

# 10-Year Capital Improvement Program

*Fiscal Year 2018/19 – 2027/28*

Presented to the  
**Board of Supervisors**



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## Message from the County Budget Director

May 10, 2018

**To:** Board of Supervisors

**From:** Gregory G. Iturria, County Budget Director

**Subject:** FY 2018/19 – 2027/28 Proposed Ten-Year Capital Improvement Program

The Proposed Capital Improvement Program (CIP) for Fiscal Years FY 2018/19 through FY 2027/28 is presented for the Board's review and consideration.

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 18-19 Recommended Budget for General Fund capital projects are depicted in Table 1 of the CIP.

The County has transitioned from a 5-year Capital Improvement Plan to a robust 10-year Capital Improvement Program that integrates capital, operational, and long-term financial planning activities. The Office of the County Executive and the Facilities and Fleet Department are working to enhance the CIP forecast to better target the use of future resources such as funding, project delivery capacity, and debt capacity.

A primary 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 the organization must address essential capital and major maintenance priorities or else be faced with more costly repairs in the future. For that reason, it has invested significant staff time to develop this analysis to assist in making resource allocation decisions.

Based on current information, this document projects several capital needs for the County over

the next ten years and continues to include General Fund, Roads & Airports, Parks, and Valley Medical Center capital projects that are underway or planned for the future. While the CIP covers a multi-year planning horizon, it will be updated annually to reflect ongoing changes as new projects are added and existing projects 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 Department of Planning and Development has reviewed all capital projects contained within this document and has confirmed General Plan conformance.

### Estimated Expenditure Targets for General Fund Capital Projects

In FY 18-19, the County Executive is recommending a one-time General Fund allocation of \$150.8 million for capital projects. Of this total, \$9.6 million is from 2012 Measure A to fund the SCVMC Emergency Department expansion and the Valley Health Center (VHC) Gilroy Urgent Care project.

Over the last several years the County has experienced an increase in staffing which has resulted in a need to increase building occupancy capacity. The current building inventory and configuration are not adequate to accommodate new employees or projected growth. Administration is evaluating several options including long-term leases, new building acquisitions, and the reconfiguration of current space to address these issues.

As several studies are now, or will be underway, other projects will likely emerge with long-term strategic and capital needs for the delivery of County services. All of these projects will involve a comprehensive approach to strategic property acquisitions and leases (reducing leases where possible), a County Transportation Demand Management Program, as well as sustainable measures and practices that seek to reduce the County's reliance on natural resources while addressing the impacts of global warming.

### Board of Supervisors CIP Referral

Under advisement from the Board of Supervisors meeting of January 9, 2018, the Board requested information related to the County's 10-Year Capital Improvement Program. The first referral requested Administration to identify estimated costs per individual capital project, including annual payroll and operating costs for proposed future facilities. Appendix B of this document lists each capital project with a breakdown of current budget amounts as of April 2018 as well as anticipated budget targets for years two through ten along the 10-Year CIP horizon. The targeted amounts identified in Appendix B are estimates only and will

be further refined as planning and design decisions progress. Defining operating costs as maintenance and utilities, Administration anticipates that each proposed future facility would incur operating expenses equal to approximately 3 percent of the total project budget. Lastly, given the significant amount of unknowns, it is difficult to project payroll expenses for employees working in future facilities. There remains a variety of variables that prohibit such calculations to be developed.

Lastly, the Board requested Administration to estimate the total value of County capital assets. Based on a high-level estimate, Administration believes that the value of County capital assets is approximately \$4 to 5 billion, excluding land. This estimate includes capital assets within the Roads and Airports, Parks, Valley Medical Center, and general fund departments. In the future, the Facilities and Fleet Department will be implementing mechanisms to collect data and assess facility conditions. This information will lay the framework for better informed decision making for capital improvements among County assets.

## Summary of Key Points

<b>Summary Chart #1: Summary of Signature Projects</b>	
<b>Project Name</b>	<b>Project Description Found on Following Page Numbers</b>
Adolescent Inpatient Psychiatric Facility	Page 14
East Valley Campus Master Plan including RAIC Facility	Page 12
New Jail Facility	Page 14
New Vietnamese-American Service Center	Page 14
Renovation of Parkmoor Property for HUB Youth Program	Page 14
South County Animal Services (Shelter) Center	Page 14

<b>Summary Chart #2: 10-Year CIP Summary of Targeted Project Expenditures and Sources – General Fund Only</b>							
	<b>Budget Amounts as of April 2018</b>			<b>Estimated Budget Targets</b>			<b>Years 1 -10 Total</b>
	<b>Total Project Expenditures</b>	<b>Remaining Available Budget</b>	<b>Year 1: FY 18/19</b>	<b>Years 2 – 4: FY 19/20 to 21/22</b>	<b>Years 5-7: FY 22/23 to 24/25</b>	<b>Years 8-10: FY 25/26 to 27/28</b>	
<b>Project Expenditures*</b>	\$44.5 M	\$157.1 M	\$150.8 M	\$1,068.2 M	\$884.0 M	\$1,141.0 M	\$3,243.0 M
<b>Funding Sources</b>	N/A	N/A	\$150.8 M	\$1,068.2 M	\$884.0 M	\$1,141.0 M	\$3,243.0 M
<i>Difference</i>	<i>N/A</i>	<i>N/A</i>	-	-	-	-	-

\* A breakdown of individual project expenditures can be found in Appendix B

<b>Summary Chart #3: Breakdown of Funding Sources</b>					
	<b>Year 1: FY 18/19</b>	<b>Years 2-4: FY 19/20 to 21/22</b>	<b>Years 5-7: FY 22/23 to 24/25</b>	<b>Years 8-10: FY 25/26 to 27/28</b>	<b>Total</b>
<b>Accumulated Capital Outlay (ACO)</b>	-	\$236.1 M	\$201.2 M	\$216.0 M	\$653.3 M
<b>General Fund</b>	\$150.8 M	\$309.1 M	\$338.0 M	\$369.0 M	\$1,166.9 M
<b>Debt Financing</b>	-	\$443.0 M	\$345.0 M	\$555.0 M	\$1,343.0 M
<b>Other</b>	-	\$80.0 M	-	-	\$80.0 M
<b>Total</b>	<b>\$150.8 M</b>	<b>\$1,068.2 M</b>	<b>\$884.0 M</b>	<b>\$1,141.0 M</b>	<b>\$3,243.0 M</b>

#### Funding Sources - Assumptions

- **Accumulated Capital Outlay (ACO)**

The ACO serves as a dedicated funding source for long-term capital investments and will enable the County to plan for, acquire, and maintain facilities to meet County operational needs. An ongoing transfer from the general fund, based on facility depreciation, was established to fund the ACO. The methodology used to project the capital funding contribution is based on the scenario that 70 to 80 percent of the ACO's yearly balance will go towards capital funding. As a result, this will leave 20 to 30 percent in fund balance available for unforeseen projects or related costs that will arise.

- **General Fund Contributions**

The projected general fund contributions towards future capital projects is based on an initial allocation of \$100 million in Year 2 with a 3 percent increase each year thereafter.

- **Debt Financing**

Over the 10-year horizon of the CIP, debt financing may be used as a mechanism to fund approximately \$1.343 billion in projects. Below is a breakdown of the anticipated projects that may be funded through

debt financing and the estimated amounts. These amounts do not equal the total project costs, only the amounts expected to be financed.

<b>Summary Chart #4: Breakdown of Anticipated Debt Financed Projects</b>					
<b>Years 2-4: FY 19/20 to 21/22</b>		<b>Years 5-7: FY 22/23 to 24/25</b>		<b>Years 8-10: FY 25/26 to 27/28</b>	
New County Buildings	\$200 M	VMC Progressive Specialty Center	\$175 M	Public Safety & Justice - New Building	\$200 M
New Jail Facility	\$173 M	East Valley Campus & RAIC Improvements	\$170 M	Hospital Expansion	\$355 M
Adolescent Inpatient Psychiatric Facility	\$70 M	-----	-----	-----	-----
<b>Total</b>	<b>\$443 M</b>	<b>Total</b>	<b>\$345 M</b>	<b>Total</b>	<b>\$555 M</b>

- **Other**

The amounts highlighted under this category encompass state grant funding for the construction of the new jail facility. As the CIP is further refined, other alternative funding possibilities may be identified.



## Table 1: FY 18-19 Recommended Capital Projects – General Fund

The County Executive is recommending a one-time General Fund allocation of \$150,784,214 for FY 18-19 capital projects, which includes a \$9,564,214 contribution from 2012 Measure A funding for the SCVMC Emergency Department expansion and the Valley Health Center (VHC) Gilroy Urgent Care project.

Table 1 below lists these projects; project descriptions follow.

<b>FY 18-19 Recommended Capital Projects</b>	<b>Amount</b>
Adolescent Psychiatric Facility - Planning	\$2,000,000
Animal Shelter Project	\$12,000,000
Board Office Renovations	\$1,000,000
Demolition of the City Hall Annex	\$3,000,000
Electric Vehicle Charging Infrastructure	\$500,000
Elmwood Barracks Two ADA Improvements	\$2,000,000
Elmwood Heating, Ventilation and Cooling Equipment for M1/W1/W4/M4/M5	\$2,900,000
FY 18-19 Capital Planning	\$1,000,000
FY 18-19 Energy and Sustainability Reserve	\$5,000,000
FY 18-19 Deferred Maintenance Program	\$12,000,000
FY 18-19 Surveillance and Security Reserve	\$1,100,000
Interim Receiving and Intake Center (RAIC) Solution	\$3,000,000
Jail Reserve	\$6,500,000
Julian Construction Management	\$400,000
Juvenile Hall Security Camera and Monitor Upgrade	\$2,500,000
Main Jail and Elmwood Custody Renovations	\$4,000,000
Main Jail North - Second Floor Dental Suite Relocation	\$1,700,000
Main Jail North and Elmwood Facility - ADA Improvements	\$16,500,000
Main Jail North Fire Alarm Replacement Project	\$1,200,000
Main Jain North and Elmwood Facility - Suicide Prevention Measures	\$2,120,000
Office Reconfigurations - Reserve	\$5,500,000
Pony Chillers for Gilroy and Downtown Clinics	\$150,000





<b>FY 18-19 Recommended Capital Projects</b>	<b>Amount</b>
Progressive Specialty Center (Ambulatory Surgery and Specialty Center)	\$25,000,000
Upgrade ADA at Berger Campus	\$150,000
SCVMC Burn Unit Upgrade	\$2,000,000
SCVMC Emergency Department Expansion	\$7,564,214
SCVMC Women's and Children's Center	\$15,000,000
Sunnyvale Primary Care Expansion	\$7,000,000
Tuberculosis (TB) and Refugee Clinic Relocation - Tenant Improvements	\$2,000,000
VHC Gilroy Urgent Care	\$2,000,000
Vietnamese-American Service Center	\$4,000,000
<b>Total (including 2012 Measure A)</b>	<b>\$150,784,214</b>

## FY 18-19 Recommended Projects - Descriptions

**Adolescent Psychiatric Facility – Planning:** The goal of the Adolescent Psychiatric Facility is to provide a coordinated system of care for children and adolescents whose level of impairment requires evaluation and treatment in an acute psychiatric inpatient unit.

**One-time Cost: \$2,000,000**

**Animal Shelter Project:** A new facility, estimated to be 20,000 square feet, will increase the sheltering capacity and improve critical animal care services.

**One-time Cost: \$12,000,000**

**Board Office Renovations:** Renovated office space will meet current and future staffing needs, and create a functional, flexible, and inviting workspace that would maximize space efficiency.

**One-time Cost: \$1,000,000**

**Demolition of the City Hall Annex:** As part of the Civic Center Master Plan, the annex portion of the former City of San Jose City Hall building must be demolished. The open area will provide construction laydown and staging space for future projects in the vicinity. This project will commence contingent upon and following certification of the *Civic Center Master Plan Environmental Impact Report*.

**One-time Cost: \$3,000,000**

**Electric Vehicle Charging Infrastructure:** Construction of electric vehicle charging infrastructure will allow the County employees and the public to charge vehicles at multiple County campus locations.

**One-time Cost: \$500,000**

**Elmwood Barracks Two ADA Improvements:** This project will address the Americans with Disabilities Act (ADA) Assessments at Elmwood Barracks Two, which is not part of the overall Elmwood ADA improvement scope. Due to the urgency of the project, it was developed as a separate capital project to provide ADA housing within the

minimum camp. The design team is currently working on architectural and engineering drawings.

**One-time Cost: \$2,000,000**

**Elmwood Heating, Ventilation and Cooling Equipment for M1/W1/W4/M4/M5:** This project aggregates the HVAC needs for the various housing units at Elmwood. The HVAC units are past their useful life and represent some of the most urgent needs of the portfolio. Over the last two years, parts of the system have failed at different locations; this project will provide reliable cooling and temperature controls.

**One-time Cost: \$2,900,000**

**FY 18-19 Capital Planning:** As part of the *10-Year Capital Improvement Plan*, a greater focus will be placed on the various stages of project planning, design, and construction. To ensure an efficient project delivery, a thoughtful planning process must take place. Several project proposals submitted during the FY 18-19 capital funding process are better aligned within the planning phase of project delivery. Scoping studies will provide better understanding of the full breath of a project and its requirements for successful completion. Below is a list of project proposals placed within the planning category:

- Office expansion and space feasibility for departments, such as the Office of Reentry Services, Office of the Assessor, District Attorney, Registrar of Voters, and others
- Building assessment and a fiber optic/phone secondary path at County Communications
- Adult Probation internal affairs sound proofing and James Ranch administration building improvements
- Video arraignment for the Office of the Sheriff, and
- Fleet services relocation for the Social Services Agency

**One-time Cost: \$1,000,000**

**FY 18-19 Energy and Sustainability Reserve:** This recommendation will provide one-time funding for energy-specific projects throughout the County. Once details on specific project allocations are determined, funds will be moved to a capital project for project delivery on approval by the Board of Supervisors. This reserve was originally established in the FY 17-18 *Adopted Budget* with \$5,000,000 in County funds.

**One-time Cost: \$5,000,000**

**FY 18-19 Deferred Maintenance Program - Life Cycle Infrastructure Investment:** The Life Cycle Infrastructure Investment Program focuses on protecting the County's assets in County-owned buildings and properties. Deferred maintenance projects restore and repair County buildings, systems, and equipment that have reached or exceeded their useful lives.

The following list of deferred maintenance projects and cost estimates are preliminary; however, if during FY 18-19, equipment or structures fail unexpectedly, such failures may take precedence over the projects on this list.

<b>FY 18-19 Deferred Maintenance Program</b>	
<b>Project Description</b>	<b>Budget</b>
70 West Hedding East Wing Sewer Drain Line Assessment	\$200,000
Duct Cleaning	\$150,000
East Wing BMS Repair and Balancing	\$3,000,000
Electrical Power and Surge Protection Upgrade at County Communications	\$250,000
Fairgrounds Repairs	\$1,800,000
Fall Protection Installations	\$300,000

MJN Third-Floor Condenser Reconfiguration	\$700,000
Redirection of Juvenile Hall Roof Drainage	\$325,000
Carol Drive at County Communications Repair	\$250,000
James Ranch Covered Walkway Replacement	\$1,500,000
Replacement of Support Services Fire Panel and Sensors at Elmwood	\$1,000,000
Reseal of Mechanical Rooms at Main Jail North	\$200,000
Sewer System Assessment & Repair at County Communications	\$250,000
Stabilization and Hydroseeding of East Wing Cafeteria Patio	\$100,000
Timpany Center Assessment	\$175,000
Waterproof, Paint, and Drain Improvements at Elmwood	\$1,800,000
<b>Total</b>	<b>\$12,000,000</b>

**FY 18-19 Surveillance and Security Reserve:** This recommendation will increase the funding for security related projects throughout the County. Funds will be moved to a capital project for project delivery on approval by the Board of Supervisors when details on specific project allocations are determined. This reserve was originally established in the FY 17-18 *Adopted Budget* with \$2,000,000 in County funds. The FY 18-19 allocation will increase the reserve to \$3,100,000.

**One-time Cost: \$1,100,000**

**Interim RAIC Solution:** The Receiving, Assessment and Intake Center (RAIC) needs to relocate from the current location at Enborg Drive to a suitable interim location until a permanent site is identified.

**One-time Cost: \$3,000,000**

**Jail Reserve:** The jail reserve is necessary to support several jail renovations in progress, which are likely to require additional funding during FY 18-19 to implement jail reform efforts. Funds will be moved to a capital project for project delivery on approval by the Board of Supervisors when details on specific project allocations are determined.

**One-time Cost: \$6,500,000**

**Julian Construction Management:** The County is entering a 12-year lease for a newly constructed 204,000-square-foot building at 353 West Julian Street that will be occupied by the Social Services Agency (SSA). The County will be the single occupant of the entire building and will pay for all interior tenant improvements beyond the landlord's development of the building's warm shell. Construction management services will minimize impacts of the construction on the delivery of County services, coordinate schedules, inform the SSA offices and divisions of project progress, and ensure compliance with the terms of the lease.

**One-time Cost: \$400,000**

**Juvenile Hall Security Camera and Monitor Upgrade:** This recommendation will provide video and control room enhancements to increase safety and security both inside and outside of Juvenile Hall.

**One-time Cost: \$2,500,000**

**Main Jail and Elmwood Custody Health Renovations:** More work space in existing Custody Health designated area at the Main Jail and Elmwood facilities is necessary to provide efficient service because of additional behavioral health, medical, and support staff.

**One-time Cost: \$4,000,000**

**Main Jail North - Second Floor Dental Suite Relocation:** The current dental suite within the Medical Nursing station can only accommodate a single exam station. Relocation of the Dental Examination Suite is designed to provide a 3D imaging station, two examination workstations, and denture lab services formerly unavailable inside the jail facility.

**One-time Cost: \$1,700,000**

**Main Jail North and Elmwood Facility - ADA Improvements:** This project will resolve deficiencies outlined in the Main Jail North and Elmwood Facility ADA assessments to provide additional improvements in specified housing units and jail facilities.

**One-time Cost: \$16,500,000**

**Main Jail North Fire Alarm Replacement Project:** Construction will be completed and the outdated fire alarm system at Main Jail North replaced.

**One-time Cost: \$1,200,000**

**Main Jail North and Elmwood Facility - Suicide Prevention Measures:** Additional one-time funding will start construction at the Main Jail and Elmwood facilities to create suicide prevention measures for existing cells as part of jail reform measures.

**One-time Cost: \$2,120,000**

**Office Reconfigurations – Reserve:** The current building inventory and configuration of County-owned and leased facilities are not adequate to accommodate new employees or projected growth. Funds for office reconfiguration will be

moved to a capital project for project delivery on approval by the Board of Supervisors when details on specific project allocations are determined.

**One-time Cost: \$5,500,000**

**Pony Chillers for Gilroy and Downtown Clinics:** This project will add smaller chillers to the existing clinics HVAC systems to reduce load. The clinics currently use a larger chiller subject to multiple starts and stops during the day as the building adjusts to the outside weather. The pony chillers will decrease demand for cool air and act as backup systems if a primary chiller is offline.

**One-time Cost: \$150,000**

**Progressive Specialty Center (Ambulatory Surgery and Specialty Center):** Design has begun on a free-standing Progressive Specialty Center that will include an Outpatient Surgery Center (OSC). In addition to the OSC, an increase of outpatient clinic space has been targeted to include space for hemodialysis, diagnostic imaging, peritoneal, gastrointestinal clinic and procedures, vascular services, and sterile processing.

**One-time Cost: \$25,000,000**

**Upgrade ADA at Berger Campus:** This project will allow for Americans with Disabilities Act (ADA) improvements at the Berger Campus.

**One-time Cost: \$150,000**

**SCVMC Burn Unit Upgrade:** The SCVMC Regional Burn Center is one of only 60 burn centers in the United States verified by the American Burn Association and the American College of Surgeons. The Burn Center was designed and constructed as part of the mid-1980s West Wing construction. The upgrade will provide necessary capital improvements for a burn unit.

**One-time Cost: \$2,000,000**

**SCVMC Emergency Department Expansion:** The expansion will double the number of beds and treatment spaces at the SCVMC Emergency Department. As a result of the capital improvements, patients will experience improved access, wait-times, and patient satisfaction.

**One-time Cost: \$7,564,214**

*This funding allocation is from 2012 Measure A*

**SCVMC Women's and Children's Center:** SCVMC will consolidate pediatrics, birthing, and postnatal departments into a single existing hospital building to enhance services to women and children. The Main Hospital fourth floor will be remodeled to accommodate maternity services.

**One-time Cost: \$15,000,000**

**Sunnyvale Primary Care Expansion:** Ambulatory and Community Health Primary Care Medical provide adult medical care, pediatrics, OB/GYN, and adult dental services at the Sunnyvale facility. Additional space is needed to allow for increased work flow efficiencies and to accommodate the increased demand for services in the surrounding community.

**One-time Cost: \$7,000,000**

**Tuberculosis and Refugee Clinic Relocation - Tenant Improvements:** The Tuberculosis and Refugee Clinic, currently housed at the Santa Clara Valley Health Center at Lenzen, is in the process of relocation. Capital improvements are needed to ensure the new facility is suitable for patient care and is safe and acceptable for patients and staff.

**One-time Cost: \$2,000,000**

**Valley Health Center Gilroy Urgent Care:** Capital infrastructure improvements are needed at the VHC Gilroy facility to accommodate the increased demand for urgent and primary care.

**One-time Cost: \$2,000,000**

*This funding allocation is from 2012 Measure A*

**Vietnamese-American Service Center:** The future Vietnamese-American Service Center, on County-owned property at Senter Road, will serve as a one-stop hub in which the County's health and human services will be delivered in a culturally sensitive and language accessible manner.

**One-time Cost: \$4,000,000**

# Joint Message from the Office of Asset and Economic Development and the Facilities and Fleet Department

## Strategic Planning Related to County Assets

The combined vision of Facilities and Fleet (FAF) and the Office of Asset and Economic Development (AED) is to manage the County's General Fund real estate portfolio, to optimize the use of County-owned land and facilities for delivering services to the residents of Santa Clara County, and to meet temporary and long-term space needs through the leasing, acquisition, and development of properties throughout the County. FAF and AED are currently working together planning three signature projects for the County of Santa Clara, including the Civic Center master plan, the Fairgrounds master plan, and the former San Jose Hospital site redevelopment. This partnership extends beyond these projects to include long-range sustainable strategic planning, development, and the purchase and leasing of facilities and campuses for the County of Santa Clara to carry out its mission to plan for the needs of a dynamic community, provide quality services, and promote a healthy, safe, and prosperous community for all.

## Current State of County-Owned Facilities in the Portfolio

Facilities and Fleet maintains a portfolio of facilities with a combined area of nearly 5 million square feet and a total combined replacement value of \$2.2 billion. Many of these County-owned facilities are more than 40 years old, surpassing or reaching the end of their useful life cycle, and the average facility condition index (FCI) for this portfolio is roughly 0.43 on a range from 0.0 to 1.0. To provide context, an FCI of 0.1 signifies a 10

percent deficiency, which means the facility is generally in good condition, and an FCI of 0.7 means that a building needs extensive repairs or replacement. An FCI greater than 0.2 means the facility is in "poor" condition, indicating the average County FCI is less than ideal.

Several significant County-owned facilities are overdue for significant work on HVAC equipment, electrical distribution equipment, roofs, interiors, and plumbing. Electrical systems and HVAC systems for all County facilities need approximately \$270 million and \$220 million, respectively, in recapitalization.

Over the past two years, preventive maintenance has been funded at 2 percent of the current replacement value of the facilities' portfolio. More work is needed, but this funding has enabled the County to make progress toward accomplishing needed maintenance to prevent system failures.

Meanwhile, the County workforce continues to grow, stressing overburdened infrastructure already at capacity and driving the need for short-term solutions with either leased facilities or strategic purchases. The County's need for space, however, continues to outpace facilities available for sale or lease near the Civic Center campus.

## Signature Planning Projects

### Public Safety and Justice Center - Phase 1 of the Civic Center Master Plan

Currently, the County is working on the environmental impact report for the first phase of the *Civic Center Master Plan*, the Public Safety and Justice Center (PSJ). This first phase includes two office buildings: a 12-story tower housing the District Attorney, Public Defender, Adult Probation, and Re-Entry Center, among other departments, and a six-story mid-rise building containing the Sheriff's office, the Office of Emergency Services, and the PSJ Information Services Unit. In addition, plans include a parking

structure, a central plant, an amenities building and the improvement of the Hedding Streetscape.

Subsequent phases will allow the functions currently in the East Wing to relocate. Ultimately, the site of the East and West Wings, as well as the former San Jose City Hall, will be available for private development, public development, or a combination of private-public development, while the County retains ownership of the underlying parcels.

### East Santa Clara Site (Former San Jose Hospital Site)

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 and subsequently demolished the old hospital buildings. The County built the Valley Health Center Downtown (VHCD) on the corner of N. 17th Street and E. Santa Clara Street, a three story, 60,000-square-foot clinic that opened in June 2016, using \$50 million of bond funds.

In July 2017, the County sold to the Santa Clara County Housing Authority (SCCHA) 10 of the 23 parcels that were part of the original purchase to use for affordable housing and other permitted public uses. The County retained nearly seven acres of land, including the Mediplex office building, VHCD and its parking, and the former IBM 800 buildings, allowing for significant potential future development by the County to meet future public needs. The purchase agreement with SCCHA provided for the County to be involved in future development plans. One of the provisions provided for both parties to explore possible coordination of planning efforts and possible cost savings in planning, design, and construction. SCCHA and the County are exploring joint planning opportunities of the combined site in FY 18-19.

The County currently uses the Mediplex Building at the site for County programs, operates VHCD for primary care and urgent care services, and uses the parking lots for client and employee parking as well as a charging location for certain County specialized vehicles. The non-historic portions of the IBM 800 buildings are scheduled to be demolished as specified in the 2010 *Environmental Impact Report*. Roughly six County-owned acres could be available for future high-rise and mid-rise development, depending on County needs, parking requirements, and future decisions about when to replace the Mediplex Building with much denser, high-rise mixed-use development. The property is part of the City of San Jose's proposed *East Santa Clara Urban Village Plan*. Final approval of the plan by the City is anticipated during FY 18-19. Actual cost estimates for development will be provided further into the planning process.

### East Valley Campus Master Plan including the RAIC Facility

The Administration completed the SCVHHS EVC Master Plan completed in November 2017, assessing the space needs associated with anticipated changes in SCVHHS clinical services provided at the East Valley site, including any defined changes that may be developed in the standard SCVHHS patient care model. The Master Plan evaluated the site and developed recommendations for future facilities and infrastructure needed to support the planned East Valley clinical programs. The Master Plan also evaluated the feasibility of a joint building for Social Services Agency- Receiving, Assessment and Intake Center (RAIC) and recommendations for its inclusion on the East Valley campus. The next phase includes the completion of the Health and Hospital System's service model and operation plan, followed by an assessment of this project within the larger context of the County's 10-year Capital Improvement Program.

## Fairgrounds Master Plan

During FY 18-19, administration will continue working with the Fairgrounds Management Corporation to assure compliance with all building code and health and safety code requirements. The Administration will continue to seek and implement Board direction regarding long-term asset management and planning of the Fairgrounds.

## Santa Clara Valley Health and Hospital System Planning

To update SCVHHS Facilities master planning, an effort is underway to first review the SCVHHS service model and operational plan as it relates to today's healthcare delivery model and political arena. This review will be conducted across the entire agency and will be used to inform master planning of facilities not only on the SCVMC campus, but throughout the County.

## Elmwood Complex – Service Model and Operational Plan

Given the construction of the new jail and ongoing operational changes due to jail diversion and other initiatives, this planning effort will provide a comprehensive service model and operational plan for the Elmwood Complex. Because it's been over 10 years since the last Elmwood Master Plan was completed and there are difficult operational needs, it is necessary to update this information to ensure the County is planning for future housing, programming, treatment, and operational needs at Elmwood.

## Signature Capital Projects

For FY 18-19, the County Executive will be recommending projects that reflect the Board's priorities of improving the supportive housing environment, providing access to healthcare for all County residents, and continuing to reduce recidivism rates.

As of February 28, 2018, FAF was managing 96 capital projects with combined budgets of \$455 million and providing staff and support for the Santa Clara County Medical Center Seismic Safety Program. The status of several significant projects underway is below:

### James Ranch Facilities

The \$31 million project provides new dorms that would house up to 108 beds, a new administration building, a new gym, and a new cafeteria. Site improvements are in progress and plans are being reviewed by the State Fire Marshal. Construction is expected to be completed in late 2019.

### Muriel Wright Facility

The Muriel Wright Campus was originally designed and used as a minimum-security detention and rehabilitation facility. The County is changing the use of the facility to provide residential behavioral health and substance abuse counseling, for both patients from the community and inmates upon their release.

In May 2015 a building assessment for the Muriel Wright facility was completed that identified the changes to the mechanical, plumbing, electrical, and fire protection systems needed for its new intended purpose, along with any required ADA-mandated upgrades. The Facilities and Fleet Department and their architectural-engineering consultant worked with both Health and Hospital Mental Health and Alcohol and Drug Rehabilitation staff to review the existing floor space and make necessary modifications.

Services are provided in normalized living settings integrated into residential communities. The services follow a social rehabilitation model that integrates aspects of emergency psychiatric care, psychosocial rehabilitation, milieu therapy, case management, and practical social work. 15 mental health crisis residential treatment beds and 30 substance use residential treatment beds will provide an alternative to acute psychiatric hospital



services for adults in the criminal justice system who would otherwise require hospitalization.

These services support the Santa Clara Valley Health and Hospital System's Strategic Roadmap principles by providing substance use treatment and crisis residential services to improve client experience and outcomes.

### Renovation of the Parkmoor Property for the HUB Youth Program

Prior year funding allocation allowed for the purchase, planning, and programming of the Parkmoor property, to be used by the HUB – Youth program. The approximately 22,000 square-foot building complex will provide a Community Center for Foster Youth, which includes a recreation hangout space and programming areas for the Social Services Agency staff and other community based organizations that are needed to support the HUB.

### New Jail Facility and Main Jail and Elmwood Facility Improvements

The New Jail facility project provides for a new 535-bed facility and replacement office space after the demolition of Main Jail South. The project is being re-planned to better situate the facility on the Main Jail South site and to plan for the demolition of the Main Jail South facility and temporary relocation of Main Jail South staff as the new facility is constructed. The facility will not only replace an outdated facility, but it will also address the need for inmate education, substance abuse, job placement, life skills, and other programming. Along with the need to provide mental health treatment and programming, it will also provide reentry housing for women and men with 90 days or less remaining on their sentences. These inmates will receive intensified programming and services from community-based organizations, out-of-custody medical and mental health care, and employment resources. The facility will provide inmate program space that

largely does not exist currently at Main Jail South. The design documents are being revised to incorporate these changes. Once the designs are complete, the next step will be to advertise a request for proposal to award a contract with a design-builder.

In addition to the New Jail facility project, many improvements have been recently completed or are underway at the Main Jail North and Elmwood Facilities. This includes many improvements related to Americans with Disabilities Act (ADA) compliance, suicide prevention barriers in specified housing units and suicide prevention measures in specified cells, fire alarm improvements, surveillance cameras, dental suite additions and improvements, Main Jail North cell hardening, Main Jail and Elmwood Custody Health work space reconfigurations, Elmwood West Gate and lobby improvements, the Elmwood Kitchen exhaust system, and Elmwood painting and mural work. These projects are helping to provide better space to house and serve the inmate populations at Main Jail and Elmwood facilities.

### South County Animal Services (Shelter) Center

This project provides for a new facility to replace the existing animal shelter. The programming and preliminary design phase was completed in early 2018. FAF is currently in the process of selecting a construction manager at risk (CMAR) team to complete the design and the construction phase.

### Vietnamese-American Service Center at Senter and Tully

During the FY 16-17 budget process, \$7 million was allocated for programming and design of a Vietnamese-American service center. The center currently is being planned as a 37,000-square-foot facility. The design phase is expected to be completed by spring 2019, and the estimated project cost is \$48 Million. As the design is complete and bids are received, the

Administration will be able to determine final funding needs.

## Deferred Maintenance Program – Life Cycle Infrastructure Investment

An investment of \$12,000,000 million is being proposed in the *FY 18-19 Recommended Budget* for the deferred maintenance program. This recommendation falls far short of the estimated \$450 million recommended in the current FCI report to maintain facilities at their current condition. However, even if a large portion of the recommended amount were available, FAF is not sufficiently staffed, nor does the County have sufficient swing space, to execute such a large program.

## Energy and Sustainability Projects and Programs

To reduce its carbon footprint and mitigate climate change, the Board of Supervisors has made it a priority to increase its renewable energy portfolio, implement energy efficiency projects, address transportation needs at County facilities, and properly monitor its energy and greenhouse emissions from County operations. These projects and programs will move the County of Santa Clara closer to meeting environmental stewardship goals while maintaining fiscal responsibility.

Since FY 10-11, FAF has successfully secured over \$60 million in low-cost financing, through programs such as Clean Renewable Energy Bonds and Qualified Energy Conservation Bonds, for the implementation of renewable energy and energy efficiency projects. These funds have been used for the installation of 14.3 megawatts (MW) of clean, renewable-energy-producing solar photovoltaic (PV) systems and the deployment of lighting efficiency and lighting controls at some of the County's largest facilities. These projects will

allow the County to save an estimated \$75 million over 25 years and significantly reduce its greenhouse gas emissions. During this period, FAF has also negotiated and secured renewable and clean electricity via power purchase agreements, which brought to the County an additional 2 megawatts (MW) of renewable solar photovoltaic (PV) electricity, as well as 2.6 MW of clean electricity fuel cells. The savings from these initiatives are estimated to be \$11 million over 20 years.

To further the County's greening objectives and make the balance of the County's electricity usage 100 percent renewable, FAF and the Office of Sustainability developed and put forth a renewable electricity purchasing plan to the Board of Supervisors at the April 3, 2018, meeting. The plan proposed a mix of renewable electricity purchases directly from the utility companies and renewable energy certificates; the plan was approved by the Board to move forward in FY 18-19 at an annual cost of approximately \$800,000.

The recent completion of a *Municipal Operations Greenhouse Inventory* identified employee commutes as the largest emissions contributor for County operations. In January 2018, FAF hired the County's first transportation demand manager to create a more robust transportation program that will minimize single occupancy vehicle travel, leading to a reduction in greenhouse gas emissions. The County also continues its subsidized ridesharing opportunities to County employees.

FAF has allocated \$2 million to design and construct approximately 57 electric vehicle charging stations at County facilities. In December 2016, nine new stations were installed at Fleet Management and six existing stations were replaced at the Civic Center employee parking lot. Other sites being evaluated for implementation include the Charcot Campus, 55 W. Younger, the Berger Campus, 333 West Julian (Social Services

Agency), the Civic Center parking garage, and 70 West Hedding. Deployment of the remaining 42 stations will begin in the spring 2018.

To reduce potable water use at County facilities, FAF uses recycled water for irrigation at the Crime Lab, Elmwood Correctional Facility, Old City Hall, Valley Health Center at Tully, and Downtown Health Center. Additionally, staff has been coordinating with the San Jose Water Company on a recycled water project to link the Charcot Campus with the recycled water pipeline for landscape water usage. Using recycled water for irrigation at Charcot will save approximately 3.5 million gallons of potable water annually, not only preserving the drinking water supply, but also providing an estimated \$2,200 in annual savings because recycled water is about 10 percent less expensive than potable water. FAF continues to explore opportunities to reduce potable water use through the completion of a landscape inventory and operational needs assessment, currently underway.

Republic Services, the contracted hauler responsible for County sites in San Jose and Milpitas, reported a 75 percent diversion rate in December 2017 for both planned and unplanned services. Administration is also currently exploring waste-to-energy anaerobic digestion options in support of the Board of Supervisors environmental stewardship goals.

In previous fiscal years, the Board approved energy capital funds for the acquisition of a utility data management system (UDMS) to more efficiently record, track, and report utilities usage and cost data for all County accounts. With over \$100 million in managed clean and renewable electricity generating assets, this service and readily available data will enable the County to more efficiently benchmark its facilities using the U.S. Environmental Protection Agency Energy Star Portfolio Manager. Additionally, the Board approved capital funding for the implementation

of a supervisory and control data acquisition (SCADA) system that will aggregate the monitoring and reporting of all the County's power-generating assets onto a single platform. The UDMS and the SCADA systems are important tools that will enable the County to better manage its utility accounts and its renewable electricity generating assets.

Lastly, FAF continues to work with the Office of Sustainability on the development of a countywide sustainability master plan.

## Health and Hospital Message

### *Introduction*

Santa Clara Valley Health and Hospital System (SCVHHS) continues to move toward the vision of “Better Health for All.” SCVHHS comprises Santa Clara Valley Medical Center and associated regional Valley Health Centers, Behavioral Health Services, Public Health Services, Custody Health, and Valley Health Plan.

Santa Clara Valley Medical Center (SCVMC) is the community’s healthcare safety net. SCVMC provides high-quality, specialized treatment for emergency medical care, trauma, burns, and rehabilitation from severe injuries — in some cases, the only such treatment available in the region. In addition to hospital services, SCVMC provides high-level primary-care and specialty care and is part of a complete system ready to provide patients the right care at the right time and in the right place.

SCVMC, with more than 2,500 physicians, nurses and other medical providers and as the public health agency for 2 million Santa Clara County residents and visitors, includes a network of 10 community clinics or health centers providing primary health care and other services for newborns, children, new mothers, adults, the elderly, and families. SCVMC is accredited by the Joint Commission and has been recognized regionally and nationally.

The department works to prevent the outbreak and spread of infectious diseases and plans and prepares for medical, manmade, and natural disasters. The Behavioral Health Department helps those living with mental illness or addiction to rebuild their lives.

### **SCVHHS’s strategic goals 2016-2020 include**

- Improving the health of all 2 million county residents

- Providing comprehensive and accessible services to serve over 400,000 people annually by improving access via an integrated service model focused on patient and family centered care
- Improving growth, learning, and development of over 8,000 employees by increasing employee morale and satisfaction through helping connect employees to how their work contributes to meeting these goals
- Improving health and reducing the burden of disease, including the measurement of complication rates, readmission, and treatment compliance
- Improving efficiency and value by addressing no-show rates, clinic follow up for vulnerable populations, provider output, and the reduction of covered lives using other health systems

The SCVHHS Vision and Mission, in addition to responding to the Affordable Care Act and health-care reform, forms the basis of the Capital Improvement Program (CIP). Two of the major facility projects for SCVHHS in recent years have been the Seismic Safety Project and Valley Health Center Downtown San Jose. Additional capital projects underway or in the planning stages that support SCVHHS’s strategic goals include the following:

## Signature Projects

### **Adolescent Inpatient Psychiatric Facility**

Planning has begun on the feasibility of locating an adolescent psychiatric facility at the SCVMC campus. The goal of this program would be to provide a coordinated system of care for children and adolescents whose level of impairment requires evaluation and treatment in an acute psychiatric inpatient unit. This program will serve to eliminate or reduce the number of minors being admitted to out-of-County hospitals. The continuum of care, including emergency and urgent psychiatric services, will be evaluated.

## SCVMC Progressive Specialty Center (Ambulatory Surgery and Specialty Center)

Design has begun on a free-standing progressive specialty center (PSC) that will include an outpatient surgery center (OSC). The County initially identified land located away from the SCVMC campus for a freestanding OSC. However, the physician surgeons at the SCVMC campus and the OSC are more effective when working on the same campus. As envisioned, this structure would be located on the surface parking lot adjacent to parking structure two. Because this location is one of a very limited number of buildable lots on the VMC campus, in addition to the OSC, additional outpatient clinic space has been targeted, including space for hemodialysis, diagnostic imaging, peritoneal, and gastrointestinal procedures, vascular services, and sterile processing.

## SCVMC Burn Center Upgrade

The current eight-bed Burn Center occupies approximately 4,500 square feet on the fourth floor of the West Wing (Building K) of the Main Hospital facility. The Burn Center was designed and constructed as part of the construction of the West Wing in the mid-1980s. Because of the Women and Children's Center project, space will become available in West Wing (Building K) that can be remodeled for a new modern Burn Center while the existing Burn Center remains active. This project is dependent on the completion of the remodel of the Main Hospital fourth floor to accommodate maternity services.

## SCVMC Emergency Department Expansion

This project is a complex expansion of the SCVMC's current 24-bed Emergency Department. The project expands the Emergency Department by capturing the courtyard between the West Wing building and the Ancillary building,

reconfiguring the ambulance bay, and capturing a portion of the courtyard between the West Wing and the Main Hospital. It is a multi-phased project to allow for continued operation of the existing Emergency Department during construction. This project will double the number of beds and treatment spaces in the Emergency Department and greatly improve access, wait-times, and patient satisfaction.

## SCVMC Women and Children's Center

To enhance services to women and children, SCVMC will consolidate pediatric, birthing, and postnatal departments into a single existing hospital building. The County, in partnership with the VMC Foundation and Silicon Valley Creates, will raise funds from the community to help transform the existing Main Hospital into the SCVMC Women and Children's Center. County resources are also needed to help with the transformation, specifically the remodel of the fourth floor of Main Hospital to accommodate maternity services.

## Valley Health Center (VHC) Gilroy Urgent Care

The demand for urgent care and primary care capacity at VHC Gilroy has increased significantly over the last few years due to population growth in the region and some changes in services at Saint Louise Hospital. Increased access to insurance through the Affordable Care Act has increased revenue to the Enterprise Fund and reduced the demand on the General Fund. Changes in technology have eliminated the need for a medical record room and a shift in regulations has mandated more integrated primary and behavioral health care. The changes to the health center require the move of the dental suite to accommodate express and urgent care needs. The changes also improve flow for Behavioral Health and Public Health's Women, Infants, Children nutritional health program.

## Santa Clara Valley Medical Center Seismic Safety Project

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

- By 2013, hospital buildings must remain standing and occupants able to exit safely after a seismic event. Through an extension granted to the County in accordance with Senate Bill 90, the 2013 dated was extended to 2020.
- By 2030, hospital buildings must remain operational and capable of providing acute-care medical services to the public after a seismic event.

Meeting State seismic safety law requirements drove development of the SCVMC Seismic Safety Project (SSP). The SSP identifies strategies to address regulatory requirements and service demands. The 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 implementation.

The SSP 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
- Promote a positive patient experience

- Provide flexibility to accommodate changes in healthcare delivery, operations and technology
- Complement the Main Hospital and Valley Specialty Center
- Be environmentally responsible

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

### Current Status — As of April 2018:

- Parking Structure 2 opened in spring 2009.
- Construction of Sobrato Pavilion (also referred to as the Bed Building 1, or BB1) is complete with activation of the building on December 17, 2017. With the activation of the Sobrato Pavilion, SCVMC's new licenses bed total is 681 general acute care beds. This total includes the beds still located in the non-compliant Old Main Hospital. As the County remodels nursing units that moved into the Sobrato Pavilion and move non-compliant nursing units to these compliant spaces, the license will again be modified to reflect the actual bed count.
- Construction of the Services Building Replacement (SBR) is complete and the building is fully occupied except for the new dietary kitchen. The construction of the tunnel connecting this building to Main Hospital circulation was completed in early 2015 but is not yet operational due to remodeling required in the Women and Children's Center (formerly Main or Building M). This area is expected to be completed in April 2018, which will allow the SBR to be completely operational, including the kitchen and receiving dock.
- Design for reconstruction of the exterior environment has been completed for the western and eastern portions of the campus

with construction expected to commence by early-2018.

- Planning, programming, and design continue on other elements of SSP, including the partial demolition and seismic update of the Main Hospital, seismic upgrade of the existing Services Building, renovations of space vacated due in part to activation of the Sobrato Pavilion, SBR and other projects.

## Parks and Recreation

### Department Message

The Parks and Recreation Department manages the County's 50,000-acre park system encompassing a variety of urban and rural recreational amenities. This "necklace of parks" concept was developed in the early 1960s and has guided park acquisition and development since the vision was adopted as an element of the County's General Plan.

Today the County's park system offers more than 320 miles of paved and unpaved recreational trails, fishing, boating, camping, and picnicking facilities, off-leash dog areas, and an array of land- and water-based recreational venues. In addition, the Department sponsors many recreation and wellness programs, such as Spring and Harvest festivals, the Parks for Life Challenge, #pixinparks, Parks Rx Day, Plein Air, and Fantasy of Lights. Department staff works with cities, special districts, contiguous counties, nonprofit organizations, and the State of California on mutually beneficial projects by leveraging resources and developing complementary park and recreation programs.

FY 18-19 is the second year for the 10 percent capital improvement allocation of Park Charter revenues approved by voters in 2016. The projects can generally be divided into three roughly equal-cost groups of projects – rehabilitating existing infrastructure, updating and enhancing current facilities, opening new lands and facilities – and these groupings were used for context in the development of FY 18-19 recommended projects.

Staff used *Prioritization Criteria*, both updated criteria yet to be adopted by the Board of Supervisors as part of the Strategic Plan update and previously adopted prioritization criteria, to prioritize and align recommended projects with the preliminary themes and criteria emerging

from the Strategic Plan update. These draft new themes and criteria include

- Interconnectedness and inclusivity
- Outstanding and enriching visitor experiences;
- Natural and cultural stewardship;
- Health
- Fiscal sustainability
- Operational excellence

The recommended FY 18-19 capital improvement plan includes projects that contribute to sustaining and improving department facilities and infrastructure, with a look toward long-term planning and user needs; expanding and developing public access; improving and enhancing park amenities and trails; and proposing additional funding to complete previously approved projects in progress. The Department used the Strategic Plan *Needs Assessment* and previous CIP plans to forecast capital projects over a 10-year period.

### **Parks and Recreation Capital Improvement Program**

The Department has identified the following projects that can generally be grouped into several areas of focus; the categories are not mutually exclusive, and many projects serve multiple goals. The projects are generally focused on rehabilitating parks' aging infrastructure, updating and enhancing facilities to meet the changing needs of parks' visitors, increasing access to parkland and facilities, and enhancing natural and historical resource values.

#### **Increasing Access to Facilities:**

- Calero and Rancho San Vicente (RSV) Trail Master Plan implementation
- Countywide Trails Master Plan implementation
- Coyote Lake planning and implementation
- Grant Park planning and implementation
- Martial Cottle planning and implementation
- Mount Madonna planning and implementation



- ADA improvements
- Park Visitor Center upgrades
- Systemwide enhancements
- 2017 storm damage
- Vasona Trail and Ramp and Parking

**Infrastructure:**

- Amenity Maintenance Program
- Building and Utility Program
- Natural Resources Management Roads and Trails Program
- Parks Residence Program
- Paving Management Program
- Sign Program
- Unused Structure Program
- Administrative office replacement
- Vasona modular building

**Enhancing Historical and Natural Resource**

**Values:**

- Departmentwide Grazing Program
- Environmental compliance and remediation
- Forest Health Program
- Natural Resources Management restoration
- Dyer House
- Grant Park historic buildings preservation

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

### 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 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, payback 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.

#### 4.11.1 Reporting Capital Projects in the 10-Year Capital Improvement Plan

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 10-Year Capital Improvement Plan as described below:

**(A)** Capital projects that exceed \$500,000 will be presented in the 10-Year Capital Improvement Plan and 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 based.

**(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 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.

#### **4.11.2 Capital Projects Descriptions**

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

#### **4.11.3 Preventative/Corrective Maintenance Projects (Amended 6-19-98)**

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.

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

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.

#### **4.11.5 Special Program Projects**

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.

#### **4.11.6 New Construction / Alteration Projects (Amended 9-10-13)**

These projects provide new, or significantly or materially alter, improve or modify existing, facilities, facility design, parking needs, leased or licensed buildings, space or other properties. An alteration, improvement or modification to a facility, parking need, building, space or other property may be considered material or significant if it materially or significantly alters, modifies or changes the County's or a Department's fiscal, operational, management, structural or facility responsibility needs or obligations. 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 fiscal, operational, facility and management impact of new construction or design, and the alteration, improvement, or modification of new or existing capital projects on affected departments including, but not limited to, the impact on the Facilities and Fleet Department

relating to utility, custodial, and maintenance costs, space and design needs and modifications, lease amendments and change orders, 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 (by lease, license, purchase or agreement) new, expanded, altered, improved or modified facilities, facility design, space, parking, buildings or properties 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, short-term and long-term objectives, legal mandates and a cost/benefit analysis taking into account a lease versus purchase option (where applicable). 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.

#### **4.14 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)**

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

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

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.

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

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, American's 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.

(c) Funds transferred to the appropriate BIP holding account(s)

(d) Any funds transferred by the Board, OBA or FAF

#### **(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.

(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

#### **(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(s)

(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

(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:**

**Funding Uses - projects in the Facilities and Fleet, Parks, Roads and Airports, and Valley Medical Center departments**

	Budget Amounts as of April 2018			Estimated Budget Targets			
	Total Project Expenditures	Remaining Available Budget	Year 1: 2018/19	Years 2-4: FY 19/20 to 21/22	Years 5-7: FY 22/23 to 24/25	Years 8-10: FY 25/26 to 27/28	Project Total
<b>1 Children, Seniors and Families - Subtotal</b>	<b>11,021,654</b>	<b>5,978,346</b>	<b>7,400,000</b>	<b>37,000,000</b>	-	-	<b>61,400,000</b>
2 General Fund - Alter Facility for Interim RAIC Use	-	-	3,000,000	-	-	-	3,000,000
3 General Fund - Design & Construct new Vietnamese-American Service Center	4,991,654	2,008,346	4,000,000	37,000,000	-	-	48,000,000
4 General Fund - Develop HUB Plan at Parkmoor Campus	6,030,000	3,970,000	-	-	-	-	10,000,000
5 General Fund - Provide Construction Management for Julian Campus	-	-	400,000	-	-	-	400,000
<b>6 Finance and Government Operations - Subtotal</b>	<b>144,112,895</b>	<b>36,404,906</b>	<b>29,400,000</b>	<b>365,600,000</b>	<b>206,000,000</b>	<b>136,000,000</b>	<b>917,517,801</b>
7 General Fund - 100% CGC Renewable Power	3,112,371	683,329	-	-	-	-	3,795,700
8 General Fund - Acquire Credit Union Bldg & Renovation	14,661,636	3,798,364	-	-	-	-	18,460,000
9 General Fund - Add Chillers at Gilroy and Downtown Clinics	-	-	150,000	1,500,000	-	-	1,650,000
10 General Fund - Alter 999 Hamlin Court for Winter Shelter Use	2,282,160	717,840	-	-	-	-	3,000,000
11 General Fund - Assess ADA Compliance at County Facilities	-	1,500,000	-	-	-	-	1,500,000
12 General Fund - Assess Security at 70 W Hedding	-	200,000	-	-	-	-	200,000
13 General Fund - Capital Planning Efforts	-	-	1,000,000	3,000,000	3,000,000	3,000,000	10,000,000
14 General Fund - Capital Program Holding Account	-	547,555	-	-	-	-	547,555
15 General Fund - Construct 151 W Mission Sobering Station	273,174	726,826	-	-	-	-	1,000,000
16 General Fund - Construct Civic Center Power Distribution System	6,738	2,493,262	-	5,100,000	-	-	7,600,000
17 General Fund - Construct New 911 Comms Facility	-	-	-	-	-	32,000,000	32,000,000
18 General Fund - Demolish 2500 Senter Road Facilities	892,569	21,066	-	-	-	-	913,635
19 General Fund - Demolish Former City Hall Annex	829,765	3,270,235	3,000,000	-	-	-	7,100,000
20 General Fund - Demolish of Modular Courthouse at Highland	-	-	-	1,000,000	-	-	1,000,000
21 General Fund - Design & Construct Berger 2 Seismic Safety Improvements	12,733,476	1,411,524	-	-	-	-	14,145,000
22 General Fund - Design & Construct Renewables for Revenue Facilities	36,382,938	211,530	-	-	-	-	36,594,469
23 General Fund - Design & Construct SJ Downtown Health Center	50,914,105	545,895	-	-	-	-	51,460,000
24 General Fund - Develop Landscape Inventory & Service Model	24,061	205,939	-	-	-	-	230,000
25 General Fund - Energy and Sustainability Reserve	-	4,800,000	5,000,000	15,000,000	15,000,000	15,000,000	54,800,000
26 General Fund - Energy Project Mgmt and Planning	54,559	32,893	-	-	-	-	87,453
27 General Fund - Energy Services Project	526,105	223,895	-	-	-	-	750,000
28 General Fund - Expand Clerk-Recorder's Office	-	1,500,000	-	-	-	-	1,500,000
29 General Fund - FY 2016 Capital Planning	300,961	19,039	-	-	-	-	320,000
30 General Fund - FY 2018 Capital Planning	238,188	61,812	-	-	-	-	300,000
31 General Fund - FY 2019 Capital Plan Cost Estimate	-	100,000	-	-	-	-	100,000
32 General Fund - FY 2019 Capital Planning	53,382	296,618	-	-	-	-	350,000
33 General Fund - Improve Board Chambers ADA/AV	1,215,826	84,174	-	-	-	-	1,300,000
34 General Fund - Improve East Wing Restrooms	47,364	152,636	-	-	-	-	200,000
35 General Fund - Improve Offices at Berger Campus	-	-	-	-	75,000,000	-	75,000,000
36 General Fund - Install 3 Battery Storage Systems	49,799	201	-	-	-	-	50,000
37 General Fund - Install 70 W Hedding Multilingual Signage	739,294	510,706	-	-	-	-	1,250,000
38 General Fund - Install 911 Comms Waterless Suppression System	1,549,146	50,854	-	-	-	-	1,600,000
39 General Fund - Install 911 Comms Workstations	1,596,138	3,862	-	-	-	-	1,600,000
40 General Fund - Install Distributed Generation SCADA System	-	750,000	-	-	-	-	750,000
41 General Fund - Install EV Charging Infrastructure	804,016	1,195,984	500,000	-	-	-	2,500,000

**Appendix B:**

**Funding Uses - projects in the Facilities and Fleet, Parks, Roads and Airports, and Valley Medical Center departments**

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		Total Project Expenditures	Remaining Available Budget	Year 1: 2018/19	Years 2-4: FY 19/20 to 21/22	Years 5-7: FY 22/23 to 24/25	Years 8-10: FY 25/26 to 27/28	Project Total
42	General Fund - Install LED Lighting and Lighting Controls	3,612,717	14,373	-	-	-	-	3,627,090
43	General Fund - Maintenance Backlog Program	-	-	12,000,000	36,000,000	36,000,000	36,000,000	120,000,000
44	General Fund - Office Reconfigurations	-	-	5,500,000	-	-	-	5,500,000
45	General Fund - Plan East Santa Clara Street Campus (Former San Jose Hospital Site)	77,495	422,505	-	7,000,000	50,000,000	50,000,000	107,500,000
46	General Fund - Purchase & Renovate New County Office Buildings	-	-	-	240,000,000	20,000,000	-	260,000,000
47	General Fund - Relocate Winter Shelter Modular	801,322	1,298,678	-	-	-	-	2,100,000
48	General Fund - Remodel 70 W Hedding Offices	2,399,109	117,791	-	-	-	-	2,516,900
49	General Fund - Remodel Berger 1 Warehouse for ROV	1,252,309	3,247,691	-	50,500,000	-	-	55,000,000
50	General Fund - Renovate 70 West Hedding 10th Floor for BOS	-	-	1,000,000	2,500,000	-	-	3,500,000
51	General Fund - Renovate 70 West Hedding 10th Floor for COB	1,235,564	164,436	-	-	-	-	1,400,000
52	General Fund - Renovate 70 West Hedding 8th Floor	341,962	2,158,038	-	-	-	-	2,500,000
53	General Fund - Renovate 70 West Hedding 9th Floor	3,196,764	98,236	-	-	-	-	3,295,000
54	General Fund - Renovate Berger 1 Warehouse for ROV Services	90,804	159,196	-	-	-	-	250,000
55	General Fund - Renovate Berger 2 ISD Space	1,636,352	13,648	-	-	-	-	1,650,000
56	General Fund - Renovate Warehouse at Army Site for Sheriff Use	180,726	569,274	-	-	-	-	750,000
57	General Fund - Replace 55 Younger Medium Voltage Switchgear	-	-	-	4,000,000	7,000,000	-	11,000,000
58	General Fund - Replace Berger 2 Entry Doors	-	-	150,000	-	-	-	150,000
59	General Fund - Surveillance and Security Reserve	-	2,000,000	1,100,000	-	-	-	3,100,000
60	General Fund - Utilities Data Mgmt Svcs	-	25,000	-	-	-	-	25,000
61	<b>Health and Hospital System - Subtotal</b>	<b>940,606,590</b>	<b>178,299,968</b>	<b>64,264,214</b>	<b>383,133,502</b>	<b>572,995,176</b>	<b>673,964,171</b>	<b>2,813,263,621</b>
62	General Fund - Alter Muriel Wright for BHSD Services	6,585,939	414,061	-	-	-	-	7,000,000
63	General Fund - Assess Security at BHSD Facilities	5,010	494,990	-	-	-	-	500,000
64	General Fund - Construct New Adolescent Psychiatric Facility	-	-	2,000,000	76,000,000	-	-	78,000,000
65	General Fund - Construct VMC Emergency Dept. Expansion	-	31,872,441	7,564,214	40,000,000	-	-	79,436,655
66	General Fund - Design & Construct New VMC Progressive Specialty Center (Ambulatory Specialty Center)	2,600,214	7,399,786	25,000,000	20,000,000	225,000,000	-	280,000,000
67	General Fund - Design VMC Emergency Dept. Expansion	2,054,394	2,345,606	-	-	-	-	4,400,000
68	General Fund - Health Satellite Office(s) - Purchase & Improvements	-	-	-	11,000,000	-	-	11,000,000
69	General Fund - Hospital Expansion	-	-	-	-	30,000,000	455,000,000	485,000,000
70	General Fund - Implement East Valley Campus Master Plan including RAIC Facility	-	4,500,000	-	-	170,000,000	-	174,500,000
71	General Fund - Improve Enborg Lobby Security	-	600,000	-	-	-	-	600,000
72	General Fund - Improve VMC Campus Infrastructure	-	17,500,000	-	-	-	-	17,500,000
73	General Fund - Parisi House Generator	571,389	33,611	-	-	-	-	605,000
74	General Fund - Plan Space for BHSD Reorganization	205,135	494,865	-	-	-	-	700,000
75	General Fund - Program 2nd AOB VMC Campus	-	400,000	-	-	-	-	400,000
76	General Fund - Reconfigure VMC Administrative Office Building (AOB) 1	-	1,500,000	-	1,500,000	-	-	3,000,000
77	General Fund - Relocate Main Jail N. Dental Suite	-	-	1,700,000	-	-	-	1,700,000
78	General Fund - Relocate TB/Refugee Clinic	-	-	2,000,000	8,000,000	-	-	10,000,000

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79	General Fund - Remodel 2450 S. Bascom for BHSD Admin	800,608	8,699,392	-	-	-	-	9,500,000
80	General Fund - Remodel VHC Gilroy for Urgent Care	-	5,000,000	2,000,000	-	-	-	7,000,000
81	General Fund - Remodel VHC Sunnyvale for Primary Care Expansion	-	-	7,000,000	-	-	-	7,000,000
82	General Fund - Renovate 101 Jose Figueres for BHSD Services	1,501,762	68,238	-	-	-	-	1,570,000
83	General Fund - Renovate 115 Madrone for BHSD Services	823,333	-	-	-	-	-	823,333
84	General Fund - Replace Lenzen Fire Alarm System	512,679	387,321	-	-	-	-	900,000
85	General Fund - Replace Pneumatic Controls Mediplex Bldg	11,011	2,238,989	-	-	-	-	2,250,000
86	General Fund - Upgrade Health and Hospital Buildings (HHS SMOP)	819,511	180,489	-	101,633,502	102,995,176	218,964,171	424,592,849
87	General Fund - Upgrade VMC Ancillary Bldg Upgrades	-	-	-	25,000,000	-	-	25,000,000
88	General Fund - Upgrade VMC Burn Unit	702,232	2,197,768	2,000,000	40,000,000	-	-	44,900,000
89	General Fund - Upgrade VMC Former Rehab Bldg	-	-	-	10,000,000	20,000,000	-	30,000,000
90	General Fund - Upgrade VMC Women's and Children's Center	862,597	5,387,404	15,000,000	25,000,000	-	-	46,250,000
91	General Fund - VMC Old Main Demolition & Seismic Upgrades	-	-	-	25,000,000	25,000,000	-	50,000,000
92	Valley Medical Center Fund - AOB Computer Room UPS	173,800	576,200	-	-	-	-	750,000
93	Valley Medical Center Fund - BAP Fire Alarm	1,430,982	19,395	-	-	-	-	1,450,377
94	Valley Medical Center Fund - Breathing Air Replacement	2,544,846	71,090	-	-	-	-	2,615,937
95	Valley Medical Center Fund - Building W Repairs	45,451	160	-	-	-	-	45,611
96	Valley Medical Center Fund - Capital Hold	-	580,172	-	-	-	-	580,172
97	Valley Medical Center Fund - Cooling System AOB computer room	30	171,561	-	-	-	-	171,591
98	Valley Medical Center Fund - CT "Computed Tomography" Replacement	-	300,000	-	-	-	-	300,000
99	Valley Medical Center Fund - CT Replacement	569,172	752	-	-	-	-	569,924
100	Valley Medical Center Fund - DR Unit Main Department	-	600,000	-	-	-	-	600,000
101	Valley Medical Center Fund - ED Redesign	584,511	42,034	-	-	-	-	626,544
102	Valley Medical Center Fund - EHC Medical Respite Expansion	78,171	171,829	-	-	-	-	250,000
103	Valley Medical Center Fund - Establish a Discharge Pharmacy	3,390	373,049	-	-	-	-	376,439
104	Valley Medical Center Fund - EVC Dental	8,804	391,196	-	-	-	-	400,000
105	Valley Medical Center Fund - Flourosocopy	-	211,807	-	-	-	-	211,807
106	Valley Medical Center Fund - FY09 Capital Maintenance & Operations	1,611,144	12,347	-	-	-	-	1,623,491
107	Valley Medical Center Fund - FY10 Maintenance & Operations	53,666	3,390,940	-	-	-	-	3,444,605
108	Valley Medical Center Fund - FY11 Maintenance & Operations	2,496,872	205,601	-	-	-	-	2,702,473
109	Valley Medical Center Fund - FY12 Maintenance & Operations	3,018,235	179,346	-	-	-	-	3,197,581
110	Valley Medical Center Fund - FY15 Maintenance & Operations	2,107,738	236,408	-	-	-	-	2,344,146
111	Valley Medical Center Fund - FY16 Maintenance & Operations	3,120,859	229,423	-	-	-	-	3,350,283
112	Valley Medical Center Fund - FY17 Maintenance & Operations	1,180,427	52,772	-	-	-	-	1,233,199
113	Valley Medical Center Fund - FY18 Maintenance & Operations	687,778	1,522,222	-	-	-	-	2,210,000
114	Valley Medical Center Fund - Gilroy Urgent Care	741,203	258,797	-	-	-	-	1,000,000
115	Valley Medical Center Fund - Hospital Electrical System Upgrade	-	300,000	-	-	-	-	300,000
116	Valley Medical Center Fund - ICU Dialysis-WW-NM	25,250	58,540	-	-	-	-	83,790
117	Valley Medical Center Fund - Infusion Center Improvements	75,133	319,916	-	-	-	-	395,049
118	Valley Medical Center Fund - Linear Accelerator	790,710	60,228	-	-	-	-	850,938
119	Valley Medical Center Fund - Microbiology Automation	506,257	433,057	-	-	-	-	939,315

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120	Valley Medical Center Fund - Moorpark Clinic Renovation	-	450,000	-	-	-	-	450,000
121	Valley Medical Center Fund - Nurse Call West Wing	114,311	230,233	-	-	-	-	344,544
122	Valley Medical Center Fund - PET design	2,785,543	108,857	-	-	-	-	2,894,400
123	Valley Medical Center Fund - Power over ethernet	-	50,000	-	-	-	-	50,000
124	Valley Medical Center Fund - PSO Video Wall	-	281,136	-	-	-	-	281,136
125	Valley Medical Center Fund - Refurbish ICU's	-	920,044	-	-	-	-	920,044
126	Valley Medical Center Fund - Remodel Oncology Infusion Center	-	1,000,000	-	-	-	-	1,000,000
127	Valley Medical Center Fund - Renal Care Clinic	511,928	488,072	-	-	-	-	1,000,000
128	Valley Medical Center Fund - SCMP	2,366,744	1,969,571	-	-	-	-	4,336,315
129	Valley Medical Center Fund - Seismic Compliance & Modernization Proj	889,663,083	68,349,903	-	-	-	-	958,012,987
130	Valley Medical Center Fund - SPD Dept Upgrade	2,021,194	242,561	-	-	-	-	2,263,755
131	Valley Medical Center Fund - Upgrade Emergency Phones PS1	62,965	42,491	-	-	-	-	105,456
132	Valley Medical Center Fund - VHC Bascom 3rd Floor	2,052,729	967,271	-	-	-	-	3,020,000
133	Valley Medical Center Fund - VHC Sunnyvale Planning	110,000	163,190	-	-	-	-	273,190
134	Valley Medical Center Fund - VHHP Clinic	-	75,000	-	-	-	-	75,000
135	Valley Medical Center Fund - VMC Campus Notification Upgrade	133,843	41,157	-	-	-	-	175,000
136	Valley Medical Center Fund - VSC Clinic	-	100,000	-	-	-	-	100,000
137	Valley Medical Center Fund - Women and Children Center	535,875	334,125	-	-	-	-	870,000
138	Valley Medical Center Fund - WW: Chem & Microbio Corridor & Phleboto	338,130	2,555	-	-	-	-	340,685
139	<b>Housing, Land Use, Environment and Transportation - Subtotal</b>	<b>365,232,043</b>	<b>139,406,583</b>	<b>27,716,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>532,355,026</b>
140	General Fund - Construct 80 Highland Animal Shelter	2,778,793	27,221,207	12,000,000	-	-	-	42,000,000
141	Library Fund - Library Acquisition Dell Avenue	13,088,570	296,447	-	-	-	-	13,385,017
142	Parks Fund - 2017 Storm Damage	-	-	500,000	-	-	-	500,000
143	Parks Fund - ADA Improvement	90,131	109,869	100,000	-	-	-	300,000
144	Parks Fund - Admin Office Replacement	-	-	500,000	-	-	-	500,000
145	Parks Fund - Alviso Boat Launch Project	3,412,495	12,525	-	-	-	-	3,425,020
146	Parks Fund - Amenity Maintenance Program	-	-	150,000	-	-	-	150,000
147	Parks Fund - Anderson Visitor Center	4,531,748	2,404	-	-	-	-	4,534,151
148	Parks Fund - AQ Hacienda Restroom	543,253	21,747	-	-	-	-	565,000
149	Parks Fund - Bailey Illegal Dump Removal	22,704	22,646	-	-	-	-	45,350
150	Parks Fund - Building and Utility Program	-	-	500,000	-	-	-	500,000
151	Parks Fund - Building Infrastructure Program	82,783	717,217	-	-	-	-	800,000
152	Parks Fund - Calero & RSV Trail Implementation	-	200,000	-	-	-	-	200,000
153	Parks Fund - Camp Host Site	1,346	98,654	-	-	-	-	100,000
154	Parks Fund - Chitactact Restroom Replacement	130,483	4,517	-	-	-	-	135,000
155	Parks Fund - Countywide Trails Planning and Implementation	-	-	250,000	-	-	-	250,000
156	Parks Fund - Coyote Canyon/Highlands Plng & Impl	26,177	2,670,803	-	-	-	-	2,696,980
157	Parks Fund - Coyote Creek Kayak Trail	-	50,000	-	-	-	-	50,000
158	Parks Fund - Coyote Creek Perry's Hill Planning And Development	-	425,000	-	-	-	-	425,000
159	Parks Fund - Coyote Lake Harvey Bear Ranch MP Implementation	185,154	592,014	100,000	-	-	-	877,168
160	Parks Fund - Ed Levin Landfill Closure	30,925	314,361	-	-	-	-	345,285

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161	Parks Fund - Ed Levin Monument Peak Road Repair	12,794	487,207	-	-	-	-	500,000
162	Parks Fund - Environmental Compliance Program	-	-	75,000	-	-	-	75,000
163	Parks Fund - Field Sports Park Office	-	200,000	-	-	-	-	200,000
164	Parks Fund - General Fish Screens	73,801	117,710	-	-	-	-	191,511
165	Parks Fund - Grant MP Update & Implementation	-	150,000	600,000	-	-	-	750,000
166	Parks Fund - Grant Ranch Historic Building Rehabilitation	271,308	668,692	950,000	-	-	-	1,890,000
167	Parks Fund - Hellyer Update and Implementation	-	50,000	-	-	-	-	50,000
168	Parks Fund - Historic Preservation	411,926	88,074	500,000	-	-	-	1,000,000
169	Parks Fund - Maintenance Management System	252,012	797,988	-	-	-	-	1,050,000
170	Parks Fund - Martial Cottle Parkd Development	31,455,735	748,265	1,000,000	-	-	-	33,204,000
171	Parks Fund - Morgan Hill Playground	-	150,000	-	-	-	-	150,000
172	Parks Fund - Motorcycle Park Site Plan Implementation	573,565	643,654	-	-	-	-	1,217,219
173	Parks Fund - Mountain Bike Park-Sanborn	-	50,000	-	-	-	-	50,000
174	Parks Fund - Mt Madonna Planning and Implementation	-	-	1,000,000	-	-	-	1,000,000
175	Parks Fund - Mt Madonna Visitor Center Redesign	182,186	97,814	-	-	-	-	280,000
176	Parks Fund - Natural Resources Management Program	1,271,486	676,717	200,000	-	-	-	2,148,203
177	Parks Fund - NRM Habitat Restoration Program	99,285	250,715	125,000	-	-	-	475,000
178	Parks Fund - NRM Roads and Trails Program	-	-	100,000	-	-	-	100,000
179	Parks Fund - Park Residence Program	498,017	253,489	250,000	-	-	-	1,001,506
180	Parks Fund - Park Visitor Center Upgrades	173,648	101,352	125,000	-	-	-	400,000
181	Parks Fund - Park WiFi Installation	37,247	1,722,753	-	-	-	-	1,760,000
182	Parks Fund - Paving Management Program	858,538	527,462	350,000	-	-	-	1,736,000
183	Parks Fund - Pay Stations Survey & Replacement	320,195	29,805	-	-	-	-	350,000
184	Parks Fund - Playground Program For Vasona & Hellyer	1,364,097	105,903	-	-	-	-	1,470,000
185	Parks Fund - Preventative Maintenance & Infrastructure Repair	425,673	199,327	-	-	-	-	625,000
186	Parks Fund - Property Management Database	34,623	15,377	-	-	-	-	50,000
187	Parks Fund - Rancho Santa Teresa Historic Park Area	216,199	568,409	-	-	-	-	784,608
188	Parks Fund - Sanborn Implementation	-	450,000	-	-	-	-	450,000
189	Parks Fund - Santa Teresa Joice Bernal Interpretive	32,961	17,914	-	-	-	-	50,875
190	Parks Fund - Sign Program	126,572	123,428	200,000	-	-	-	450,000
191	Parks Fund - Space Study and Modification	542,614	27,386	-	-	-	-	570,000
192	Parks Fund - Stevens Creek Boat Ramp Upgrade	36,217	238,783	-	-	-	-	275,000
193	Parks Fund - System Wide Equestrian Improvement	37,703	27,297	-	-	-	-	65,000
194	Parks Fund - System Wide Planning & Feasibility Studies	400,967	330,814	-	-	-	-	731,781
195	Parks Fund - Systemwide Enhancements Program	-	-	150,000	-	-	-	150,000
196	Parks Fund - Trail Improvement and Development	2,612,520	833,879	350,000	-	-	-	3,796,399
197	Parks Fund - Unused And Historic Structures Survey	-	50,000	-	-	-	-	50,000
198	Parks Fund - Unused Structure Management	24,933	250,067	125,000	-	-	-	400,000
199	Parks Fund - Utility Infrastructure System	938	849,062	-	-	-	-	850,000
200	Parks Fund - Vasona Los Gatos Creek Trail	1,985,028	384,972	-	-	-	-	2,370,000
201	Parks Fund - Vasona Meadowbrook and Creek	12,774	687,226	-	-	-	-	700,000

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202	Parks Fund - Vasona Modular	81,903	18,097	100,000	-	-	-	200,000
203	Parks Fund - Vasona Trail and Parking Project	-	-	350,000	-	-	-	350,000
204	Parks Fund - Vasona Water & Irrigation System	1,143,147	461,853	-	-	-	-	1,605,000
205	Parks Fund - Yurt Implementation	310	399,690	-	-	-	-	400,000
206	Roads & Airports Fund - Bridge Rehabilitation & Replacement	38,822,723	25,992,268	2,066,400	-	-	-	66,881,391
207	Roads & Airports Fund - Bridge Repair & Maintenance	19,441,246	7,348,717	1,205,000	-	-	-	27,994,963
208	Roads & Airports Fund - Bridge Seismic Retrofit	3,712,542	1,373,493	-	-	-	-	5,086,034
209	Roads & Airports Fund - Bridge Spot Safety Projects	3,155,937	1,170,019	-	-	-	-	4,325,956
210	Roads & Airports Fund - District Infrastructure - General Fund	2,005,863	311,389	-	-	-	-	2,317,252
211	Roads & Airports Fund - Highway Signals	1,609,227	240,748	210,000	-	-	-	2,059,974
212	Roads & Airports Fund - Intelligent Transportation System	8,647,467	1,605,477	-	-	-	-	10,252,945
213	Roads & Airports Fund - Level Of Service Improvement	39,299,251	17,779,610	-	-	-	-	57,078,861
214	Roads & Airports Fund - Montague Expressway	35,087,563	196,655	-	-	-	-	35,284,218
215	Roads & Airports Fund - Neighborhood Protection - Highway Design	1,746,026	1,094,051	650,000	-	-	-	3,490,076
216	Roads & Airports Fund - Non Expressway Pavement Management Program	-	-	665,000	-	-	-	665,000
217	Roads & Airports Fund - Palo Alto Airport Capital Projects	837,513	70,198	-	-	-	-	907,711
218	Roads & Airports Fund - Pavement Management - Highway Design	17,379,373	2,232,235	-	-	-	-	19,611,608
219	Roads & Airports Fund - Pavement Management - Road Maintenance	6,725,385	3,086,682	-	-	-	-	9,812,067
220	Roads & Airports Fund - Pavement Management-Highway Design	3,552,618	728,881	485,000	-	-	-	4,766,499
221	Roads & Airports Fund - Pedestrian And Bicycle Routes - Highway Design	12,341,137	2,228,755	250,000	-	-	-	14,819,893
222	Roads & Airports Fund - Pedestrian And Bicycle Routes - Traffic & Electric	7,164,051	1,509,329	25,000	-	-	-	8,698,380
223	Roads & Airports Fund - Professional & Special Services - Highway & Bridge	2,658,073	1,183,214	100,000	-	-	-	3,941,287
224	Roads & Airports Fund - Reid Hillview Airport Capital Projects	5,332,188	2,586,533	-	-	-	-	7,918,720
225	Roads & Airports Fund - Road Maintenance - Contracts	27,600,187	2,661,438	1,200,000	-	-	-	31,461,625
226	Roads & Airports Fund - Road Safety & Lighting Projects	1,358,789	736,211	210,000	-	-	-	2,305,000
227	Roads & Airports Fund - Signal Synch & ITS	2,170,849	224,333	-	-	-	-	2,395,182
228	Roads & Airports Fund - Signal Synchronization Program	27,785,550	58,278	-	-	-	-	27,843,829
229	Roads & Airports Fund - South County Airport Capital Projects	7,563,982	904,390	-	-	-	-	8,468,372
230	Roads & Airports Fund - Spot Safety	11,070,231	1,231,263	-	-	-	-	12,301,493
231	Roads & Airports Fund - Storm Damage Repair & Maintenance	7,330,088	16,216,729	-	-	-	-	23,546,817
232	Roads & Airports Fund - Structure Improvements	338,702	25,097	-	-	-	-	363,799
233	<b>Public Safety and Justice - Subtotal</b>	<b>94,398,127</b>	<b>79,841,807</b>	<b>37,720,000</b>	<b>282,500,000</b>	<b>105,000,000</b>	<b>330,000,000</b>	<b>929,459,934</b>
234	General Fund - Alter Cells for Suicide Prevention	926,243	458,257	2,120,000	-	-	-	3,504,500
235	General Fund - Assess Juvenile Hall Structural System	-	100,000	-	-	-	-	100,000
236	General Fund - Assess Main Jail N. & Elmwood ADA Compliance	262,579	437,422	-	-	-	-	700,000
237	General Fund - Construct Holden Ranch Parking Lot	286,472	813,528	-	-	-	-	1,100,000
238	General Fund - Construct Initial Elmwood ADA Improvements	1,273,901	1,326,099	2,000,000	-	-	-	4,600,000
239	General Fund - Construct Initial Main Jail N. ADA Improvements	2,496,778	3,403,222	16,500,000	-	-	-	22,400,000
240	General Fund - Construct New EVOC	421,416	6,578,584	-	-	-	-	7,000,000
241	General Fund - Construct New Jail Facility	14,824,039	39,175,961	-	278,000,000	5,000,000	-	337,000,000
242	General Fund - Design & Construct New James Ranch Facilities	17,945,225	2,847,376	-	-	-	-	20,792,601

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243	General Fund - Design & Construct New Public Safety & Justice Facilities	6,635,358	11,464,642	-	-	10,000,000	200,000,000	228,100,000
244	General Fund - Design Elmwood Perimeter Improvements	172,596	227,404	-	-	-	-	400,000
245	General Fund - Design Main Jail South Tower	857,413	27,025	-	-	-	-	884,438
246	General Fund - Harden Elmwood West Gate Station & Lobby	126,028	973,972	-	-	-	-	1,100,000
247	General Fund - Harden Main Jail N. 4th & 5th Floors	16,985,255	4,044,745	-	-	-	-	21,030,000
248	General Fund - Improve Custody Health Services Spaces	302,062	197,938	4,000,000	-	-	-	4,500,000
249	General Fund - Improve Elmwood M4/M5/M8 ADA Compliance	825,624	674,376	-	-	-	-	1,500,000
250	General Fund - Improve Elmwood W1/W2/W4 ADA Compliance	424,007	475,993	-	-	-	-	900,000
251	General Fund - Install Elmwood & Main Jail Suicide Prevention Barriers	1,840,373	509,627	-	-	-	-	2,350,000
252	General Fund - Install MJS Video Surveillance System	297,219	2,781	-	-	-	-	300,000
253	General Fund - Install New Crime Lab Door	225,937	63,913	-	-	-	-	289,850
254	General Fund - Install New Crime Lab Flood Prevention Measures	63,725	436,275	-	-	-	-	500,000
255	General Fund - Install New Elmwood Kitchen Exhaust	1,115,605	195,263	-	-	-	-	1,310,868
256	General Fund - Jail Reserve	-	-	6,500,000	-	-	-	6,500,000
257	General Fund - MJN Energy Efficiency Pre-Enhancements	1,018,157	66,843	-	-	-	-	1,085,000
258	General Fund - Plan & Design Elmwood M1 Remodel	582,750	80,350	-	-	-	-	663,100
259	General Fund - Public Safety & Justice Existing Building Upgrades	-	500,000	-	-	90,000,000	130,000,000	220,500,000
260	General Fund - Reconfigure Main Jail N. Admin Booking	71,098	178,902	-	-	-	-	250,000
261	General Fund - Reconfigure West Wing 5th Floor Offices	61,862	138,138	-	-	-	-	200,000
262	General Fund - Remodel Elmwood M1	4,629,803	70,197	-	-	-	-	4,700,000
263	General Fund - Renovate Medical Examiner Office	220,404	143,876	-	-	-	-	364,280
264	General Fund - Renovate West Wing 1st Floor	1,529,874	270,126	-	-	-	-	1,800,000
265	General Fund - Replace Elmwood HVAC for M1/W1/W4/M4/M5	-	-	2,900,000	-	-	-	2,900,000
266	General Fund - Replace Fire Alarm Panel at MJN	3,584,190	50,810	1,200,000	-	-	-	4,835,000
267	General Fund - Replace Juvenile Hall Surveillance	253,334	1,446,666	2,500,000	-	-	-	4,200,000
268	General Fund - Replacement of Elmwood Door Controls and Panels	162,820	1,577,180	-	4,500,000	-	-	6,240,000
269	General Fund - Upgrade Juvenile Hall Kitchen & HVAC	3,094,524	45,773	-	-	-	-	3,140,297
270	General Fund - Upgrade Main Jail N. Video Surveillance System	10,070,614	749,386	-	-	-	-	10,820,000
271	General Fund - West Wing Security Enhancements	810,842	89,158	-	-	-	-	900,000
272	<b>Grand Total</b>	<b>1,555,371,310</b>	<b>439,931,610</b>	<b>166,500,614</b>	<b>1,068,233,502</b>	<b>883,995,176</b>	<b>1,139,964,171</b>	<b>5,253,996,382</b>