



**MEMORANDUM
COUNTY EXECUTIVE OFFICE
ADMINISTRATION**
County of Placer

TO: Honorable Board of Supervisors
FROM: David Boesch, County Executive Officer
By: Andy Heath, Assistant County Executive Officer
Gretchen Nedved, Principal Management Analyst
DATE: July 26, 2016
SUBJECT: FY 2016-17 Capital Facilities Financing Plan Workshop

ACTION REQUESTED

The Board is requested to take the following actions:

1. Receive a status update on the 2011 Capital Facilities Financing Plan projects;
2. Affirm the recommended updated approach to capital project prioritization;
3. Conduct a workshop on priority capital projects and confirm the approach for next steps in the development of the 2016 Capital Facilities Financing Plan.

BACKGROUND

Updated countywide initiatives, fluctuations in the economy, and the passage of time are a few reasons why the approach to communicating and prioritizing capital project priorities and determining eligible funding sources is important to revisit regularly. Placer County took a comprehensive look at countywide facilities back in 1993. The methods by which capital projects were prioritized and funded over the past 20 years were sound and many continue as relevant methodologies today. The County now finds itself in a unique position of multiple capital projects emerging as competing priorities. However, the priorities currently exceed the County's capacity to execute of all of these projects at the same time due to limited funding sources as an outdated method of prioritization.

1993 Comprehensive Facilities Master Plan

The Comprehensive Facilities Master Plan was completed in 1993 and incorporated site and facility needs analysis across the county and authorized the preparation of a detailed site plan for the DeWitt Center. Separate from this plan, but relevant was the Criminal Justice System Master Plan that provided facility analysis for criminal and justice facilities countywide.

The 1993 Comprehensive Facilities Master Plan is a 20 year plan, and with the passage of time has now prompted a necessary update to the original plan in order to proceed with determining recommendations on capital projects and funding sources commensurate with the impacts anticipated from countywide development growth. Therefore, an update to the master plan is underway through the Placer County Government Center Master Planning effort approved by the Board on March 22, 2016. The master plan is intended to identify current infrastructure needs and the future vision for the campus, with updated space standards that can be applied to all countywide facility projects, excluding criminal justice (addressed separately).

October 1996 Capital Facilities Impact Fees (CFIF)

The Capital Facilities Impact Fee Ordinance (Placer County Code Section 15.30) was adopted by the Board in October 1996 to implement the goals and objectives of the county general plan to mitigate impacts caused by new development within the county. Fees were determined necessary to fund public facilities, to assure that new development pays its fair share for the improvements, and to maintain consistent levels of service as population demand grows. The CFIF has been in effect since the ordinance was passed and served as the primary “pay as you go” funding source for the projects listed on the May 2002 Capital Facilities Financing Plan and subsequent updates.

May 6, 2002 Capital Facilities Financing Plan (CFFP)

The Capital Facilities Financing Plan was created to prioritize and outline financing and funding mechanisms to fund the capital projects identified in the master plan. The Capital Facilities Financing Plan was last affirmed by the Board on July 25, 2011 to update the status of projects and provide a snapshot of revenue sources, current funding availability, and future revenue projections. It was recognized at the time that although several projects were well underway, certain projects had stalled progress on their advancement during the recession due to lack of or reduced funding sources.

The purpose of the Capital Facilities Financing Plan not only addressed how to fund capital projects but also served as a 10-year priority-setting mechanism to identify which capital projects to accomplish first, given all requested projects cannot be achieved at once. The priority-setting mechanism categorized projects using a “Tier” ranking - with each tier defined by criteria considered relevant in May 2002.

Multi-Year Capital Plan

The Multi-Year Capital Plan was first developed in FY 2014-15 to transparently communicate all countywide capital and major maintenance projects. Prioritization of projects noted in the Multi-Year Plan was accomplished using scoring criteria developed in 2013 by the County’s Infrastructure Investment Committee based on countywide initiatives and expectations of capital projects that resulted in all capital projects being scored as high, medium, or low priority. The result was a consistent scoring approach to be used in the Multi-Year Capital Plan.

PURPOSE OF WORKSHOP

The Capital Facilities Financing Plan that originated in May 2002 supported the recommendations of the 1993 Comprehensive Facilities Master Plan and identified the committed use of Capital Facility Impact Fees (CFIF) and established a mechanism for prioritization of project requests.

Since May 2002, the “tier” criteria established for ranking existing projects, new projects up for consideration, and non-CFIF revenue sources have not been reviewed for continued relevancy

to prioritize capital requests given the passage of time, the evolution of county initiatives, business operations and the economic condition.

Therefore, the purpose of this workshop intends to bridge the gap between the 2011 Capital Facilities Financing Plan and the current effort to update the plan with new projects and redefined prioritization (“Tier”) criteria as of 2016. To begin, a status update of the 2011 CFFP Projects is provided, followed by the approach to transition remaining 2011 CFFP Projects to the updated list and prioritization method to result in the 2016 CFFP Projects. The workshop will provide in depth discussion on several imminent capital project requests, the eligible capital funding sources available and projected, and close with the request for affirmation of the approach and approval to begin the development of the 2016 Capital Facilities Financing Plan for incorporation into the FY 2016-17 Multi-Year Capital Plan in September 2016.

Project Priority – “Tiers”

Redefining the project priority tiers is necessary as the first step to align prioritization of projects to the now third year of the County’s Multi-Year Capital Plan and the six scoring criteria used to prioritize projects. The scoring mechanism, however, is currently incomplete without an aligned financing plan to fund multi-year priority projects that do not already have a funding source. Additionally, certain multi-year capital projects require significant analysis to identify all potential leverage points including best-uses of existing and future capital, long-term ongoing cost implications, pursuit of other agency partnerships, return on investment potential, and qualification within the County’s financial and debt policies.

To align the past approach for prioritizing capital projects to current day expectations, the recommended updated Tier definitions are as follows:

EXISTING CFFP PROJECT PRIORITY TIER DEFINITIONS	RECOMMENDED CFFP PROJECT PRIORITY TIER DEFINITIONS
Tier 1 – Projects with significant funding commitment from the Board, and some projects underway toward completion.	Tier 1 – Projects with Board approval to complete and 100% funding secured or funding is reasonably assumed as available upon incurring costs. Projects in this tier are fully vetted, analyzed, and typically score High against the six standard priority project scoring criteria in accordance with the Multi-Year Capital Plan.
Tier 2 – Projects with specific policy direction from the Board, however funding has not been committed.	Tier 2 – Projects requiring immediate attention through policy direction from the Board, which is informed by thorough analysis of eligible funding sources, programmatic impacts, best-uses of existing and future capital, long term ongoing cost implications, operational efficiencies, pursuit of opportunities and partnerships, and recommended financial policies. Projects in this tier score at least a Medium against the six standard priority project scoring criteria in accordance with the Multi-Year Capital Plan.
Tier 3 – Projects with either funding commitment or	Tier 3 – Projects with funding commitment or policy

specific policy direction from the Board, but not rising to the urgency of execution as the projects in Tier 1 and 2.	direction from the Board, but require long term feasibility analysis to inform the details of the project, which may result in a modified project, or the need for the in depth analysis in tier 2 to inform the appropriate course of action. These projects are lower in priority due to a lack of information and tend to score as Low against the six standard priority project scoring criteria in accordance with the Multi-Year Capital Plan.
Tier 4 – Miscellaneous projects that are small in nature and cost, and occur with regularity each year and therefore a funding plan should be addressed in a long range plan.	Tier 4 – Annual major maintenance projects for roads, buildings, parks and countywide projects associated with maintaining capital investments. The annual cost of maintenance requires a long range funding plan to be revisited by policy direction from the Board given the discretion to continue ongoing funding levels.
Tier 5 – Projects predicted or planned for as needed in the future, but anticipated beyond the 10 year horizon of the financing plan.	Tier 5 - Projects predicted or planned as needed in the future, but anticipated beyond the 10 year horizon of the financing plan. Projects typically do not have a funding source and are subject to major adjustments prior to beginning.

2011 CFFP Projects / Transition to 2016 CFFP Projects

To bridge the gap between the last time the Capital Facilities Financing Plan (CFFP) was affirmed by the Board and the need for an updated CFFP in 2016, the below table reflects the shift of priority tiers from 2011 projects to their updated priority tier as 2016 CFFP projects.

2011 to 2016 TRANSITION CAPITAL FACILITIES FINANCING PLAN - July 26, 2016 WORKSHOP			
TIER	2011 PROJECTS	2011 PROJECT STATUS	2011 REMAINING PROJECTS TRANSITION TO 2016
1	South Placer - Adult Detention (Phase I)	COMPLETE	
	Tahoe Justice Center [acquire site]	DELAYED - State Budget - SHIFT to Tier 3	
	Foresthill Library Site Acquisition	ON HOLD - Pending analysis - SHIFT to Tier 3	
	West Placer Animal Shelter	COMBINED - Auburn Animal Shelter	
	Auburn Animal Shelter	COMPELTE - October 2016	
	Tahoe Land Development Office Improvements	COMPLETE - Customs House	
	Various Smaller Projects	COMPLETE	
2	Tahoe Justice Center	DELAYED - State Budget - SHIFT to Tier 3	
	Tahoe Government Center	COMBINED - Customs House	Health & Human Services Office Building
3	Foresthill Library Construction	ON HOLD - Pending analysis	Foresthill Library Construction
	Warehouse / Archives	ACTIVE - Pending analysis	Warehouse / Archives (Electcons Warehouse)
	Auburn Jail Renovation	ON HOLD - Pending analysis	Auburn Jail Renovation
	Health & Human Services Clinic / Lab	TO BE REMOVED - Change in scope	
			Tahoe Justice Center
			Administration Center
4	Miscellaneous Facilities Projects/Contingency	ANNUAL ONGOING	Miscellaneous Facilities Projects/Contingency
5	Health & Human Services Office Building	PROGRESSED - To Tier 2	
	Administration Center	PROGRESSED - To Tier 3	
	South Placer - DA / Probation Complex	ON HOLD - Pending Analysis	South Placer - DA / Probation Complex
	South Placer - Adult Detention (Phase II)	ON HOLD - Pending Analysis	South Placer - Adult Detention (Phase II)

2016 Tiers Re-defined and Tier 2 Highlighted Projects

Today's workshop will focus on 14 projects falling into **Tier 2** status due to their current momentum, various analysis stage, and undetermined funding source(s). The Tier 2 projects are being highlighted by staff presentations to describe current status and to recommend continued analysis absent redirection by the Board. The projects in the remaining tiers (Attachment 1) may be pulled for discussion at any time, but will not be presented for a focused discussion due to their recommended ranking into the updated definition of Tiers. To facilitate the presentation, a Project Summary for each project is included (Attachment 2). Below are summary definitions of the tiers (full definitions are on page 3 of this memo) to explain why Tier 2 is the highlight of the workshop:

- Projects in Tier 1 are recommended as execution-ready based on existing Board action to move these projects forward and an identified approach to funding the project.
- **Projects in Tier 2 require policy direction to proceed supported by analysis to identify operational and funding leverage points, best-uses of capital, ongoing costs, operational efficiencies, other agency partnerships, return on investment potential, and alignment with financial policies.**
- Projects in Tier 3 are recommended as projects requiring longer term analysis exceeding the purpose of this workshop.
- Tier 4 projects are recommended to capture major maintenance and document continued base level funding year-over-year in order to regularly protect capital investments and preserve the useful life.
- Tier 5 projects are recommended as needed past the current 10-year financing plan.

The following 2016 Tier 2 Capital Facilities Financing Plan (CFFP) projects are being highlighted due to their current momentum as eligible CFFP projects, significant capital and / or ongoing cost implications, and the varied degree of current status and analysis performed. Each project recommended in Tier 2 is done so with the anticipation that the updated definition of Tier 2 will prompt a complete and consistent analysis being performed prior to the project being eligible for Tier 1 (execution-ready projects based on analysis conducted while in Tier 2).

2016 CFFP Tier 2 CAPITAL FACILITIES FINANCING PLAN - July 26, 2016 WORKSHOP					
TIER	2016 PROJECTS	2016 PROJECT STATUS	FY 2016-17 Proposed Budget	Total 10-Year Estimated Cost	Annual Ongoing Cost Magnitude
2	A Health & Human Services Office Building	Programming Analysis underway - BOS approved 12.08.15; County analysis underway	803,790	109,268,000	High
	B Financial System Replacement (PAS)	Proposal highlighted to BOS 05.03.16	-	19,577,142	Low
	F Placer Parkway Phase I	NEPA clearance pending - Fall 2016	500,000	80,000,000	Low
	G Sunset Area (West Placer) Infrastructure	Environmental analysis underway - BOS approved efforts May & July 2016 of \$2.2 million	-	283,900,000	Low
	I North Lake Tahoe Economic Development	2015 BOS approved continued negotiations	-	4,839,000	Low
	D Crime Lab	Feasibility Analysis heard at BOS 04.05.16; County analysis underway	-	52,900,000	High
	E Coroner Facility	Feasibility Analysis heard at BOS 04.05.16; County analysis underway	-	37,200,000	High
	H Affordable / Workforce Housing Planning	Housing Element - BOS approved October 2013	-	200,000	Low
	P North Lake Tahoe KB Gateway Mobility	Engineering & Environmental Planning in 2017	-	7,700,000	Low
	J Tahoe Basin Environmental KB Watershed	To begin in 2017 - KBCCIP water quality phase	3,000,000	15,700,000	Low
	K Tahoe Basin Environmental Griff Creek	Initial planning to begin in 2017	-	4,200,000	Low
	L Tahoe Basin Environmental Burton Creek	Initial planning to begin in 2018	-	52,800,000	Low
	M Resort Triangle Regional Trail	Engineering & Environmental Planning in 2017	-	7,580,000	Low
	C Parks & Trails Master Plan	Contract in development - BOS item late summer	650,000	25,400,000	Low
Total Estimated Project Costs			\$ 4,953,790	\$ 681,284,142	

All projects are at various stages and have various potential funding sources that will be part of the continuing analysis. Funding sources and potential financing mechanisms will be reflected for projects that remain priority projects (Tiers 1 – 5) on the next update of the Capital Facilities Financing Plan. The intent is to return a 2016 10-Year Capital Facilities Financing Plan that includes all Tiers 1 through 5 to the Board for consideration during the FY 2016-17 Multi-Year Capital Plan process in September 2016.

2016 CAPITAL FACILITIES FINANCING PLAN

Following today's workshop and affirmation of the 2016 capital project list of tier-ranked capital priorities, staff at the County Executive Office with the support of county departments, and in collaboration with the County's Finance Committee will convene discussions on eligible capital funding and financing sources towards the development the 2016 Capital Facilities Financing Plan.

Eligible capital funding sources are limited and the total financial demand for current capital project requests exceeds the total available cash to pay for projects. Additionally, some projects are endeavors that include a potential return on investment that could pay itself back over the course of time for the upfront investment. Therefore, the funding analysis will entail the below funding possibilities:

Eligible Capital Funding Sources

Discretionary General Fund – Capital projects is one of many pressures on limited discretionary funds availability each budget year.

Capital Facility Impact Fees (CFIF) – Capital project eligibility is limited by code to the impacts associated with development growth and the impacts that result in county program / service expansion to maintain existing levels of service.

Capital Reserves – An accumulation of funds set-aside in the General Fund for capital projects.

Eastern Slope Transient Occupancy Tax – Percentage of tax, earmarked for capital projects, charged for occupancies at hotels.

State / Federal Revenue – External funding source to pay for eligible upfront capital costs and ongoing loan repayment for debt financing.

Debt Financing / Lease to Purchase – Loans, such as Certificates of Participation, Infrastructure Financing District, etc., to fund all or a portion of a capital project that must be repaid as you go or upon project completion.

Redevelopment Property Tax Trust Fund (RPTTF) – Incremental tax revenue for properties associated with the dissolution of the Redevelopment Agency.

County Trust Funds – Funding source for capital projects, if eligible, as defined by the purpose of the trust fund.

Advances from Other County Funds – Internal loans from one county fund to another if available resources in a fund exceed anticipated uses and uses are of benefit elsewhere (e.g. Solid Waste Fund loan to the small regional sewer projects).

Tobacco Securitization – Settlement revenue associated with a lawsuit for the government costs of handling tobacco-related diseases, which the County designated towards capital projects.

Partnering Agencies – Funding agreements with other agencies and service partners for capital or ongoing costs associated with programs in which the partners will reap a benefit.

Development / Developer Contributions – Capital project and payment agreements with land developers with return on investment potential for the County.

Fees (non-CFIF) – Revenue derived from the users of infrastructure projects covering an array of areas such as highways, bike paths, trails, and information technology systems.

The funding analysis of these sources will include the re-visit to existing (e.g. Debt Management Policy, Budget and Financial Policy) and identification of new financial policies intended to expedite capital project priorities for the pay-as-you-go approach, and bridge funding gaps with other potential financing options.

RECOMMENDATION

Accept the receipt of status updates of the 2011 Capital Facilities Financing Plan capital projects, and affirm the recommended approach to capital project prioritization through the redefined “tiers,” and confirm the approach staff will take in the development of the 2016 Capital Facilities Financing Plan and associated funding and policy analysis.

FISCAL IMPACT

The action requested does not include a fiscal impact. The development of the 2016 Capital Facilities Financing Plan will further inform the process by which capital projects are funded and prioritized.

ATTACHMENTS

Attachment 1: 2016 Capital Facilities Financing Plan Projects

Attachment 2: Capital Project Summaries (27)

-Tier 2 projects

-Tiers 1, 3, 5 projects

ATTACHMENT 1

CAPITAL PROJECT TIERS CAPITAL FACILITIES FINANCING PLAN - July 26, 2016 WORKSHOP							
TIER	2016 PROJECTS	2016 PROJECT STATUS	Total Spent Completed	FY 2016-17 Proposed Budget	Total 10-Year Estimated Cost	Annual Ongoing Cost Magnitude	
1			107,025,109	-			
				-			
			21,705,218	-			
			5,280,517	-			
					-		
N	SPACF Acute Mental Health Housing Unit	State Grant Awarded 85% - BOS approved 11.03.15; County match source determination at final budget		9,500,000	11,610,000	High	
O	Sunset Area (West Placer) Planning	Utilities and environmental analysis underway - BOS approved efforts May & July 2016 of \$2.2 million		-	3,500,000	Low	
			\$ 134,010,844	\$ 9,500,000	\$ 15,110,000		
2	A	Health & Human Services Office Building	Programming Analysis underway - BOS approved 12.08.15; County analysis underway	803,790		109,268,000	High
	B	Financial System Replacement (PAS)	Proposal highlighted to BOS 05.03.16	-		19,577,142	Low
	F	Placer Parkway Phase I	NEPA clearance pending - Fall 2016	500,000		60,000,000	Low
	G	Sunset Area (West Placer) Infrastructure	Planning & Environmental analysis underway - BOS approved efforts May & July 2016 of \$2.2 million	-		283,900,000	Low
	I	North Lake Tahoe Economic Development	2015 BOS approved continued negotiations	-		4,839,000	Low
	D	Crime Lab	Feasibility Analysis heard at BOS 04.05.16; County analysis underway	-		52,900,000	High
	E	Coroner Facility	Feasibility Analysis heard at BOS 04.05.16; County analysis underway	-		37,200,000	High
	H	Affordable / Workforce Housing Planning	Housing Element - BOS approved October 2013	-		200,000	Low
	P	North Lake Tahoe KB Gateway Mobility	Engineering & Environmental Planning in 2017	-		7,700,000	Low
	J	Tahoe Basin Environmental KB Watershed	To begin in 2017 - KBCCIP water quality phase	3,000,000		15,700,000	Low
	K	Tahoe Basin Environmental Grift Creek	Initial planning to begin in 2017	-		4,200,000	Low
	L	Tahoe Basin Environmental Burton Creek	Initial planning to begin in 2018	-		52,800,000	Low
	M	Resort Triangle Regional Trail	Engineering & Environmental Planning in 2017	-		7,580,000	Low
	C	Parks & Trails Master Plan	Contract in development - BOS item late summer	650,000		25,400,000	Low
			\$ -	\$ 4,953,790	\$ 681,264,142		
3	Q	Foresthill Library Site Acq. & Construction	ON HOLD - Pending analysis	-		1,468,000	Low
	R	Elections Warehouse	Site selection and negotiation underway - BOS approved 01.26.16	-		8,260,000	Medium
	S	Auburn Jail Renovation	ON HOLD - Pending analysis	-		12,000,000	Low
	T	Administration Center	Master Planning (PCGC) underway - BOS approved 03.22.16	-		36,400,000	Medium
	U	PCGC Master Plan & Implementation	Master Planning underway - BOS approved 03.22.16	2,661,566		17,661,566	Medium
	V	Multigenerational Center	Feasibility Analysis underway - To BOS late 2016	100,000		23,400,000	Low
	W	HHS Office Building - Tahoe	Staff programming analysis available	-		25,100,000	Medium
	X	Tahoe Justice Center Site & Construction	State Budget, pending site identification	706,860		51,500,000	Medium
			\$ -	\$ 3,468,426	\$ 175,889,586		
4	Miscellaneous Projects / Countywide Maintenance (Roads, Buildings, Trails)	ANNUAL ONGOING	8,550,000	8,550,000	n/a		
			\$ 8,550,000	\$ 8,550,000	n/a		
5	Y	South Placer - DA / Probation Complex	ON HOLD - Pending Analysis			113,398,973	High
	Z	South Placer - Adult Detention (Phase II)	ON HOLD - Pending Analysis			92,001,300	High
	ZZ	South Placer - Sheriff Substation	ON HOLD - Pending Analysis			5,600,000	High
				\$ -	\$ -	\$ 211,000,273	
Total Estimated Project Costs			142,560,844	26,472,216	1,083,263,981		

Total estimated project costs include construction and non-construction costs, such as architectural & engineering, project management, CEQA, inspection, testing, and fees. Inflation = Add 6% per year. Annual Operational Cost: Magnitude estimates High, Medium, or Low costs of maintenance, utilities, and grounds after construction.

ATTACHMENT 2 – PROJECT SUMMARIES

TIER 2 PROJECTS

- A) Health & Human Services Office Building
- B) Financial System Replacement (PAS)
- C) Parks & Trails Master Plan
- D) Crime Lab
- E) Coroner Facility
- F) Placer Parkway Phase I
- G) Sunset Area (West Placer) Infrastructure
- H) Affordable / Workforce Housing Planning
- I) North Lake Tahoe Economic Development
- J) Tahoe Basin Environmental KB Watershed
- K) Tahoe Basin Environmental Griff Creek
- L) Tahoe Basin Environmental Burton Creek
- M) Resort Triangle Regional Trail

TIER 1 PROJECTS

- N) SPACF Acute Mental Health Housing Unit
- O) Sunset Area (West Placer) Planning
- P) North Lake Tahoe KB Gateway Mobility

TIER 3 PROJECTS

- Q) Foresthill Library Site Acquisition & Construction
- R) Elections Warehouse
- S) Auburn Jail Renovation
- T) Administration Center
- U) PCGC Master Plan & Implementation
- V) Multigenerational Center
- W) HHS Office Building – Tahoe
- X) Tahoe Justice Center Site & Construction

TIER 5 PROJECTS

- Y) South Placer - DA / Probation Complex
- Z) South Placer - Adult Detention (Phase II)
- ZZ) South Placer - Sheriff Substation

A) HEALTH AND HUMAN SERVICES OFFICE BUILDING

PROJECT SUMMARY: \$109.3 million | Tier 2

This facility will co-locate community services and programs associated with Health and Human Services, which are currently located throughout the government center campus in antiquated facilities and staffed by hundreds of employees. A single HHS facility provides a "one-stop" service center for the community, and achieves economies of scale for administrative, technical, and programmatic operations.

PROJECT STATUS UPDATE:

Programming analysis has been underway since Board approval of the programming contract in December 2015. Results of the programming analysis arrived this month, which have identified recommended building size, number of stories, amenities, location, and cost. Next steps will include staff analysis of the results and decisions on adjustments to the recommendations through a collaborative effort with HHS, Public Works and Facilities, and the County Executive Office.

Timeline Milestones	Completion
CEQA / Criteria / RFQ / RFP	2017
Design / Build Delivery	2020

One-time Costs	Amount
Construction Costs	\$78.1 million
Non-Construction Costs	\$31.2 million
One-time costs already paid	(\$803,790) FY 2015-16 Programming Contract
Remaining One-time Costs	\$108.5 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

Ongoing Costs	Amount
PCGC Campus Charges	\$372,408
Building Custodial Cost	\$538,803
Building Maintenance Cost	\$332,790
Building Utilities Cost	\$348,140
Ongoing costs already paid	(\$1.3 million) Existing facilities
Net Increase/(Decrease) Ongoing Costs	\$0

POTENTIAL RETURN ON INVESTMENT:

- Health and Human Services programs are predominantly funded by external federal and state sources.
- It is expected that external funding sources will fund the allowable share of capital and /or annual debt finance costs once constructed.
- Other community partners who compliment HHS programs could rent space within the new building that could result in rental income to offset the annual operating costs, and further the "one-stop" concept.

- Current HHS buildings are past their useful life and long term investment in antiquated buildings may not be the best option for the future.

FUNDING SOURCES IDENTIFIED:

Capital Facility Impact Fees

Capital Reserves

State / Federal Revenues

Partnering Agencies

Debt Financing / Lease to Purchase

B) FINANCIAL SYSTEM(S) REPLACEMENT

PROJECT SUMMARY: \$19.6 million | Tier 2

This project will modernize the county's enterprise systems by replacing the legacy financial system and potentially the HR/Payroll system. Upgrading these systems, both of which are at or approaching the end of their useful life, will allow the county to reduce long-term costs by maintaining one enterprise resource planning (ERP) ERP platform, streamline key business processes, eliminate some stand-alone systems and system add-ons, improve reporting capabilities, enhance user efficiency through a modernized interface, and potentially reduce long-term maintenance costs.

PROJECT STATUS UPDATE:

Placer County has entered into a contract with NexLevel Information Technology Inc. to plan and initiate the RFP work plan, analyze the county's needs and requirements, and assist in writing the RFP, selecting a vendor, and negotiating a favorable contract.

Timeline Milestones	Completion
Issue RFP and Selection of Vendor	January of 2017
Implementation of new Financial System	January 2018
Implementation of new HR/Payroll System	January 2019

Estimated Implementation Costs	Amount
Initial Capital Outlay	\$16.6 million
Technology Costs during implementation	\$2.7 million
IT Support Costs during implementation	\$357,000
Total Est. Implementation Costs	\$19.3 million*

* Estimated Implementation Costs do not include staff time

POTENTIAL RETURN ON INVESTMENT:

- In the ERP Business Case Report compiled by Lecky Consulting in 2015, five alternatives including maintaining the status quo were presented. The option to replace both the Financial and HR/Payroll systems was recommended, in part because this option results in the lowest total cost of ownership over a 15-year period through reductions in ongoing technology and maintenance costs.
- Having one integrated ERP system will likely eliminate many costly stand-alone systems that are now required due to limitations of the county's current legacy systems.
- Integration and support from one vendor may result in cost efficiencies.
- Opportunities to move to a cloud-based platform could further reduce IT support and maintenance costs over time.
- Though difficult to measure, savings from business process efficiencies, enhanced reporting capability, ease of use, and improved technical proficiency could have a major impact throughout all departments in the county.

FUNDING SOURCES IDENTIFIED:

Capital Reserves Partnering Agencies Debt Financing / Lease to Purchase

C) PARK AND TRAIL MASTER PLAN

PROJECT SUMMARY: \$25.4 million | Tier 2

This project represents a comprehensive approach to park and trail projects across Placer County, which benefit our communities by encouraging recreation, promoting quality of life, preserving open space, and attracting visitors. The projects complete community linkages, offer recreational opportunities, and create connections within existing amenities.

PROJECT STATUS UPDATE:

A master planning effort for the county's park and trail system is currently underway, which will take inventory of county parks and trails and analyzing services provided, other local partners recreational agency roles, sustainability of the current state of the systems, and the vision for park and trail funding, including park dedication fees and other mechanisms to achieve recommended capital improvement projects. The master plan contract is to be presented to the Board by the end of 2016. Existing projects earmarked as in the queue pending a funding sources, include:

- o Granite Bay Class 1 Bike Trail construction
- o Harvego Bear River construction
- o Hidden Falls Park Bridge 2 construction
- o Hidden Falls Garden Bar Access
- o Memorial Overland Emigrant Trail
- o Northfork American River Trail

<u>Timeline Milestones</u>	<u>Completion</u>
Park and Trail Masterplan – Set priorities, and recommend funding strategies.	2017-18

<u>One-time Costs</u>	<u>Amount</u>
Granite Bay Class 1 Bike Trail Construction	\$8.9 million
Harvego Bear River Construction	\$2.8 million
Hidden Falls Park Bridge 2 Construction	\$1.0 million
Hidden Falls Park Connectivity	\$3.2 million
Hidden Falls Garden Bar Access	\$2.1 million
Memorial Overland Emigrant Trail	\$4.5 million
Northfork American River Trail	\$2.9 million
One-time costs already paid	(\$650,000) Master Plan development
Remaining One-time Costs	\$24.7 million

<u>Ongoing Costs (see samples below)</u>	<u>Amount</u>
Granite Bay Bike Trail Annual paved-trail maintenance	\$25,000
Harvego Bear River Preserve Annual trailhead maintenance	\$45,000
Hidden Falls Bridge 2 Annual maintenance	Nominal

Hidden Falls Connectivity Annual earth-trail maintenance, ranger patrol	\$110,000
Hidden Falls Garden Bar Access Annual trailhead and earth-trail maintenance	\$50,000
Emigrant Trail Annual trailhead and earth-trail maintenance	\$75,000
Northfork American River Trail Annual trailhead, earth-trail, ranger patrol	\$90,000
Ongoing costs already paid	(\$0)
Net Increase/(Decrease) Ongoing Costs	\$395,000

POTENTIAL RETURN ON INVESTMENT:

- Numerous studies have shown a rise in property values between 5% and 50% due to proximity to a park or greenway.
- The California Secretary of the State Resources Agency estimates a three year return on investment from stimulated economic activity and increased property values resulting from bond investments in trails.
- Parks and Trails rate high on the list of amenities desired by high end businesses in their decision of where to locate.
- Proximity to parks and trails rate high on the list of considerations for home buying.
- Well maintained parks and trails in stream environment zones and drainage basins have a dual benefit of providing flood protection.
- Parks and trails draw and retain the affluent aging population to recreate and spend money within their community.

FUNDING SOURCES IDENTIFIED:

State / Federal Revenues

Partnering Agencies

Fees (non-CFIF)

D) CRIME LAB

PROJECT SUMMARY: \$52.9 million | Tier 2

Consistent with the Criminal Justice Master Plan, this project would create of a forensic crime laboratory to streamline and improve the investigation and prosecution, and resolution of crimes. The California Department of Justice (DOJ) currently analyzes all county blood and urine tests, and processes DNA evidence. DOJ processing time ranges from nine to twelve months, delaying the initial filing of charges and driving court continuances, increasing justice system costs.

PROJECT STATUS UPDATE:

To address the issues of DOJ processing delays, a recent feasibility study recommended the creation of a local crime lab. The study is complete and the project is undergoing analysis for county business models that would shift current models to a new method. Board heard the results of the feasibility analysis on April 5, 2016 and granted approval for county staff to continue their analysis of those results.

<u>Timeline Milestones</u>	<u>Completion</u>
Identifies key projected milestones	Targeted date or year

<u>One-time Costs</u>	<u>Amount</u>
Feasibility Study	\$125,000
Construction Cost	\$37.8 million
Non-Construction Costs*	\$15.1 million
One-time costs already paid	(\$125,000)
Remaining One-time Costs	\$52.9 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

<u>Ongoing Costs</u>	<u>Amount</u>
Staff augmentation	\$2 million initial (17 staff); \$4.2 million at year 2035 (35 staff)

POTENTIAL RETURN ON INVESTMENT:

- Reduction of continuances due to waiting for DOJ responses (In FY 2015-16 over 1/3 of the 70,000 court appearances were due to continuances; In FY 2014-15 the DA's Office spent \$120,822 for DOJ services; From December 2015 to March 2016 the cost for a criminalist with DOJ has increased 13%, yet blood draws have decreased 62%).
- Feasibility study identifies \$2 to \$4 million saved by co-locating with a new Coroner facility.
- Improve the investigation and prosecution of crimes, resolving cases in a timelier manner.
- Potential regional partnerships with surrounding counties to help defray staffing costs
- Educational opportunities and partnerships with university systems.
- Denver, Colorado utilized DNA evidence in the prosecution of property crimes and saw an estimated \$36.8 million savings in property loss and \$5 million savings in police costs.

FUNDING SOURCES IDENTIFIED:

Capital Facility Impact Fees Capital Reserves Partnering Agencies

E) CORONER FACILITY

PROJECT SUMMARY: \$37.3 million | Tier 2

The Placer County Coroner investigates sudden and unexpected deaths that occur within Placer County and provides autopsy services for Nevada, Yuba and Sierra County. The County's facility was constructed in 1940s and a feasibility study identified deficient space for decedent storage, a lack of separation between administration areas and autopsy space and lack of dedicated specimen storage area. The current facility would not meet federal accreditation standards which may be mandated within five years.

PROJECT STATUS UPDATE:

The Board heard the results of the feasibility analysis on April 5, 2016 and granted approval for county staff to continue their analysis of those results.

<u>Timeline Milestones</u>	<u>Completion</u>
Identifies key projected milestones	Targeted date or year

<u>One-time Costs</u>	<u>Amount</u>
Feasibility Study	\$125,000
Construction Cost	\$26.6 million
Non-Construction Cost *	\$10.6 million
One-time costs already paid	(\$125,000)
Remaining One-time Costs	\$37.2 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

<u>Ongoing Costs</u>	<u>Amount</u>
Staff augmentation	Status quo initially (9 staff); \$1.3 million at year 2035 (23 staff)

POTENTIAL RETURN ON INVESTMENT:

- Although this facility can function as a stand-alone building, co-locating it with the Crime Lab would provide opportunity for savings in one-time capital and ongoing facility maintenance and utility costs anticipated at \$2 million to \$4 million.
- Placer County Government Center master planning effort may result in better uses for the space currently occupied by the morgue.
- Potential for other agency partnerships may include a training program for pathology.

FUNDING SOURCES IDENTIFIED:

- Capital Facility Impact Fees*
- Capital Reserves*
- Partnering Agencies*

F) PLACER PARKWAY PHASE I

PROJECT SUMMARY: \$60.0 million | Tier 1

Placer Parkway is a 14.2 mile, high-speed, limited access freeway that will connect Highway 65 in western Placer County to Highway 70 and 99 in south Sutter County. It will link existing and planned development in the Sunset Industrial Area with some of the region's fastest growing communities – Roseville, Rocklin and Lincoln- and improve access to the I-5 corridor, downtown Sacramento, and the Sacramento International Airport. Planned to freeway standards, Placer Parkway will support express automobile traffic at speeds up to 70 miles per hour. Placer Parkway will be built in segments or phases covering flat terrain. The majority of Placer Parkway will be built at grade, bridges will span certain features and improvements such as the Union Pacific railroad tracks along Industrial Avenue and Highway 65.

The five phases of planning and construction are:

- Phase 1 – Highway 65 to Foothills Boulevard North
- Phase 2 – Foothills Boulevard North to Fiddymment Road
- Phase 3 – Fiddymment Road to Santucci Boulevard
- Phase 4 – Santucci Boulevard to Sutter County
- Phase 5 – Sutter County to Highway 70/99

Phase 1 began with the expansion of the Whitney Ranch interchange on Highway 65 and will continue west to an at-grade intersection at Foothills Boulevard North, with the addition of a new bridge over Industrial Avenue and the railroad tracks. It will provide for uninterrupted travel from Highway 65 to Foothills Blvd North where it will terminate at a three-way intersection. Based on traffic forecasts for the design year 2040, Phase 1 will be built as a four lane roadway from Highway 65 to Foothills Boulevard North, but the planning, rights of way and foundation will support a six-lane highway, if needed in the future.

PROJECT STATUS UPDATE:

NEPA federal environmental clearance anticipated Fall 2016. Construction Drawings and Specifications to be complete in 2017, with right of way acquisition anticipated in 2017. Construction to begin in 2018/2019 with completion anticipated in 2020. The schedule is dependent upon outside agency approval from entities such as Caltrans and UPRR for the Athens Avenue bridge crossing over the railroad tracks.

<u>Timeline Milestones</u>	<u>Completion</u>
Federal NEPA environmental clearance	Fall 2016
Right of Way Acquisition	Summer 2017
Construction Drawings and Specifications	Late 2017
Obtain all permits	Spring 2018
Begin Construction	Summer 2018
Complete Construction	Fall 2020

<u>One-time Costs</u>	<u>Amount</u>
Environmental Clearance, Design, Project	\$9.4 million

Management	
Right of Way Acquisition	\$6.1 million
Construction	\$40.0 million
Construction Support	\$4.5 million
One-time costs already paid for	(\$2.0 million)
Remaining One-time Costs	\$58.0 million

Note: Costs do not include staff time or contingencies.

<u>Ongoing Costs</u>	<u>Amount</u>
Road maintenance responsibility to be determined	unknown

POTENTIAL RETURN ON INVESTMENT:

- Placer Parkway will provide a new east / west connection, alleviating congestion on both Highway 65 and I-80.
- Placer Parkway Phase I will provide an entry point for the proposed satellite campus of California State University, Sacramento.
- Placer Parkway will support workforce, resident and business transportation among existing and new housing and commercial areas to spur development and act as a catalyst property and sales tax growth.
 - It will enhance transportation connectivity and be an economic development catalyst for businesses to locate in the Sunset Industrial Area.

FUNDING SOURCES IDENTIFIED:

Fees

The primary source of funding for Placer Parkway Phase I is derived from the collection of Tier II Traffic Impacts Fees. Several specific plans located in Placer County, the City of Roseville and the City of Lincoln are conditioned to pay Tier II Traffic Impact Fees that support the construction costs of Placer Parkway. Given the current pace of development in these new growth areas, the collection of Tier II fees has will not keep pace to provide adequate funding to fully cover the cost of construction if Phase I begins construction in 2018/2019.

Options to provide gap financing for the construction of Phase I until fee revenue builds up to fund construction include any combination of the following:

State / Federal Revenues
 Developer Financing
 Partnering Agencies

Advances from Other County Funds
 Debt Financing / Lease to Purchase

G) WEST PLACER INFRASTRUCTURE

PROJECT SUMMARY: \$283.9 million | Tier 2

West Placer is home to the majority of the County's future new urban / suburban growth areas. Several specific plans have been approved by the Board, including Placer Vineyards, Riolo Vineyards, and Regional University which anticipate approximately 19,000 new residential units and several million square feet of neighborhood and regional serving commercial development at full build out. This new growth development coupled with the planned Warwick University on 600 acres within Regional University sets the framework for growth for the next 30 years and beyond. The County is also underway to update the Sunset Area Plan to competitively position the County to attract high wage earning jobs that will balance the housing growth with job growth. The Sunset Area Plan includes the Placer Ranch Specific Plan which anticipates approximately 5,800 residential units, 7 million square feet of non-residential uses, and a 300 acre site for a California State University, Sacramento satellite campus.

This new growth requires construction of a significant amount of backbone infrastructure to serve future residents, universities and businesses. The amount and costs of necessary backbone infrastructure, including major roadways, sewer, and water delivery and transmission lines, is a critical component to address to position the new growth areas for success. Several specific plans have been amended recently to seek ways to reduce costs to increase bonding capacities that support financing backbone infrastructure requirements. However, pressure still exists to leverage other opportunities to invest in backbone infrastructure to create financially feasible and attractive developments that will foster private sector investment.

The initial focus of the backbone infrastructure analysis centers around the Sunset Industrial Area, as the first project area west of Highway 65 that will bring backbone infrastructure across Highway 65 toward the remaining new growth areas. There are four major categories of backbone infrastructure addressed herein. They include major roadways, sewer delivery and transmission lines, water delivery and transmission lines, and flood control / drainage basins.

I. Roadways

Major roadways that support new growth areas include Placer Parkway. For the Sunset Area, Foothills Boulevard and Sunset Boulevard are gateway roadways that will provide key entry points into the Sunset Area and link / relieve traffic from Highway 65 to the area. Placer Parkway is a 14.2 mile, high-speed, limited access freeway that will connect Highway 65 in Western Placer County to Highway 70 and 99 in south Sutter County. Placer Parkway will link existing and planned development in the Sunset Industrial Area with some of the regional fastest growing communities and improve access to the I-5 corridor, downtown Sacramento, and the Sacramento International Airport. Placer Parkway Phase I is on track for construction to begin in 2018/2019 with an estimated cost of \$58 million. The remaining portions of Placer Parkway will be financed through the collection of Tier II fees payable with most of the new growth areas or by leveraging other funding sources to expedite timelines for construction.

Foothills Boulevard is a north south roadway parallel to Highway 65 that would support the Sunset Area Plan developments. Planned improvements to Sunset Boulevard include replacing and upgrading the existing bridge structure over Industrial Avenue and the railroad tracks, as well as widening the roadway. Traffic studies are currently underway as a result of the proposed Sunset Area Plan Update and Placer Ranch Specific Plan that will inform the width of the roadway necessary to serve future growth. Both Foothills Boulevard and Sunset Boulevard are included in the Sunset Capital Improvement Program. Other roadway infrastructure components that will be key as the area continues to grow westward include Fiddymont Road and Baseline Road in West Placer County.

II. Sewer

Wastewater collection services in the Sunset Area are provided through County Service Area 28, Zone 2A3. Athens Avenue is located in the Sunset Area along the southern border of the City of Lincoln Sphere of Influence and at the northern border of the area to be served by the County through the South Placer Wastewater Authority (SPWA) infrastructure. With Athens Avenue being the dividing line between these two areas the properties to the north of Athens Avenue are planned to be served by Lincoln and the properties to the south are planned to be served by the County to the SPWA infrastructure. There is currently minimal sewer infrastructure along Athens Avenue which has been one of the hurdles for development occurring in that area. A study is currently underway to analyze potential alternatives to serve the area that will also quantify the costs of the alternatives. Remaining portions of west Placer development are served by the County and utilize the SPWA infrastructure and the Pleasant Grove Water Treatment Plant.

III. Water

Placer County Water Agency (PCWA) provides most of the untreated, treated and irrigation water directly and indirectly to wholesale and retail customers throughout Placer County. In consultation with municipal partners and water purveyors—County of Placer, City of Roseville, City of Lincoln, California American Water Company—PCWA has begun planning and constructing the system to supply the needed water for growth. PCWA has been evaluating its capital plan to supply the needs of further development in western Placer County, in both retail and wholesale areas. The capital plan includes a series of treatment plant expansions, transmission mains and storage facilities. An essential element of the plan is the 30 MGD Ophir Water Treatment Plant. To accommodate the most conservative assumptions, a phased Ophir Water Treatment Plan concept has been development. The initial phase, which can be financed with little or no wholesale participation, starts with a packaged plant at Ophir that utilizes exiting distribution pipelines that can be expanded in subsequent phases. One element that is under review is the pipeline distribution system that connects the Sunset Area to the remaining portions of West Placer (the "Rim Pipe"). Since Placer County is not a wholesale or retail provider of water, potential investment in core backbone water infrastructure, and what form of repayment the County would seek for such an investment is the subject of continued dialogue.

IV. Flood Control and Drainage

Opportunities exist to purchase easements or acquire land that will provide flood retention benefits and creation of flood retention credit areas that will particularly benefit the Sunset Area. Purchasing of easements and / or land could protect both agricultural and wildlife values of the property and provide flood retention benefits associated with the flooding fields to protect downstream communities from winter flood flows. A periodic winter flooding program could be developed which would facilitate winter flood water storage by flooding fields during extreme storm events. The retention of water could occur in as little as a 10-year flood event. A flood and agricultural easement could provide an off-channel safety valve for water moving into populated areas downstream. Benefits to creating a drainage basin offsite could allow for more onsite development in identified areas versus having to mitigate for drainage onsite in greater intensity.

PROJECT STATUS UPDATE:

Various components that support West Placer infrastructure construction are already underway. The Athens Avenue Sewer Alternatives analysis will be complete Winter 2016. The Placer County Water Agency plans to begin construction of Phase I of the Ophir Water Treatment Plant to provide an additional 10 million gallons per day of water capacity by 2020. Phase I of Placer Parkway is anticipated to be complete in 2020.

<u>Timeline Milestones</u>	<u>Completion</u>
Ophir Water Treatment Plant Phase I Construction	Estimated completion date 2020
Placer Parkway Phase I Construction	Estimated completion date 2020
Sewer Athens Study	Underway

<u>One-time Costs</u>	<u>Amount</u>
Ophir Water Treatment Plant Phase I	\$70 million (estimate only)
Placer Parkway Phase I	\$58 million
Athens Avenue Sewer Alternatives Analysis	\$200,000
Other backbone water infrastructure	\$50 million (estimate only. Actual costs unknown at this time)
Other backbone roadway infrastructure	\$50 million (estimate only. Actual costs unknown at this time)
Other backbone sewer infrastructure	\$50 million (estimate only. Actual costs unknown at this time)
Flood Control and Drainage Basin acquisition	\$2.5 million estimate

Note: Costs do not include staff time or contingencies.

<u>Ongoing Costs</u>	<u>Amount</u>
Operational and maintenance cost	unknown

RETURN ON INVESTMENT:

- Placer Parkway will provide a new east / west connection, alleviating congestion on both Highway 65 and I-80 and enhance transportation connectivity and be an economic development catalyst for businesses to locate in the Sunset Industrial Area.
- New or expanded Water, Sewer, and Flood Control / Drainage infrastructure will support the growth of over 19,000 residential units and millions of square feet of non-residential uses over the next 30 years and beyond.
- Development of a flood control / drainage basin could potentially provide:
 - Approximately 500-acre feet of increased volumetric storage (retention) within the existing floodplain
 - Approximately 250-acre feet of flood retention credits to county projects within the watershed, and potentially the Sunset Area.

POTENTIAL FUNDING SOURCES:

Due to the estimated cost of the backbone infrastructure, a layered financing approach, utilizing multiple financing sources including existing capital improvement fee programs, reimbursements agreements, grants, developer participation, other entity participation, and / or debt financing will be needed in order to invest in backbone infrastructure. Staff is investigating the feasibility of an infrastructure financing district and opportunities to leverage Redevelopment Property Tax Trust Fund dollars to support backbone infrastructure investments.

Roadways –Placer Parkway will be financed through the collection of Tier II fees payable with most of the new growth areas or by leveraging other funding sources to expedite timelines for construction. Local roadways may be eligible for credits of reimbursements from the Placer County Countywide Traffic Mitigation Fee Program. The fees collected through this program, in addition to other funding sources, provide the funds for the County to construct transportation facilities identified as needed to serve future development. For purposes of assessing and collecting traffic mitigation fees, the unincorporated Placer County is divided into benefit districts. Dependent upon whether or not certain roadway segments are listed within the respective benefit district would determine whether a roadway improvement is eligible for reimbursement or credits from the respective Traffic Mitigation Fee Program benefit district. If improvements are desired to be constructed before funds are available in various fee programs, other funding sources must be identified which may include any combination of developer contributions, debt financing, grants, infrastructure finance district funding, etc.

Sewer – There are several fees paid by developers to connect to the sewer service system. These fees include connecting fees, annexation fees, and operation and maintenance fees. Connection fees are paid upon application for connection to the wastewater collection system of a CSA. They provide funding for improvements needed to create additional capacity in the wastewater collection and treatment systems. For CSA 28, Zone 2A3 (Sunset) the connection fee is broken out into two components: a local connection fee that is retained by CSA 28, Zone 2A3, and a Regional Connection Fee that is forwarded to SPWA as the zones' contribution toward payment of the bond debt related to the construction of the regional wastewater facilities. Annexation fees are paid at the time a property owner is

annexes into a CSA for the privilege of utilizing the existing public sewer facilities that have been previously constructed, installed and paid for by other property owners within the CSA. Operations and Maintenance Fees are a monthly fee charged to parcels which are connected to the sewer system for operation and maintenance of the sewer system. From this amount the CSA pays the City of Roseville for treatment of wastewater at the Pleasant Grove wastewater treatment plant.

Water – Similar to the fee structure for the sewer system, the water system which is provided by PCWA has several fees that property owners pay to utilize the system including connection fees, monthly services charges, etc. PCWA has been evaluating its capital plan to supply the needs of further development in western Placer County, in both retail and wholesale areas. The capital plan includes a series of treatment plant expansions, transmission mains and storage facilities. The cash flow requirements of these projects are being developed into a water connection charge necessary to fund the proposed infrastructure. Ophir Water Treatment Plant is a critical element of the capital plan. The initial phase, which can be financed with little or no wholesale participation, starts with an ~ 10 MGD packaged plant at Ophir that utilizes exiting distribution pipelines that can be expanded in subsequent phases. PCWA is working with its wholesale customers and development community to review the water connection fees. One element that is under review is the pipeline distribution system that connects the Sunset Area to the remaining portions of West Placer (the "Rim Pipe"). Costs for this pipe system are unknown at this time.

Flood Control and Drainage – A combination of multiple funding sources may be needed to develop an offsite flooding and drainage detention basin. Potential funding sources could include grants, Placer Legacy funds, infrastructure financing district funds and fees paid by development for offsite mitigation credits.

H) AFFORDABLE / WORKFORCE HOUSING

PROJECT SUMMARY: \$200,000 | Tier 2

Placer County has two Housing Element policies that address affordable or workforce housing: Policies B-12/13 and C-2. These policies require that 10% of the units to be affordable in projects that require a general plan amendment that increases residential density or for projects in Sierra Nevada and Lake Tahoe areas to mitigate potential impacts to employee housing by housing 50 percent of the full-time equivalent employees generated by the development.

The County is under contract with Mintier Harnish Planning consultants to undertake an affordable housing fee study to address developer's desire to find an alternative to building affordable housing within a project boundary. If it is determined that an in-lieu fee is an appropriate solution for the County to consider, staff would, under separate work program, develop an in-lieu ordinance based on the nexus study for consideration. Other policies, such as inclusionary housing requirements may also be considered.

In addition, preliminary data from the joint Tahoe-Truckee Housing Study, funded by Placer County and the Town of Truckee, supports anecdotal information that the region is in a workforce housing crisis. Once completed, stakeholders will convene to review data and assess solutions, which may include:

- Creating a regional housing authority or NGO to identify and implement solutions
- County code changes to incentivize full-time, year round availability of existing or future housing stock
- Land acquisition and development of additional single and multi-family workforce units

PROJECT STATUS UPDATE:

<u>Timeline Milestones</u>	<u>Completion</u>
Affordable Housing Contract with Mintier & Harnish for Preparation of Nexus Study	Executed June 2015
Administrative Draft of Nexus Study	Received and under review by County staff
Entered into Site Access Agreement with Placer Rescue Mission	May 2016. Expires 2018.
Tahoe Truckee Needs Assessment Analysis	Fall 2016
Presentation of Findings/Key Policy Considerations to the Board of Supervisors	Fall/Winter 2016
Recommended Code Changes	Spring 2017
Implement Housing Program Expansion	Summer 2017

<u>One-time Costs</u>	<u>Amount</u>
Phase 2 Analysis Leading to Next Steps	\$200,000
Program/Project Implementation	Depends on program approved

<u>Ongoing Costs</u>	<u>Amount</u>
Program participation and management	Unknown at this time

POTENTIAL RETURN ON INVESTMENT:

- Continued implementation of Affordable / Workforce Housing Programs and Strategies will help the County meet Regional Housing Needs Allocations.
 - Quartz Ridge Affordable Housing Project in North Auburn scheduled for opening in 2016.
 - Interest list for occupancy full.
 - Provides 64 affordable housing units affordable to families or individuals earning 60% or less of the area median income.
- To be determined through the recommended analysis phase. An early indicator of raw survey data demonstrates that small businesses are being negatively impacted by the lack of workforce due to housing constraints. This has the potential for negative effects on sales tax and other revenue streams.
- Nearly 70 percent of existing housing stock in the North Lake Tahoe region is vacant (used occasionally as vacation homes/rentals), which impacts availability of housing for full time and seasonal workforces.
- Housing prices exceed affordability for above-median wage earners.
- Most jobs in the region are filled by employees coming from out of the region and most residents of the region have jobs elsewhere.
- The Sunset Plan Area Update Market Analysis indicates that South Placer is at very close to full employment, and with so few residents seeking work, the labor market will need to continue expanding through the provision of additional housing to avoid a shortage of labor.

FUNDING SOURCES IDENTIFIED:

RPTTF (Redevelopment)
 County Trust Fund
 State / Federal Revenues
 Partnering Agencies
 Development Developer Contributions

I) NORTH LAKE TAHOE ECONOMIC DEVELOPMENT

PROJECT SUMMARY: \$4.8 million | Tier 2

Placer County established an Economic Incentive Program to encourage Town Center redevelopment/development that meets both the environmental goals of the Tahoe Regional Planning Agency's 2012 Regional Plan and the economic needs of the Placer County Tahoe Basin Town Centers. TRPA's Regional Plan requires reduction of development outside Town Center areas in order to focus more environmentally superior pedestrian-transit oriented mixed-use development within Town Centers. In order to realize these goals and objectives, additional and redeveloped hospitality and commercial projects must be achieved. Given the extraordinary development costs in the Tahoe basin, the program provides a type of "market intervention" that allows well-conceived projects to help achieve financial feasibility.

The Program is comprised of the following two components. 1. The **Tourist Accommodation Unit (TAU) Cost Offset** component funds and acquires commodities required to develop overnight visitor accommodations, as well as establishes a program to bank up to 300 TAUs and issue them to projects that meet established criteria; and 2. The **Infrastructure Cost Offset** component creates mechanisms to fund extraordinary infrastructure costs for an individual project or infrastructure improvements needed to encourage new development on a broader scale. The focus of this piece is primarily on parking, but with flexibility to incorporate other costs on an "as-needed" basis.

PROJECT STATUS UPDATE:

To date, Placer County has 25 TAUs held in one of its former Community Plans and has acquired 8 TAUs through a grant agreement that led to development of the Tahoe Truckee Community Foundation's Community House project. The Board of Supervisors has authorized the County Executive Officer to negotiate with parties to secure additional TAUs and as a result two potential contracts are underway. Additional opportunities are also being sought.

<u>Timeline Milestones</u>	<u>Completion</u>
Multiple TAU acquisitions	FY 2016-17
Up to Two Parking Development Agreements	FY 2017-18

<u>One-time Costs</u>	<u>Amount</u>
TAU Acquisition Costs	\$2.6 million
TOT Funds set aside	\$421,000
Development of Public Parking w/Private Developer	\$2.7 million
Staff time and legal costs	\$100,000
Remaining One-time Costs	\$4.8 million

POTENTIAL RETURN ON INVESTMENT:

- According to the September 2013 "Economic Significance of Travel to the North Lake Tahoe Area" report commissioned by the North Lake Tahoe Resort Association, overnight hotel/motel stays generate nearly twice the daily visitor expenditures.

- Analyses completed for the October 2015 Economic & Planning Systems North Lake Tahoe Town Centers Economic Development Incentives Program Report demonstrated that an estimated \$2,500,000 investment in 300 TAUs resulted in a 2 percent Internal Rate of Return when considering only TOT revenue.
- The same report further analyzed specific project proposals, including a Tahoe City hotel project with 120 units, half hotel and half condotel. When complete, the Tahoe City hotel project is estimated to have an assessed valuation more than \$66 million. A smaller project at the Kings Beach Center, which would require TAU and parking investment yields an estimated \$53 million assessed valuation.
- New overnight accommodations have not been developed in the Tahoe Basin Town Centers of Tahoe City and Kings Beach since the early 1960s. The lack of up to date lodging that meets market demand stifles tourism and pushes visitors into residential vacation rentals, which have distinctive challenges.
- Focusing the development into the town centers, urban sprawl is prevented and environmentally superior pedestrian-transit oriented mixed-use development is created.
 - Reduce pollution by decreasing the vehicle miles traveled in the basin.
- With increased revenues comes additional capital to create more environmental improvement projects and tourism investment.

FUNDING SOURCES IDENTIFIED:

Transient Occupancy Tax

RPTTF (Redevelopment)

Capital Reserves

Debt Financing / Lease to Purchase

Development Developer Contributions

J) TAHOE BASIN ENVIRONMENTAL IMPROVEMENT PROGRAM (EIP)- KINGS BEACH WATERSHED

PROJECT SUMMARY: \$15.7 million | Tier 2

The Kings Beach Watershed Improvement Project is located in the Kings Beach watershed and urban area, on the north shore of Lake Tahoe. The Project does not include the Kings Beach Commercial Core Improvement Project. However, a portion of the storm water runoff from the project will be treated in the Commercial Core. The project's goal is to improve water quality in the Kings Beach watershed. The urban area of Kings Beach is densely developed, a condition that greatly increases peak storm water runoff volumes, accelerating erosion and pollutant transport to Lake Tahoe.

PROJECT STATUS UPDATE:

Many projects will be delivered, and have been already, as phases of the overall comprehensive project goal to improve water quality including: Coon Clean Water Pipe, Lower Chipmunk Water Quality Improvements, Fox Clean Water Pipe, and others. Additional phases are still pending to complete this critical water quality improvement project.

Timeline Milestones	Completion
Current phase	2017
Remaining phases	2021

One-time Costs	Amount
Kings Beach Watershed Projects	\$15.7 million
Potential Grant	(\$4.2 million)
Remaining One-time Costs	\$15.7 million (pending grant)

- Staff time costs not included above.

Ongoing Costs	Amount
Maintenance and Operations	\$50,000/year

POTENTIAL RETURN ON INVESTMENT:

The Kings Beach Watershed Improvement Project would restore SEZ, reduce fine sediment flowing to Lake Tahoe, and create BMPs in an area that is lacking. Additionally, the Placer County Tahoe Basin Area Plan indicates Placer should pursue high value SEZ restoration on opportunity sites throughout the Placer County portion of the basin. Restoring sensitive wetlands is a critical way that Placer can achieve its goal of environmental redevelopment in town centers in the basin.

FUNDING SOURCES IDENTIFIED:

State / Federal Revenues

K) TAHOE BASIN ENVIRONMENTAL IMPROVEMENT PROGRAM (EIP) GRIFF CREEK WATERSHED

PROJECT SUMMARY: \$4.2 million | Tier 2

Griff Creek is located within the Griff Creek watershed in Kings Beach along the north shore of Lake Tahoe. Due to development in the urbanized area of Kings Beach, the once braided stream channel system with natural flood control zones has been forced into a single channel that has resulted in significant bank erosion and incised channels. The watershed has some urban water treatment facilities, but the channelized section of creek and untreated urban runoff just downstream of State Highway 28 is contributing to nutrient and sediment deposition into the creek's outlet, Lake Tahoe. The purpose of the project is to improve the water quality in the Griff Creek watershed within the commercial area of Kings Beach by preventing further stream degradation, installing water quality enhancement features, and restoring stream environmental zones where feasible.

PROJECT STATUS UPDATE:

This project represents a key phase of the overall Kings Beach Gateway and Boardwalk Project planning effort that includes traffic flow mobility improvements, recreation improvements and nonmotorized path connectivity at and around the SR 28 / SR 267 intersection with particular emphasis on improving pedestrian connections between the intersection and the outlet of Griff Creek and continuing east near or along the beach shoreline to Chipmunk Avenue. The \$4.2M represents an estimate for private property acquisition and remediation of the south side of SR 28 on the east bank of Griff Creek and then subsequent SEZ restoration and pedestrian path infrastructure between the intersection and the outlet of Griff Creek.

<u>Timeline Milestones</u>	<u>Completion</u>
Initial planning	2017
Detailed planning/environmental	2019
Detailed Design	2020
Construction	2021

<u>One-time Costs</u>	<u>Amount</u>
Griff Creek Watershed Improvements	\$4.2 million

POTENTIAL RETURN ON INVESTMENT:

The Griff Creek Watershed Water Quality Project would restore SEZ, reduce fine sediment flowing to Lake Tahoe, and create BMPs in an area that is lacking. Additionally, the Placer County Tahoe Basin Area Plan indicates Placer should pursue high value SEZ restoration on opportunity sites throughout the Placer County portion of the basin. Restoring sensitive wetlands is a critical way that Placer can achieve its goal of environmental redevelopment in town centers in the basin.

FUNDING SOURCES IDENTIFIED: *State / Federal Revenues*

L) TAHOE BASIN ENVIRONMENTAL IMPROVEMENT PROGRAM (EIP) BURTON CREEK WATERSHED

PROJECT SUMMARY: \$52.8 million | Tier 2

Public service officials are searching for a new location to relocate the county's Burton Creek justice center out of the Burton Creek watershed. The restoration of the watershed will help to increase lake water clarity by reducing sediment and fine pollutants, and will meet a key goal in the Placer County Tahoe Basin Area Plan to restore high value SEZ, which is required in order to achieve targets that can result in development density increases that promote revitalization of the Tahoe basin's Town Centers.

PROJECT STATUS UPDATE:

There are two over-arching steps with overlapping project goals and timelines: 1) locate, acquire, and build a new comprehensive County Public Safety Facility in the Lake Tahoe Basin for the departments of the Sheriff, District Attorney and Probation services offered in this area; and 2) restore the impacted watershed where the current justice center resides.

<u>Timeline Milestones</u>	<u>Completion</u>
Initial planning	2018
Detailed planning/environmental documentation	2020
Detailed design	2021
Construction	2022

<u>One-time Costs</u>	<u>Amount</u>
Burton Creek initial planning and environmental review	\$500,000
Construction	\$36.0 million
Property Acquisition/Non-Construction Costs	\$16.3 million
Remaining One-time Costs	\$52.8 million

POTENTIAL RETURN ON INVESTMENT:

Restoration of the Burton Creek watershed would create many acres of restored SEZ, reduce carbon emissions, increase natural flood control protections, restore sensitive wildlife habitat, and improve access to public lands. Additionally, the Placer County Tahoe Basin Area Plan indicates Placer should pursue high value SEZ restoration on opportunity sites, such as Burton Creek. Restoring sensitive wetlands is a critical way that Placer can achieve its goal of environmental redevelopment in town centers in the basin. This project would increase opportunities for investments in environmental redevelopment in the Tahoe City and/or Kings Beach town centers.

FUNDING SOURCES IDENTIFIED: State / Federal Revenues

M) RESORT TRIANGLE REGIONAL TRAIL

PROJECT SUMMARY: \$70.4 million | Tier 2

This project includes five distinct trail segment components that would complete approximately 26 miles in missing links in a regional multi-purpose trail network. Segments include Martis Valley to Brockway Summit (9.7 mi.), Brockway Summit to Lake Tahoe (2 mi.), Cedar Flat to North Tahoe Regional Park (6 mi.), Tahoe City Lakeside (0.3 mi.), and Squaw Valley to Truckee (8 mi.).

The bikeway would provide alternative transportation between local job centers and residences, and support the international and national tourism demand for recreation amenities in the Tahoe Area. It would also enhance the quality of life of local residents by providing direct health benefits to users and enhance the region's fragile environment by reducing vehicle trips on local roads. This project is identified in regional planning documents including the Tahoe Regional Planning Agency's Lake Tahoe Region Bicycle and Pedestrian Plan, and Placer County's Lake Tahoe Tourism Master Plan.

<u>Timeline Milestones</u>	<u>Completion</u>
Preliminary Engineering & Environmental Documentation	2017-18
Property Acquisition	2018-19
Detailed Design and Permitting	2019-21
Construction	2021-23

<u>One-time Costs</u>	<u>Amount</u>
Preliminary Engineering	\$2.8 million
Property Acquisition and Remediation	\$12.4 million
Detailed Design and Permitting	\$7.0 million
Construction	\$53.6 million
One-time costs already paid	(\$5.4 million)
Remaining One-time Costs	\$75.8 million

<u>Ongoing Costs</u>	<u>Amount</u>
Maintenance and Operations (annual)	\$390,000 (26 miles at \$15,000/mile)
Ongoing costs already paid	(\$30,000) (Martis Valley CSA)
Net Increase/(Decrease) Ongoing Costs	\$360,000

POTENTIAL RETURN ON INVESTMENT:

- Studies by organizations such as the Urban Land Institute, League of American Bicyclists and the Trust for Public Land demonstrate as much as a 9:1 return on investment for bike trails, noting increased property values, retail sales and traffic reduction.
- The North Lake Tahoe Tourism Master Plan identifies completing the region's trail system as its highest priority, including snow removal during winter months on more urban trails
- Long-term greenhouse gas emission reductions through reduced reliance on automobile
- Quality of life in communities with active trail systems is increased, including health and sense of community

FUNDING SOURCES IDENTIFIED:

State / Federal Revenues

Partnering Agencies

Fees (non-CFIF)

N) SPACF

ACUTE MENTAL HEALTH HOUSING UNIT

PROJECT SUMMARY: \$11.6 million | Tier 1

This project consists of a 12,500 square foot Mental Health inmate facility to be located at the Southeast end of the South Placer Adult Correctional Facility. Components include 42 single occupancy cells, 3 ADA cells, interview/exam rooms, counseling rooms, and an outdoor recreation yard. Enhancements include a 2,353 square foot classroom with interview and program space.

PROJECT STATUS UPDATE:

The State has approved the award of a grant to fund \$9.5 million of the \$11.6 million project with the county's commitment to match the difference of \$2.1 million as part of the FY 2016-17 Final Budget. Board approval granted November 3, 2015.

Timeline Milestones	Completion
Criteria/RFQ/RFP	January 2018
Design/Build Delivery	December 2019

One-time Costs	Amount
Construction	\$9,970,000
Non-Construction Costs *	\$1,640,000
One-time costs already funded	(\$9,500,000)
Remaining One-time Costs	\$2.1 million (County match; final budget)

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

POTENTIAL RETURN ON INVESTMENT:

- Recidivism among mental health inmates will be reduced through evidence based programming.
- Participating in the State's SB 863 Adult Correctional Facility funding program will allow the County to provide more resources for the community with a relatively low Capital investment.
- A dedicated facility will allow services to prepare these inmates for the competency required to successfully transition back into society upon release. Meaningful services will be provided through partnerships with the Collaborative Courts, the Probation Department, the Mental Health Court, the County Health and Human Services Department, and the Veterans Service Department and the Sacramento County Office of Education.

FUNDING SOURCES IDENTIFIED:

State / Federal Revenues
County Match

O) SUNSET AREA PLANNING

PROJECT SUMMARY: \$3.5 million | Tier 1

In 2014, the Placer County Board of Supervisors directed the initiation of a new Sunset Area Plan, the overall objective of which is to re-envision and re-brand the area to achieve the County's long-term vision for the Sunset area as the economic engine for the County. During this same timeframe, the Board provided direction to staff to investigate the feasibility of an infrastructure financing district to help finance needed backbone infrastructure in support of area plan update goals. Other key approvals or direction received from the Board pertaining to the Sunset Area include:

- On April 5, 2016 the Board directed staff to proceed to include the Placer Ranch Specific Plan into the Sunset Industrial Area Plan Update process.
 - Placer Ranch is a 2,213 acre site within the boundaries of the Sunset Area Plan, with a planned satellite campus of the Sacramento California State University campus.
- On May 17, 2016, the Board authorized a contract with Stantec Consulting Services, Inc. for the Athens Avenue Sewer Alternatives analysis.
 - With Athens Avenue being the dividing line between the two treatment plants, properties to the north of Athens Avenue are planned to be served by Lincoln and the properties to the south are planned to be served by the County to the SPWA infrastructure.
 - There are a number of potential alternatives to serve the area including combining the flow and directing the entire flow either north to Lincoln or south to the SPWA infrastructure, but a more detailed alternatives analysis is needed to define and quantify the costs of the alternatives.

Project Status

Studies are underway. The Environmental review is expected to be complete for the Sunset Area Plan and Placer Ranch late 2017/ early 2018, with approval hearings shortly thereafter. The Sewer alternatives analysis will be complete Winter 2016.

Timeline Milestones	Completion
Sunset Area Plan:	
Selection of Planning Consultant	Complete
Market Study	Complete
Opportunities and Constraints Analysis	Complete
Plan Preparation	Summer 2016
Public Workshops	Summer 2016
Commence environmental analysis	Fall 2016
Complete environmental analysis	Late 2017/early 2018
Placer Ranch	
Commence Contract for Technical Study and Specific Plan update	Complete
Commence Environmental Analysis	Fall 2016
Public Outreach	Continuous
Submit draft technical studies and specific plan	Fall 2016

Finalize technical studies and specific plan	Winter 2016/Spring 2017
Complete environmental analysis	Late 2017 / early 2018
Athens Avenue Sewer Alternatives Analysis	
Initiate contract	Complete
Receive first draft of technical analysis	Summer / Fall 2016
Complete technical analysis	Winter 2016
Engage in discussions with Lincoln and Roseville regarding wastewater delivery	Winter 2016

One-time Costs	Amount
Sunset Area Plan Update	
Mintier & Harnish Contract	\$998,865
Contract Amendment #1-Mintier & Harnish	(\$61,370)
Ascent Environmental, Inc. Contract	\$197,535
Other miscellaneous costs	Unknown at this time
Staff time costs	\$158,692 (Year to date only)
Placer Ranch	
Mackay & Soms Engineers, Inc.	\$1,271,140
Ascent environmental, Inc.	\$593,605
Miscellaneous Consultants	\$345,000
Staff time costs	Unknown
Athens Avenue Sewer Alternatives Analysis	
Consultant Costs	\$150,000
Force Account and Ancillary Costs	\$50,000
Total	Minimum of \$3.5 million*

*Total budget including staff time costs unknown at this time

Potential Returns on Investment

- The Sunset Area Market Analysis concluded that over the next 20 years, there will be a demand for 500 to 800 acres of industrial land in the Sunset Area, offering one of the greatest opportunities to generate desired economic development outcomes in the South Placer market.
- At full build out, Placer Ranch, and the Sacramento State satellite campus is expected to serve 25,000 students (plus an additional 5,000 Sierra College students) and expend an annual operating budget of \$393.8 million. The total annual recurring economic impact to the region is projected to be:
- The addition of a new university campus in Placer County will create substantial short- and long-term economic benefits, provide additional local tax revenues, and catalyze healthy economic growth in Placer County and the region.

FUNDING SOURCES:

A Capital Project in the Capital Fund is established for Sunset Planning and will be included in the final budget process at \$3.0 million, with the difference funded by CDRA Planning.

P) NORTH LAKE TAHOE KINGS BEACH GATEWAY MOBILITY

PROJECT SUMMARY: \$5.8 million | Tier 2

Conversion of existing signalized intersection to a roundabout at SR 267 and SR 28 in Kings Beach, street improvements such as sidewalks between SR 28 and county roads, a continuous Class 2 bike lane along SR 28, and recreation improvements that transform the gateway area. These activities would extend multimodal connections to the western gateway of Kings Beach and fully implement a critical 'complete street' component for the community.

PROJECT STATUS UPDATE:

This project represents a key phase of the overall Kings Beach Gateway and Boardwalk Project planning effort that includes SEZ restoration, recreation improvements and nonmotorized path connectivity at and around the intersection of SRs 267 and 28 with particular emphasis on improving pedestrian connections between the intersection and the outlet of Griff Creek and continuing east near or along the beach shoreline to Chipmunk Avenue. The overall planning effort began last year using \$150,000 of county Transient Occupancy Tax funding in part for environmental studies and documentation needed to support property acquisition. Beyond the \$5.8M, other funding will need to be identified to support recreation amenities, SEZ restoration, and pedestrian path and boardwalk infrastructure between the roundabout and beach and along the beach area.

<u>Timeline Milestones</u>	<u>Completion</u>
Preliminary Engineering & Environmental Documentation	2017
Property Acquisition	2018
Detailed Design and Permitting	2019
Construction	2021

<u>One-time Costs</u>	<u>Amount</u>
Preliminary Engineering	\$750,000
Property Acquisition and Remediation (to provide ROW for roundabout construction)	\$3.0 million
Detailed Design	\$1.0 million
Construction	\$3.0 million
One-time costs to be paid	(\$2.0 million)
Remaining One-time Costs	\$7.7 million

<u>Ongoing Costs</u>	<u>Amount</u>
Maintenance and Operations	\$20,000
Net Increase/(Decrease) Ongoing Costs	\$20,000

RETURN ON INVESTMENT:

- Long-term greenhouse gas emission reductions through less reliance of personal automobile and removal of signalized intersection.

- SEZ and Creek restoration consistent with the Tahoe Regional Planning Agency Regional Plan to result in credits that facilitate economic development in the Kings Beach Town Center.
- Improved bike and pedestrian access by creating linkages to redeveloped lakeside lodging and conference facilities will further achievement of economic development, land use and environmental goals.

FUNDING SOURCES IDENTIFIED:

State / Federal Revenues

County Traffic Impact Fees

County Transient Occupancy Tax Revenues

Q) FORESTHILL LIBRARY

SITE ACQUISITION & CONSTRUCTION

PROJECT SUMMARY: \$1.5 million | Tier 3

This project is a carryover from the previous Capital Facilities Financing Plan and includes site identification and / or tenant improvements for relocating the Foresthill Library. In 2009, the existing facility was remodeled and remains in stable condition. This project was not pursued due to the remodel and a systems-wide approach to the library use across the county.

PROJECT STATUS UPDATE:

The project remains on the Capital Facilities Financing Plan, however, the project has not moved forward until further analysis prompts the need for continuation of the process.

<u>Timeline Milestones</u>	<u>Completion</u>
Program/Criteria	unknown

<u>One-time Costs</u>	<u>Amount</u>
Site Acquisition	\$ 1.5 million
Construction Costs	unknown
One-time costs already paid	(\$0)
Remaining One-time Costs	\$1.5 million

FUNDING SOURCES IDENTIFIED:

Capital Reserves

Capital Facilities Impact Fees

Capital Fund – Funding of \$1.5 million was set aside in 2011 for this project, and was reallocated to other priorities in 2015.

R) ELECTIONS WAREHOUSE

PROJECT SUMMARY: \$8.3 million | Tier 3

The County Clerk-Recorder-Elections Office seeks a new satellite warehouse and training facility for secure and climate-controlled storage of recording and elections equipment and documents. The current 13,000 sq. ft. facility located on the Placer County Government Center Campus has become inadequate due to its deteriorating condition and size.

PROJECT STATUS UPDATE:

With the assistance of the Department of Public Works and Facilities, it was determined that a facility of approximately 25,000 square feet would be sufficient for the Clerk-Recorder-Elections storage and training needs. A location at the DeWitt Center is not presently viable. An earlier proposal from Locksley Lane, LLC would meet the goals of the project, and on January 26, 2016, the Board of Supervisors approved County staff to obtain a definitive cost and design proposal.

<u>Timeline Milestones</u>	<u>Completion</u>
Design / Build / Acquisition Agreement	2018

<u>One-time Costs</u>	<u>Amount</u>
Site Acquisition / Construction	\$ 5.9 million
Non-Construction Costs *	\$ 2.4 million
Remaining One-time Costs	\$8.3 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

<u>Ongoing Costs</u>	<u>Amount</u>
Maintenance, grounds, utilities, custodial	\$ 250,000 – 350,000

POTENTIAL RETURN ON INVESTMENT:

- A new warehouse facility would replace the current deteriorating warehouse that provides storage of equipment necessary to perform mandated election services, which could reduce costs associated with maintenance for a building to inevitably be replaced.

FUNDING SOURCES IDENTIFIED:

County Trust Fund

S) AUBURN JAIL RENOVATION

PROJECT SUMMARY: \$12.0 million | Tier 3

This project originally planned for the Auburn Jail to be repurposed post opening of the South Placer Adult Correctional Facility. This project is intended to be driven by decisions for the South Placer Adult Correctional Facility.

PROJECT STATUS UPDATE:

The project remains on the Capital Facilities Financing Plan in Tier 3 due to its relationship to other South Placer public safety capital projects underway and envisioned for the future.

<u>Timeline Milestones</u>	<u>Completion</u>
Program/Criteria	unknown

<u>One-time Costs</u>	<u>Amount</u>
Construction Costs	\$ 10.0 million
Non-Construction Costs	\$ 2.0 million
One-time costs already paid	(\$0)
Remaining One-time Costs	\$12.0 million

POTENTIAL RETURN ON INVESTMENT:

- Operational savings of a potential decision to close the Auburn Jail prior could provide efficiencies through combining resources and services provided at one jail versus two.

FUNDING SOURCES IDENTIFIED:

Capital Reserves

T) ADMINISTRATIVE CENTER

PROJECT SUMMARY: \$36.4 million | Tier 3

The active Placer County Government Center Master Planning effort includes the analysis of the potential relocation of the county's core administrative functions to the Placer County Government Center campus. The functions include executive and administrative departments currently located on Fulweiler Avenue in Auburn. The purpose of this analysis complements the master plan focus on consolidating county services at the campus for a "one-stop" service experience for the community.

PROJECT STATUS UPDATE:

Consideration of the feasibility of an Administrative Center at the Placer County Government Center is currently underway within the master planning effort, which was approved to begin on March 22, 2016 by the Board of Supervisors. The cost estimates noted are outdated and require revisiting.

Timeline Milestones	Completion
Programming / Design Build Criteria / Request For Qualification or Proposal	2020
Design / Build / Delivery	2022

One-time Costs	Amount
Construction costs	\$26.0 million
Non-Construction Costs *	\$10.4 million
Remaining One Time Costs	\$36.4 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

Ongoing Costs	Amount
Maintenance, grounds, utilities, custodial	\$ 450,000 – 550,000

POTENTIAL RETURN ON INVESTMENT:

- Current building facilities for the administrative programs have reached capacity and cannot accommodate growth. Remodeling and increasing maintenance repairs on the dated Domes facility may be more wisely invested toward a new replacement building.
- Co-locating administrative functions at a central campus reduces drive-time for information delivery and meetings and provides greater access to government operations for both the public and employees.

FUNDING SOURCES IDENTIFIED:

Capital Facility Impact Fees
Capital Reserves

U) PLACER COUNTY GOVERNMENT CENTER MASTER PLANNING & IMPLEMENTATION

PROJECT SUMMARY: \$17.7 million | Tier 3

The Placer County Government Center Master Planning project will evaluate the campus and provide recommendations for its future uses and infrastructure needs. The planning effort will include data gathering and analysis that incorporates feedback from the community, subject matter experts and county staff.

PROJECT STATUS UPDATE:

Architectural/planning agreement approved by the Board March 22, 2016. The project has begun an 18 month master planning process. Implementation of the plan is envisioned to include a strategy for each area of the master plan, such as site and facility assessments, water, sewer, power, etc., transportation and circulation, infrastructure (buildings), landscape and open space, economic development (commercial opportunities), and program environmental impact results. The constructions costs identified provide estimates associated with implementing the infrastructure recommendations (e.g. roads, landscape).

Timeline Milestones	Completion
Campus visioning, infrastructure assessment	2016
Community workshops	2016 - 2017
Environmental Impact studies	Early 2017
Energy, water, carbon studies	2017
Phasing, costing, plan finalization	Late 2017

One-time Costs	Amount
Construction Costs	\$11.5 million
Non-Construction Costs *	\$6.2 million
One-time costs already paid	(\$2.7 million) master plan contract
Remaining One-time Costs	\$15.0 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

POTENTIAL RETURN ON INVESTMENT:

- Potential increase in commercial businesses in the area that generate increased sales tax and economic activity.
- Implementation may include consolidating and co-locating existing services provided by the county, designating private and development use zones, and action to preserve the site's cultural resources.

FUNDING SOURCES IDENTIFIED:

Capital Reserves / Capital Fund / General Fund
PCGC Campus Reserves
Partnering Agencies

V) MULTIGENERATIONAL CENTER

PROJECT SUMMARY: Up to \$23.4 million | Tier 3

Interest in a county multigenerational center precipitated a feasibility analysis to identify the need for a community center and costs and funding model options. Options are currently being analyzed, and the draft analysis identified programmatic needs such as meeting, classroom, recreation and performance spaces for all ages. The project is intended to be a joint partnership of local organizations that provides management and administration of several activities and services.

PROJECT STATUS UPDATE:

A feasibility analysis for the multigenerational community center project is underway. The county’s role in the project is as a facilitator of the study and does not indicate an interest in taking full responsibility for construction or operation of a future facility. Preliminary results include two possible project locations – the existing Parkside Church facility at Regional Park or at the Placer County Government Center campus. Next steps have yet to be determined. Cost estimates are preliminary and vary widely dependent upon options chosen from utilizing an existing building with modest tenant improvements to new construction of an independent facility.

<u>Timeline Milestones</u>	<u>Completion</u>
Feasibility study report completion	Fall of 2016
Present Findings and Options to the Board of Supervisors	November/December 2016

<u>One-time Costs</u>	<u>Amount</u>
Feasibility Study	\$135,000
Multigenerational Center Construction costs	\$1.0 to \$18.3 million
Non-Construction Costs *	\$250,000 to \$5.0 million
One-time costs already paid	(\$135,000) Feasibility Study
Remaining One-time Costs	Up to \$23.4 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

* Construction cost estimate’s assume basic programming needs and do not include construction costs for an aquatic center or theater.

<u>Ongoing Costs</u>	<u>Amount</u>
Maintenance, grounds, utilities, custodial	\$600,000 to \$1.5 million

POTENTIAL RETURN ON INVESTMENT:

This project emphasizes a quality of life return by providing a recreational facility for all ages. More recreational options may increase patronage at sales tax generating businesses.

FUNDING SOURCES IDENTIFIED:

- Partnering Agencies
- Grants/Private Contributions

W) HEALTH AND HUMAN SERVICES TAHOE OFFICE BUILDING

PROJECT SUMMARY: \$25.1 million | Tier 3

This project is to co-locate services in closer proximity to the Health and Human Services (HHS) client base in the Kings Beach area. Currently, HHS programs located in North Lake Tahoe are scattered across the area with placement based on availability of space to lease or own. Co-location closer to the client base would improve service by providing one stop, easier access by transit or pedestrians and improve collaboration and service levels among related divisions.

PROJECT STATUS UPDATE:

The site selection is underway and is based on an 8,000sf – 10,000sf facility including Children's System of Care (CSOC), Human Services, Health Education Services, Public Health, Child Support Services, Shared/Common Space and Probation. Preliminary estimates suggest the facility could require a minimum one acre site for a two story building and associated parking. County programming analysis is complete, with recommendations on facility size, cost and location.

Timeline Milestones	Completion
Site Acquisition	2017
Design / Build / Delivery	2021

One-time Costs	Amount
Site Acquisition	\$2.0 million
Construction Costs	\$16.5 million
Non-Construction Costs *	\$ 6.6 million
One-time costs already paid	(\$0)
Remaining One-time Costs	\$25.1 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

Ongoing Costs	Amount
Maintenance, grounds, utilities, custodial	\$ 100,000 – 150,000

POTENTIAL RETURN ON INVESTMENT:

- Other community partners could opt to rent unoccupied space within the new building that could result in rental income to further offset the annual operating costs. Partners who compliment Health and Human Services programs would further enhance the "one-stop" concept of this building by streamlining delivery of available services to the community.
- The current Carnelian Bay building that houses HHS services is out of date, including parking constraints, inefficiencies, ADA challenges, and is not located near the service population.

FUNDING SOURCES IDENTIFIED:

Capital Facility Impact Fees
State/ Federal Revenues

X) TAHOE JUSTICE CENTER

PROJECT SUMMARY: \$51.6 million | Tier 3

The Burton Creek Substation and Courts facility was built in 1959. Its condition has been the wide-ranging subject of Placer County Grand Jury reports for 25 years, including safety, security, ADA access, general property conditions, and records storage. This project would provide a comprehensive relocated County Justice Center in the Lake Tahoe region for the departments of the Sheriff, District Attorney and Probation services, and the State Superior Court. As currently envisioned, the facility is also intended to replace the existing Trial Court and meet minimum Judicial Council standards of a single Court Facility, including temporarily holding cells for individuals awaiting arraignment. Additionally, the Burton Creek is located on a key stream environment zone, a portion of which is on Forest Service property. To date, Placer County has invested roughly \$5 million in resources to restore portions of the lower Lake Forest creek area on the south side of SR 28, but because of the need to relocate the substation first, upper creek restoration and remediation has been unattainable. Restoration would lead to environmental credits through the Tahoe Regional Planning Agency and Lahontan Regional Water Control Board that allow for redevelopment of blighted commercial property in the Tahoe City Town Center and achieve attainment of required water quality goals, so would result in multiple benefits.

PROJECT STATUS UPDATE:

Following a 2006 site analysis report that recommended locating the County portion of services only at Cabin Creek, the state budgeted \$27.5 million to partner with the County in the broader project and initiated a site search. A preferred site was selected by a joint state-county review committee, but not acquired. In 2012 citing recession-related budget constraints, the Trail Courts paused on the partnership with the County and the project was de-funded in the state budget, but never re-budgeted. The County can determine whether to continue to wait for State participation or move forward with a limited project. The cost estimates noted are outdated and require revisiting.

Timeline Milestones	Completion
Site Acq./CEQA/Program/Criteria/RFQ/RFP	2018
Design/Build Delivery	2022

One-time Costs	Amount
Construction	\$36.0 million
Property Acquisition/Non-Construction Costs *	\$15.6 million
One-time costs already paid	(\$0)
Remaining One-time Costs	\$51.6 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

POTENTIAL RETURN ON INVESTMENT:

- More efficient buildings that meet ADA and other modern public safety and office standards.
- Achieves environmental targets that allow for expanded development to occur.

FUNDING SOURCES IDENTIFIED:

Capital Facility Impact Fees

Capital Reserves

Partnering Agencies

Y) SPACF – DISTRICT ATTORNEY / PROBATION COMPLEX (PHASE II)

PROJECT SUMMARY: \$113.4 million | Tier 5

This project represents the original campus concept for a permitted build-out of the Bill Santucci Justice Center (BSJC) to provide future office space for the District Attorney and Probation Departments to accommodate growth. This project includes a Master (land) Use Permit with the City of Roseville that approves a 150,000 sf office building at the BSJC.

PROJECT STATUS UPDATE:

The project has potential to evolve to accommodate program growth for Probation and Offender Services to co-locate predominantly at the BSJC building. To address the District Attorney office space needs separately, this project may further evolve to include a separate building to fulfill the growth and operational needs for current program services. The current need to update the Phase II concept for this project may necessitate a modification to the Master Use Permit with the City of Roseville. For purposes of the Capital Facilities Financing Plan, the project represents the Phase II Update.

<u>Timeline Milestones</u>	<u>Completion</u>
Program/Criteria/RFQ/RFP	unknown
Design/Build Delivery	unknown

<u>One-time Costs</u>	<u>Amount</u>
Construction Costs	\$ 77.0 million
Non-Construction Costs	\$ 36.4 million
One-time costs already paid	(\$0)
Remaining One-time Costs	\$113.4 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

<u>Ongoing Costs</u>	<u>Amount</u>
Maintenance, grounds, utilities, custodial	\$ 1,200,000 (based on 150,000 sf building)

POTENTIAL RETURN ON INVESTMENT:

- Provides efficiencies through combining of resources for staff and the population within the Placer County justice system.
- Promotes an offender services model with the single building plan. Ultimately the plan would bring Public Defender, Probation and District Attorney Staff into a single building.

FUNDING SOURCES IDENTIFIED:

Capital Facility Impact Fees
Capital Reserves
Tobacco Securitization

Z) SPACF – ADULT DETENTION (PHASE II)

PROJECT SUMMARY: \$92.0 million | Tier 5

This project represents the currently permitted build-out of 980 beds for the South Placer Adult Correctional Facility (SPACF) on the grounds of the Santucci Justice Center. This project is intended to be driven by decisions for the Auburn Jail and its future operation in conjunction with decisions for the South Placer Adult Correctional Facility.

PROJECT STATUS UPDATE:

The project remains on the Capital Facilities Financing Plan to display the potential costs associated with the Master (land) Use Permit currently on record with the City of Roseville. Future needs may necessitate a modification to the Master Use Permit.

<u>Timeline Milestones</u>	<u>Completion</u>
Program/Criteria/RFQ/RFP	FY 25/26 or beyond
Design/Build Delivery	FY 30/31 or beyond

<u>One-time Costs</u>	<u>Amount</u>
Construction Costs	\$ 81.0 million
Non-Construction Costs	\$ 32.4 million
One-time costs already paid	(\$0)
Remaining One-time Costs	\$113.4 million

POTENTIAL RETURN ON INVESTMENT:

- Operational savings of a potential decision to close the Auburn Jail prior to executing this project could provide efficiencies through combining resources and services provided at one jail versus two.

FUNDING SOURCES IDENTIFIED:

Capital Facilities Impact Fees
Capital Reserves
Debt Financing / Lease to Purchase

ZZ) SOUTH PLACER SHERIFF SUBSTATION

PROJECT SUMMARY: \$5.6 million | Tier 5

Growth in the south Placer County area is prompting the need to revisit the concept of a Sheriff's Substation to expedite the handling of public safety matters in this geographic area. The project could assume a 10,000 square foot facility comparable to the existing Loomis substation plus a growth component; however, this project concept has not been evaluated or thoroughly programmed to arrive at a fully scoped project and cost estimate.

PROJECT STATUS UPDATE:

The substation concept was part of the original South Placer campus planning and Master (land) Use Permit with the City of Roseville, however, steps to move this project concept forward have not been taken.

<u>One-time Costs</u>	<u>Amount</u>
Site Acquisition Costs	\$unknown
Construction Costs *	\$4.0 million
Non-Construction Costs	\$1.6 million
One-time costs already paid	(\$0)
Remaining One-time Costs	\$5.6 million

*Architectural & Engineering, Project Management, Construction Management, CEQA, Inspection, Testing, Fees

<u>Ongoing Costs</u>	<u>Amount</u>
Maintenance, grounds, custodial, utilities	\$80,000 - \$100,000

POTENTIAL RETURN ON INVESTMENT:

- More efficient use of Deputy hours and vehicles that patrol the south Placer County area.
- Quicker response time to major incidents in south Placer County.
- Provides greater response and presence in south Placer County near the majority of the County population and commercial areas, including the Sunset Area and Placer Ranch development, which could see a university campus, additional residential growth, and the Placer Parkway in the future.

FUNDING SOURCES IDENTIFIED:

Capital Facility Impact Fees
Capital Reserves

