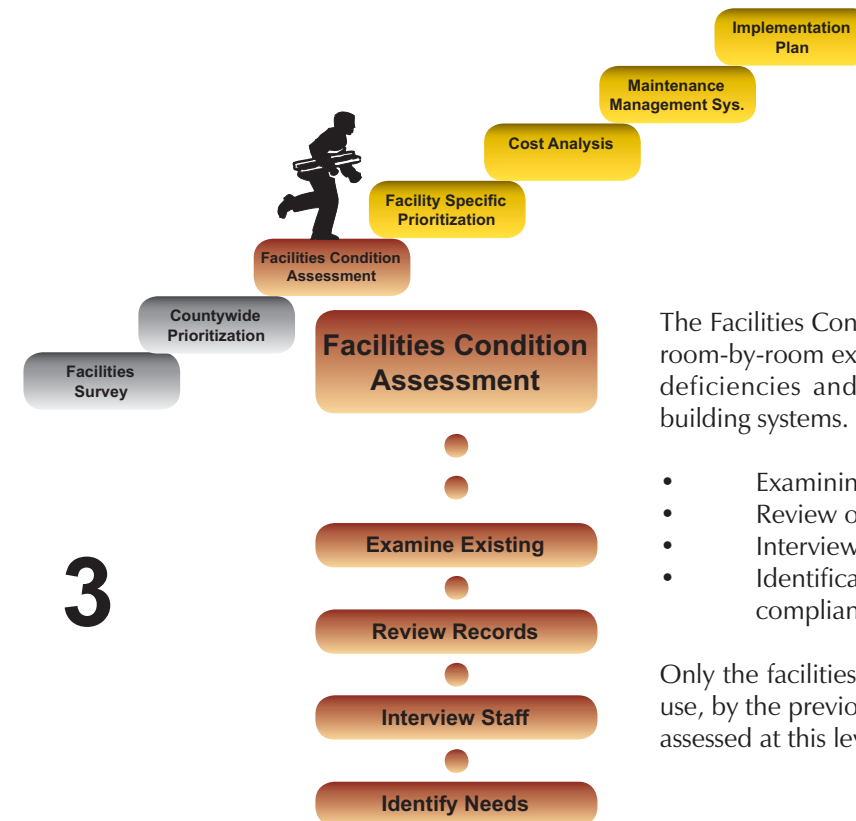
The facility survey is conducted as a preliminary evaluation of the condition of all existing buildings owned by the County of Tulare. The survey is conducted in two parts, and deployed to County staff in the following formats: Facilities Personnel Survey & Departmental Personnel Survey.

In addition to evaluating building condition; building utility cost, size, and age are evaluated.

The result of this survey process is a general overview of the condition of County owned facilities, These results may include conceptual cost estimates of building renovation/modernization as a function of building age and size. The estimate can then be compared against utility costs to analyze the energy savings achieved by the repairs & upgrades.



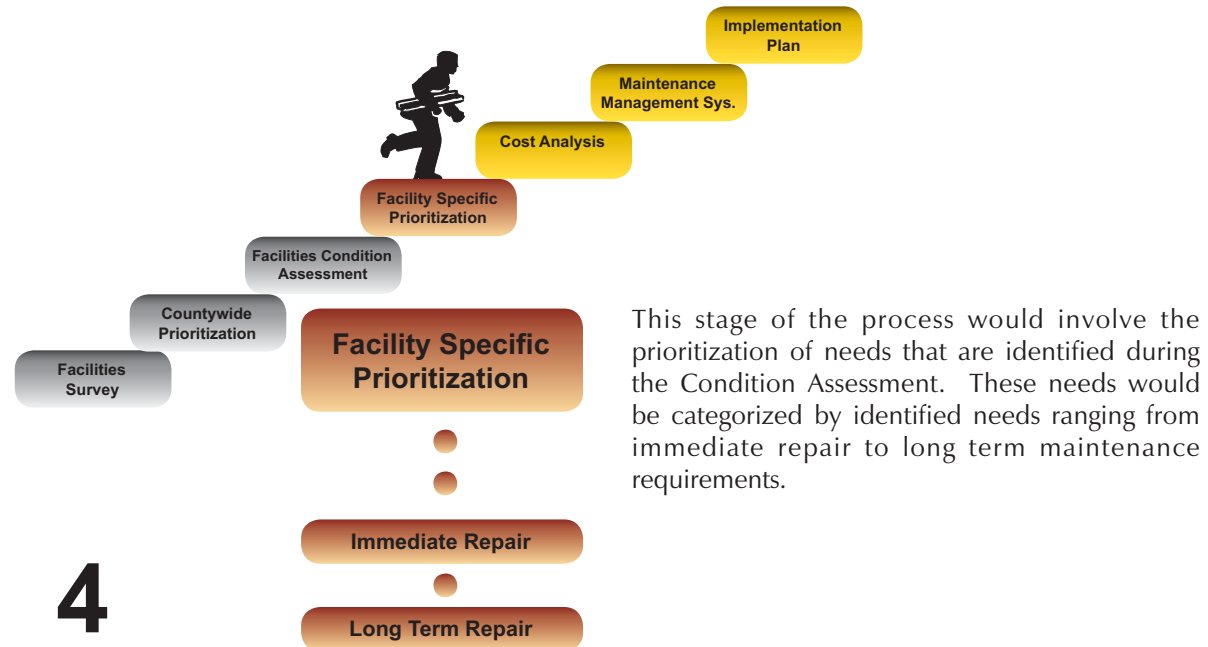
Once the preliminary facility evaluation process is complete, facilities are ranked based upon their age (in relation to the facility life-cycle), size, and preliminary condition. This ranking then allows for the facilities to be prioritized based upon an initial evaluation of their viability for renovation and expansion. In some cases, facilities can be removed from the prioritization due to the determination that they would not be a candidate for renovation and should instead be demolished and replaced (the facility "blacklist").



The Facilities Condition Assessment is a detailed, room-by-room examination, identifying in detail, deficiencies and the remaining life-cycles of building systems. The assessment includes:

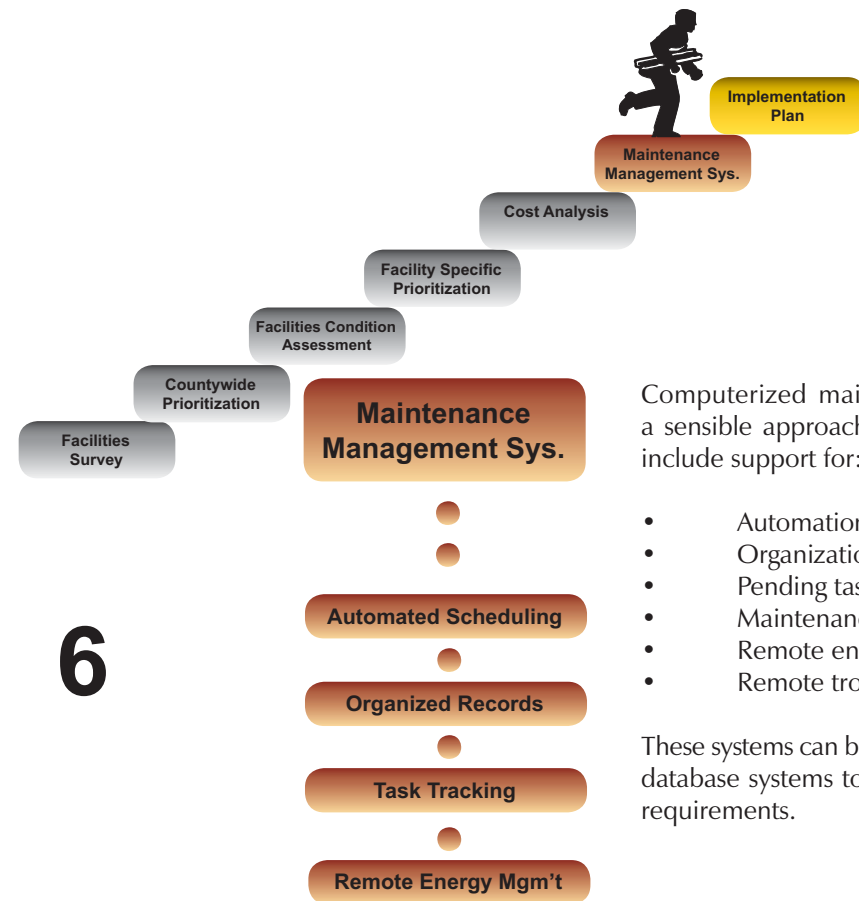
- Examining existing buildings & grounds
- Review of existing maintenance records
- Interviewing maintenance staff
- Identification of needed repairs & code compliance

Only the facilities deemed eligible for continued use, by the previous two steps, would need to be assessed at this level of detail.



This stage of the process would involve the prioritization of needs that are identified during the Condition Assessment. These needs would be categorized by identified needs ranging from immediate repair to long term maintenance requirements.

4

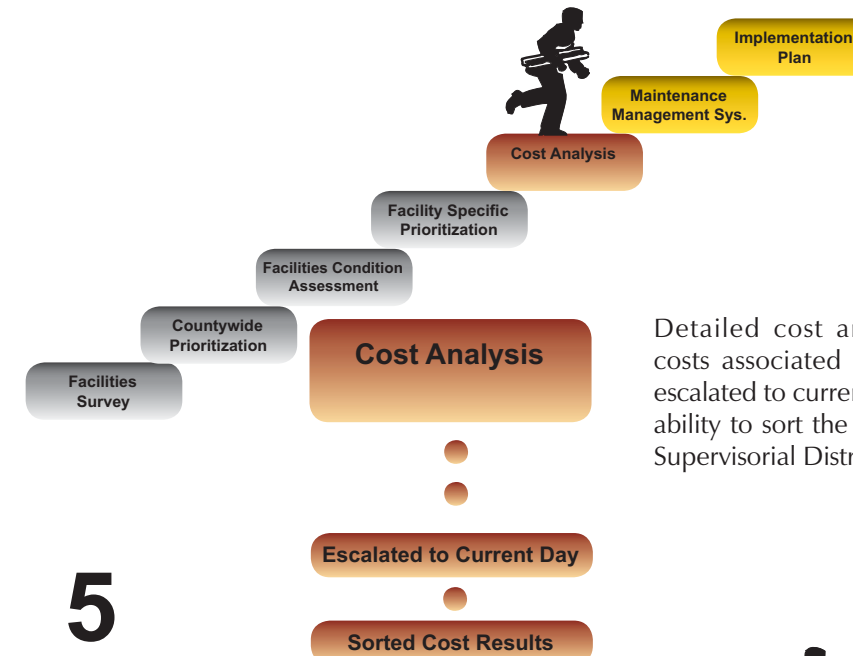


Computerized maintenance management systems provide a sensible approach to facility management. These systems include support for:

- Automation of planned maintenance scheduling
- Organization of maintenance records
- Pending task tracking
- Maintenance history tracking
- Remote energy management
- Remote troubleshooting

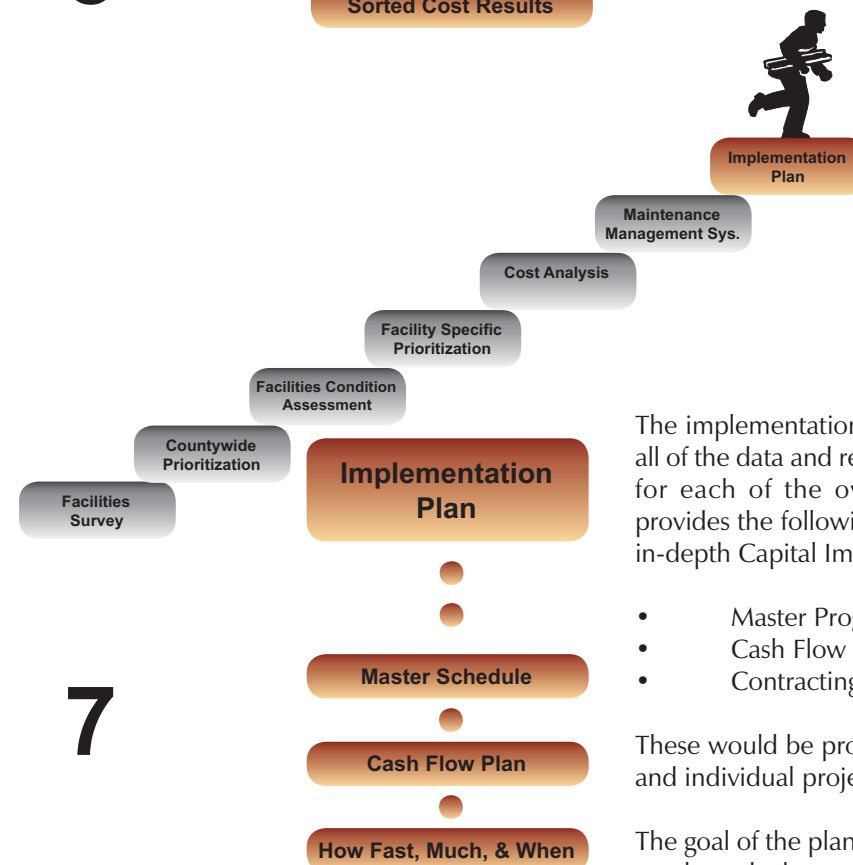
These systems can be acquired in both turn-key and specialized database systems to best meet County facilities management requirements.

6



Detailed cost analyses are used to identify costs associated with the needed renovations, escalated to current dollar value. This includes an ability to sort the renovations and their costs by: Supervisorial Districts, buildings, and systems.

5



The implementation plan presents the County with all of the data and renovation/expansion possibilities for each of the owned facilities. This process provides the following support leading to a revised, in-depth Capital Improvement Plan (CIP):

- Master Program Schedule
- Cash Flow Plan
- Contracting Strategies

These would be provided at both the CIP overview and individual project levels.

The goal of the plan is to determine: how fast, how much, and when to implement the projects.

7

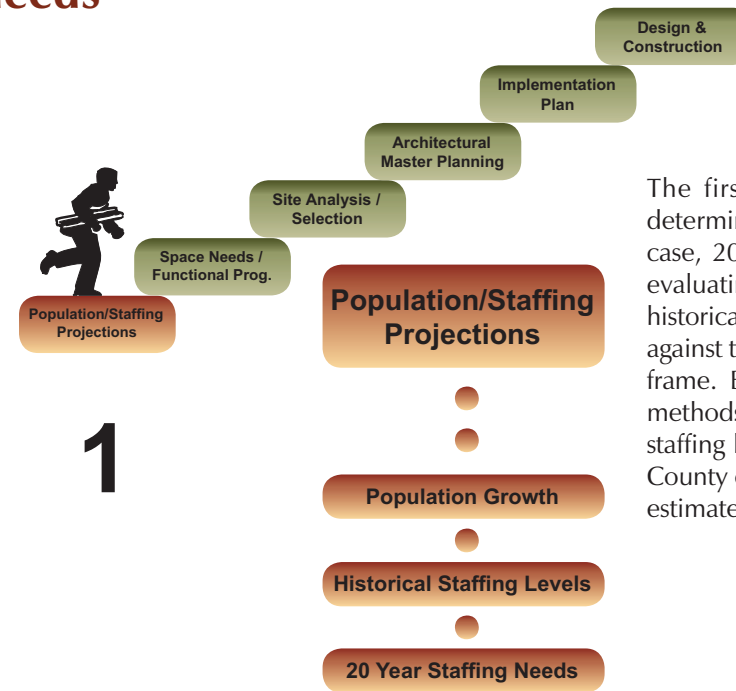


## 1.1.2 - Space Needs

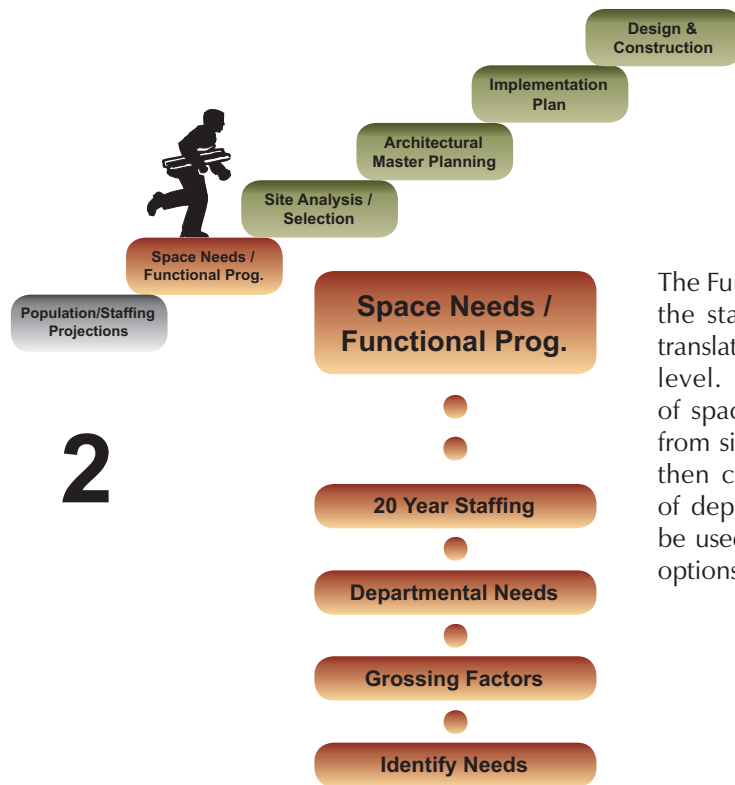
The Space Needs Process involves the evaluation of the current staffing levels and the projection of future staffing growth with respect to facilities and space requirements. The need for the expansion and addition of facilities are then determined and the implementation processes by which these needs can be met are examined.

The first step of the Space Needs process is the development of Population/Staffing Projections. During this phase, the staffing growth is projected through 20 years based on historical population growth, population growth, and figures from the 2001 Countywide Need Assessment. These projections are then used in the Space Needs/Functional Program, in which the staff numbers are translated into departmental area and building gross area requirements as they apply to various site utilization scenarios. During this process a site analysis/selection can be conducted by ranking and scoring potential sites using predetermined objective criteria to determine the most viable site.

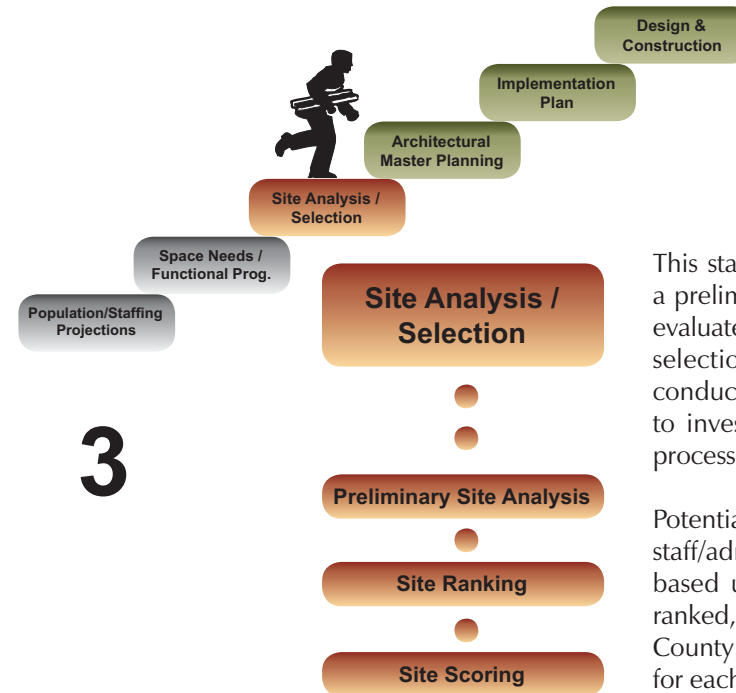
When the site selection is complete, the Architectural Master Planning process can begin. This process assesses the needs and requirements of the County in terms of building/space area, relationships, aesthetics, etc... This in turn develops a general architectural plan and specification for designing the facility. The Implementation Plan, provides the County with a process for proceeding through the design and construction phases. Following the creation of the implementation plan, the Design & Construction process can begin.



The first step in space need assessment is the determination of a target staffing projection, in this case, 20 years. Staffing projections are a result of evaluating established population projections and historical staffing growth patterns within the County, against the current staffing level along the same time frame. By determining averaging multiple projection methods and applying the same growth factors to staffing levels, the total staffing requirement for the County of Tulare in the next 20 years can be reliably estimated

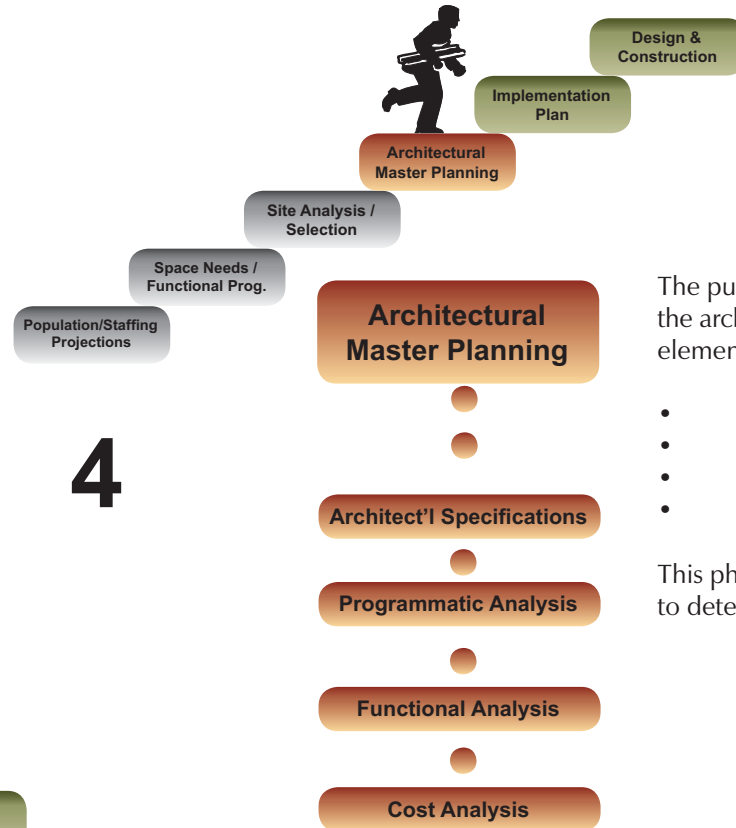


The Functional Program is developed based upon the staffing projections. The projections are translated into space needs at the departmental level. Each department is assigned an area of space (in square feet) using grossing factors from similar facility types. Various scenarios are then created to evaluate which combinations of departments and site utilization options can be used to determine the overall building space options available.



This stage of the space needs process begins with a preliminary site analysis. This analysis is used to evaluate potential sites for comparison and eventual selection. More in-depth site analyses are also conducted in the Master Plan and Design phase to investigate and study the site selected by this process.

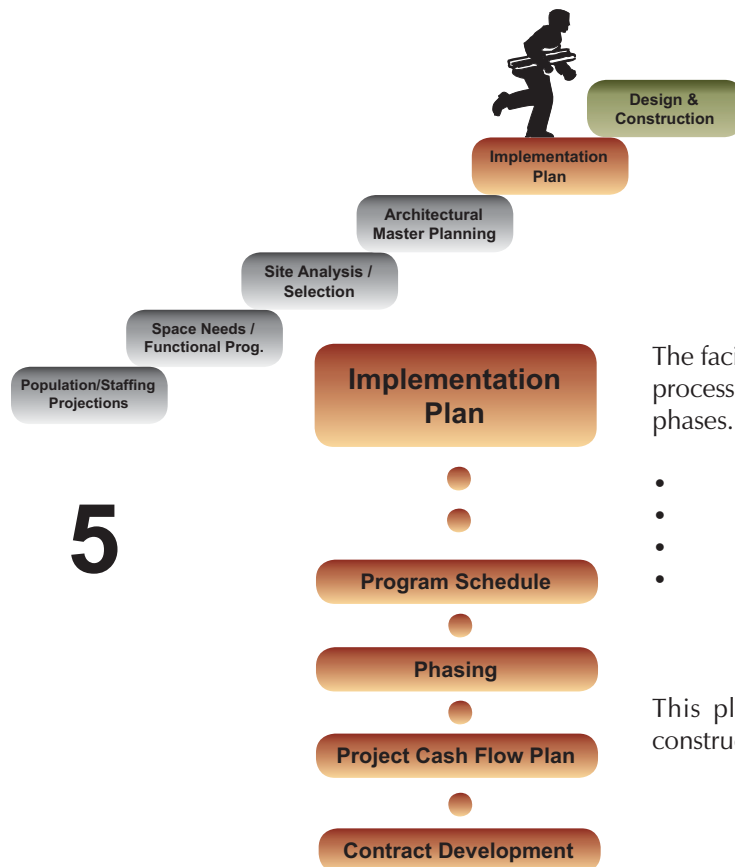
Potential sites are typically ranked by key County staff/administrators, through a comparison survey based upon objective evaluation criteria. Once ranked, these criteria are then weighed according to County needs/requirements to provide a final score for each site that had been ranked in relation to the others. These scores are examined to determine the most ideal site location for the proposed facility(s).



The purpose of the Architectural Master Planning process is to determine a framework for the architectural design that meets the needs & requirements of the County. The following elements are typically included within the master plan:

- Architectural specifications
- Development and analysis of the architectural program
- Analysis of functional issues, such as parking, access, and safety
- Preliminary program cost analysis

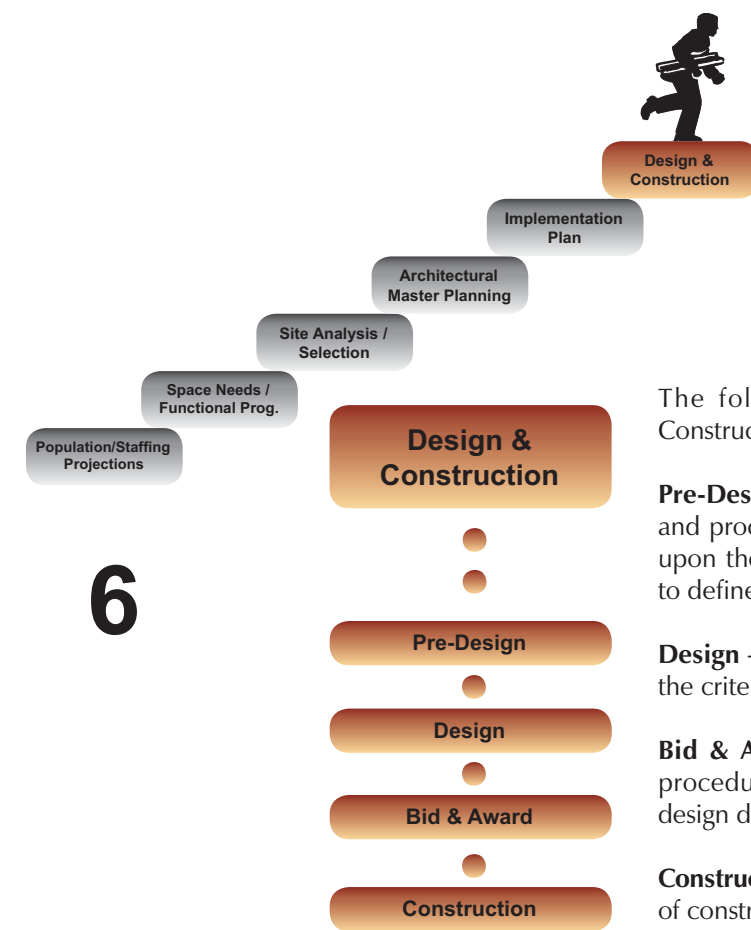
This phase also include a more detailed evaluation of relationships between departments to determine the final space allocation for the facility.



The facility implementation plan presents the County with a process for proceeding through the design and construction phases. This process includes the following elements:

- Creation of a master program schedule
- Development of prioritization and phasing plans
- Development of a project specific cash flow plan
- Development of design and construction contract procedures as well as the formal contracts for consultants and contractors

This plan is used to set the pace for the design and construction of new facilities.



The following elements compose the Design & Construction phase:

**Pre-Design** - The pre-design phase is where the means and procedures are developed for future phases based upon the implementation plan. Both phases combine to define the “problem”.

**Design** - The design phase defines the “solution” within the criteria established by the master plan.

**Bid & Award** - The bid & award phase defines the procedures for construction in accordance with the design documents.

**Construction** - The construction phase include all phases of construction including building commissioning.

