

Capital Improvement Committee

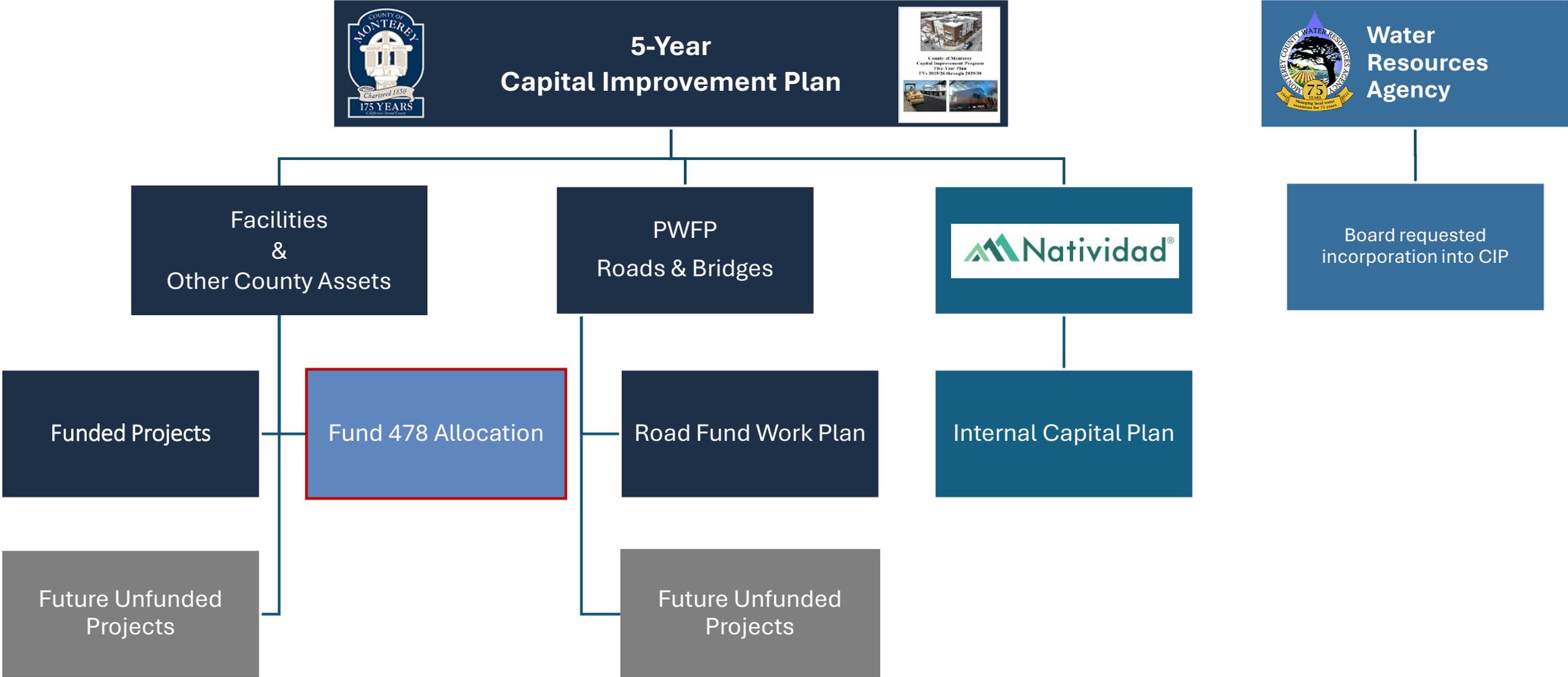
Date:

Agenda Item:

County Administrative Office & Public Works, Facilities and Parks

**Capital Improvement Program 5-Year Plan
Project Development Process Review**

What is in the CIP?



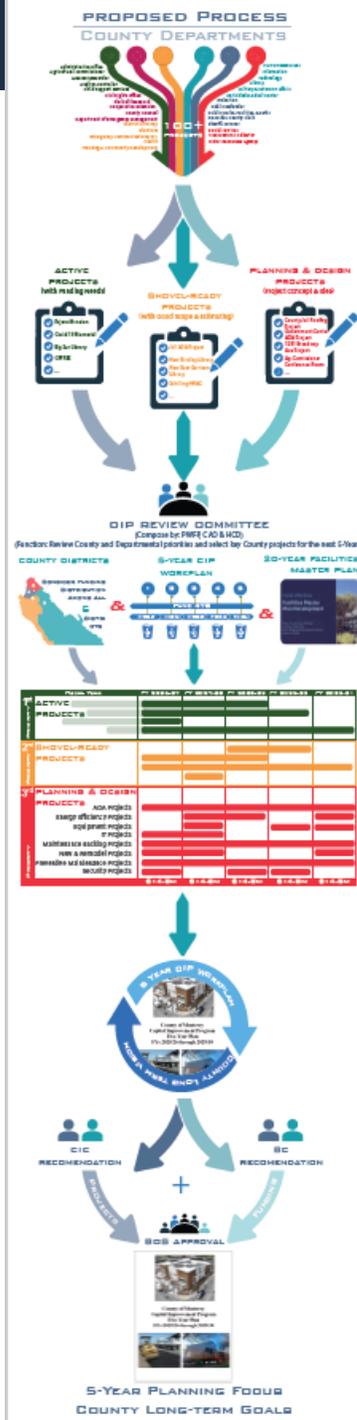


Current vs Proposed CIP Process

Single-Year Focus & Decision Silos

VS

5-Year Focus & Long-Term Vision



Current CIP Process

Single-Year Focus & Decision Silos

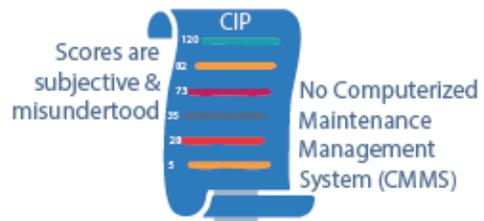
CURRENT PROCESS

COUNTY DEPARTMENTS



“UNFUNDED LIST”





CIC
RECOMENDATION





**BC
RECOMMENDATION**

- Pajaro Mansion
- Probation
- Restrooms
- Solar Project
- Typically Add Projects

\$11.5 M

\$3.3 M

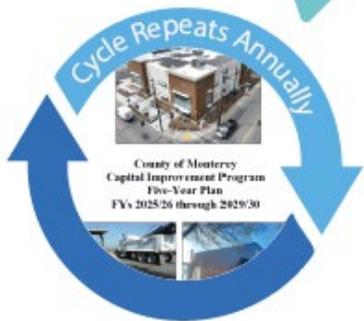


BOS APPROVAL

- Pajaro Mansion
- Jail ADA
- Probation
- Restrooms
- ...

\$14.8 M

\$0 M



NO LONG-TERM

Current CIP Process | Results and Opportunities

Results of Current Process	Opportunity to Improve
Outdated project requests get selected, approved by the Board	Better project development and vetting.
CIP functions as a 1-year document; all unfunded needs get “dumped” into Year 2, repeat each cycle.	Long-range planning for years 2 – 5
Scoring criteria is subjective, “weaponized” to favor pre-determined priorities.	Decisions based on quantifiable data (as available) vs subjective scoring.
Fund 478 is used for <i>all</i> unfunded requests, “high-profile” projects get selected; deferred maintenance is lost in list.	Board is aware of impact that funding decisions have on maintenance backlog.

Other CIP Programs

California Counties • Deferred Facility Maintenance

- Santa Clara • “Significant Backlog”
- San Diego • Data Unavailable
- Santa Cruz • “Significant Backlog”
- Fresno County • Data Unavailable
- San Luis Obispo • “Significant Backlog”
- Santa Barbara • \$163 Million
- Marin • \$200 Million
- Sacramento • \$120 Million

Other CIP Programs

California Counties • **Best Practices**

San Diego County

- GFOA award for CIP program.
- **Maintenance costs budgeted within department operations.**
- Facilities Master Plans foundation of capital planning.
- Dept. of General Services develops, CAO leads approvals.
- Separation between maintenance, capital projects.
- **New construction requires significant assessment, planning, review prior to approval and funding.**
- **Policy guides requests submitted outside the CIP**

Santa Clara County

- Policy-driven CIP process
- **Maintenance costs budgeted within department operations.**
- Programs and Projects
 - Programs allocated funding; work done as funds available (Maintenance backlog, ADA, Security)
 - Projects receive one-time funding.
- Capital, Finance Committee project review/approval
- **New construction requires significant assessment, planning, review prior to approval and funding.**
- **Policy guides requests submitted outside the CIP**

Other CIP Programs

California Counties • **Best Practices**

Santa Barbara County

- **Focus on programs to address deferred maintenance.**
 - Deferred Maintenance, Structures & Grounds, Roof Replacement, Parking Lot Replacement, Painting, Flooring Projects, Electrical Upgrades, CIP Contingency/Emergency Repairs
- **18% General Fund revenue growth specific to deferred maintenance. (\$6,401,300 for FY 25/26)**
- Clear policy on project responsibility/authority.
 - All new construction, remodel, maintenance projects over \$100,000 managed by General Services
- Priority based on urgency
 - Imperative, Essential, Important, Desirable

Marin County

- **Focus on active projects and programs; Emerging Issues list captures potential future needs.**
- County Executive and Public Works develop project list.
 - Use criteria like existing Monterey system.
 - Health & Safety; Legal Mandate; Operational Efficiency; Preventative Maintenance; Energy Efficiency; BOS Priorities; Underserved Communities; Grants and Outside Funds; Part of Existing Project; Aesthetic Benefit
- **\$8 Million annual allocation for Facilities**
 - **Used for \$60,000 to \$2,000,000 projects.**
 - 44 properties, 1.4M sqft
 - Larger projects may have set-aside.
- **CIP Planning Funds**

Updated CIP Process | Long Range Planning & Informed Decisions

1. Better project development and vetting.
 - Adopt policy for major project development.
 - Facility Maintenance becomes organized “program” vs “wish list”.
2. Long-range planning for years 2 – 5
 - Facility Maintenance Programs budget for 5-year expenditures
 - “Planning and Development” list used to prioritize Years 2-5 for new construction/major remodel.
3. Decisions based on quantifiable data (as available) vs subjective scoring.
 - Use work order history, other repair data in place of outdated scoring criteria.
 - Prioritize Asset Management software implementation.
4. Board is aware of impact that funding decisions have on maintenance backlog.
 - Better visibility on maintenance program needs.

CIP Improvement Concepts

Long Range Planning & Informed Decisions

PROPOSED PROCESS

COUNTY DEPARTMENTS



ACTIVE PROJECTS (With Funding Needs)



SHOVEL-READY PROJECTS (With Good Scope & Estimating)



PLANNING & DESIGN PROJECTS (Project Concept & Idea)





CIP REVIEW COMMITTEE

Compose by:

- PWFP
- CAO
- HCD

Function:

- Review County and Departmental priorities
- Select key and critical County projects for the next 5-Years



CIP REVIEW COMMITTEE

(Compose by: PWFP, CAO & HCD)

(Function: Review County and Departmental priorities and select key County projects for the next 5-Years)

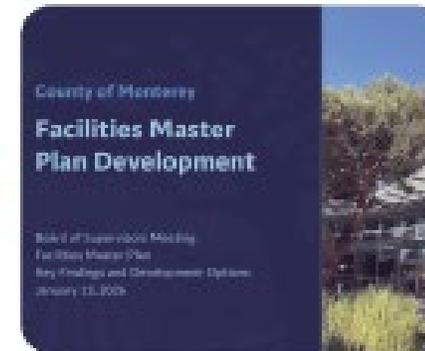
COUNTY DISTRICTS



5-YEAR CIP WORKPLAN

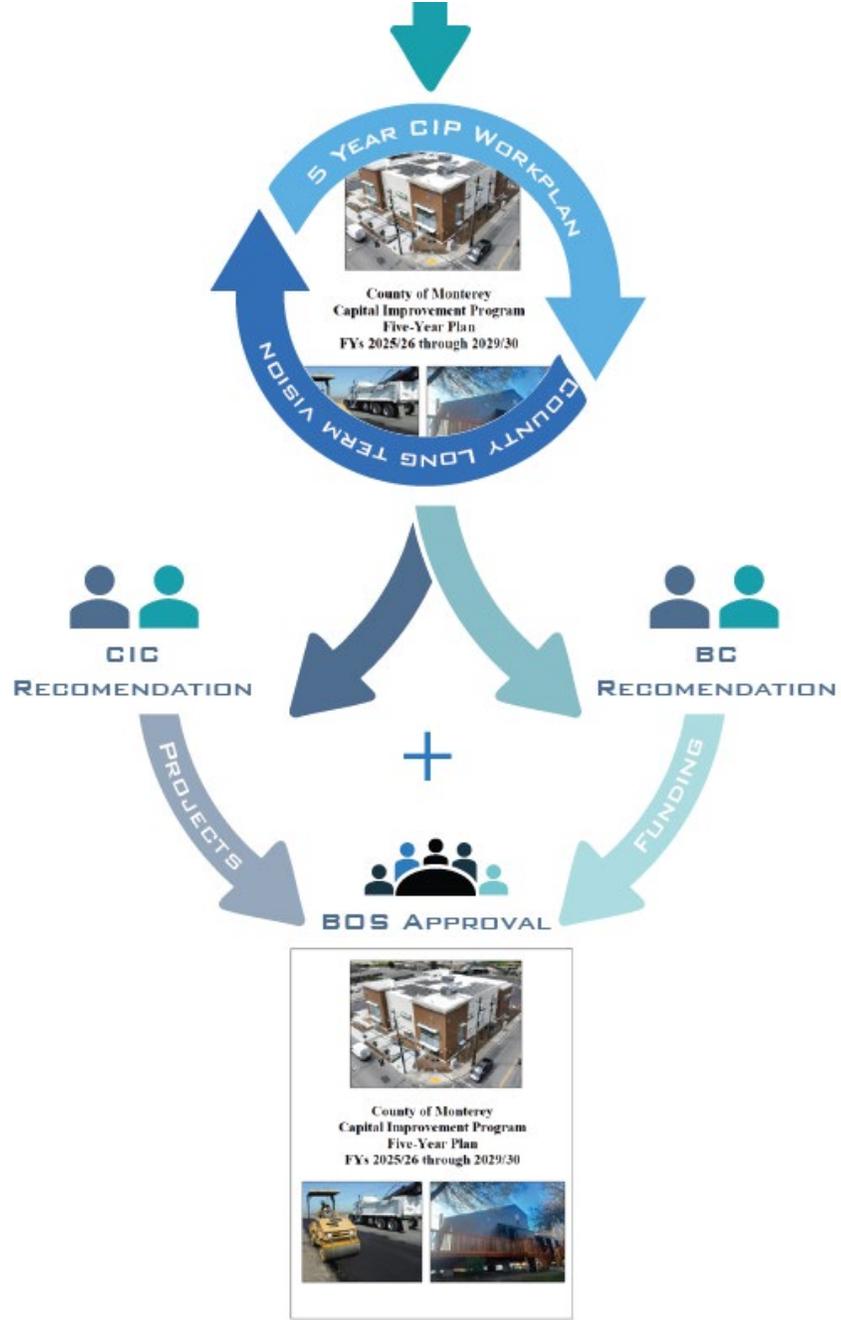


20-YEAR FACILITIES MASTER PLAN





FISCAL YEAR		FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
1st PRIORITY	ACTIVE PROJECTS	[Green bar]		[Green bar]	[Green bar]	[Green bar]
		[Green bar]				
		[Green bar]				
		[Green bar]				
2nd PRIORITY	SHOVEL-READY PROJECTS	[Orange bar]				
		[Orange bar]				
		[Orange bar]				
3rd PRIORITY	PLANNING & DESIGN PROJECTS	[Red bar]				
	ADA Projects	[Red bar]				
	Energy Efficiency Projects	[Red bar]				
	Equipment Projects	[Red bar]				
	IT Projects	[Red bar]				
	Maintenance Backlog Projects	[Red bar]				
	New & Remodel Projects	[Red bar]				
	Preventive Maintenance Projects	[Red bar]				
	Security Projects	[Red bar]				
	\$ 14.8M	\$ 14.8M	\$ 14.8M	\$ 14.8M	\$ 14.8M	



**5-YEAR PLANNING FOCUS
COUNTY LONG-TERM GOALS**

Current CAO & PWFP Work Plan:

1. Establish “pilot” process for Fund 478 allocation in FY 2026/27.
 - a) Funded, programmed projects will be adopted with FY 2026/27 budget.
 - b) Fund 478 Dollars will be allocated using updated process.
2. Coordinate with Civil Rights Office on continued “equity factors” in CIP.
3. Establish formal policies and procedures following FY 2026/27.

Feedback | Discussion