



Resource Management Agency

June 23, 2020

RMA: “Building Tulare County”



- Stewardship of public spaces and infrastructure – roads, sewer, water
- Support growth and property rights consistent with community interests
- Implement directives and policies of Board of Supervisors
- Provide efficient and responsive public services in the field of **Public Works**, **Planning and Economic Development** with solid **Fiscal Management**



Who is RMA?



- Approximately 260 dedicated employees
 - Accountants, Analysts, Engineers, Inspectors, Mechanics, Planners, Road Crews, Technicians and more
- 50% in main office and 50% (road crews) at 4 road yards
- Credentials and Licenses held by employees include:
 - MCRP, MPA, PE, LEED AP, Notary Public, ACE, JD, CBO, PLS, QSD/QSP, and more.
- Experts in:
 - CEQA, Land Use, Transportation, Transit, Structures, Traffic Control Devices, Building Codes, California Map Act, County Ordinances, Water Distribution, Sewer Collection Systems, Pavement Management, Human Resources, Hydrology, Public Accounting, Flood Control Payroll, Grant Management, Project Management, Construction Management, Inspections, Utility Coordination, Federal and State Regulations, Watershed Management, Special Districts, Encroachment Standards, AutoCAD, Roadway Design, Bridge Repair, Public Records Act, Heavy Equipment Repair, Emergency Response, Community Outreach, GIS, Customer Service, and more

Faces of RMA

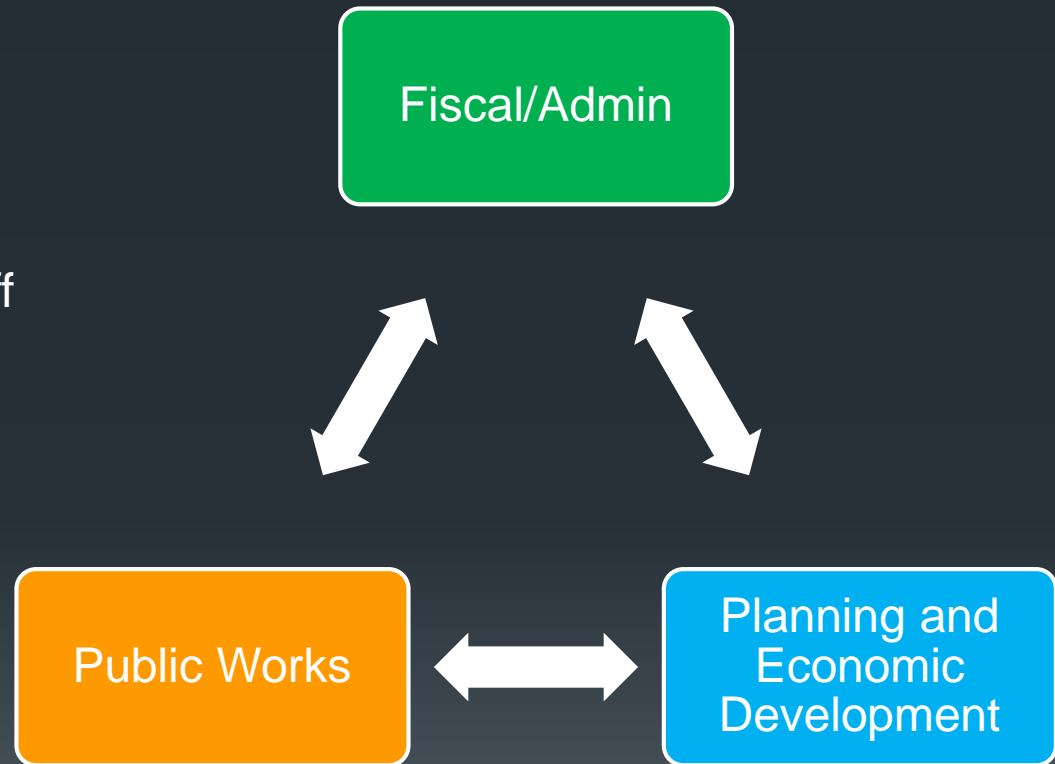


(Photos Courtesy RMA 2020 Employee Calendar)

Organizational Structure



- Three Branches
 - Close coordination
 - Integrated actions
 - Horizontally aligned across all levels of staff



RMA by the Numbers



In FY 19/20 (through May):

- 204 BOS agenda items
- 63 separate fund budgets (92 units)
- 2,972 miles of maintained roadway
- 3,401 building permits issued for \$161m estimated valuation
- 241 CEQA documents
- 462 special projects (planning)
- 70 miles of roadway chipsealed
- 488,995 potholes patched
- 3,388 traffic signs replaced or repaired
- 383 code enforcement cases closed
- 182 employee housing permits
- 252,000 illegal cannabis plants destroyed
- 13 water/sewer systems operated
- \$150m total budgets managed
- 990,000 revenue miles by transit
- 813 transportation permits issued
- 312 encroachment permits issued

Public Works



Roles and Responsibilities:

“Public works is the combination of physical assets, management practices, policies, and personnel necessary for government to provide and sustain structures and services essential to the welfare and quality of life for its citizens”

– American Public Works Association



Public Works



FY 19/20 Accomplishments

Completed construction for the following road improvement and maintenance projects:

Bridge Replacement Projects

- Bear Creek over Rancheria Creek Bridge Replacement Project (\$1.8 million)

Sidewalk Improvement Projects

- Earlimart Park Sidewalk Improvements Project (\$510K)
- Woodville Sidewalk Improvements Project (\$603K)
- Traver Jacobs Drive Improvements Project (\$569K)
- Community Accessibility Enhancement Project (CAEP) Project 1 (\$337K)

Safety Improvement Projects

- Worth Drive (M146) Safety Improvements (\$202K)
- Avenue 152 Safety Improvements (\$1.5 million)

Road Rehabilitation Projects

- 2019 RRAA Projects (35 miles of road repaired, total construction cost of \$11.4 million)
- Road 192 and Road 204 Rehabilitation Project (3.5 miles of road repaired, total construction cost of \$1.6 million)
- 2020 RRAA Project 3 (3.4 miles of road repaired, total construction cost of \$604K) ***In-Progress***

\$19.1 million
in “Contracted”
Construction Projects
Completed

Public Works



FY 19/20 Accomplishments (continued)

Completed the following Special Program Projects:

Water Infrastructure

- Construction of Seville water system and establishment of YSCSD
- Construction of Road Yard, TOMF, Fire Station 1 - Water system development

Transit

- Substantial Completion of Transit Operations and Maintenance Facility with CNG fueling
- Acquisition of two new TCaT buses



Public Works



Upcoming Public Works Projects in Fiscal Year 2020/2021

Distinct Projects

- 2021 Road Repair Accountability Act (RRAA) Projects
 - 16 locations for over 26 miles of roads to be repaired
- Avenue 280 Widening Project (Design)
 - Segment 2: City of Visalia to City of Farmersville
 - Segment 3: City of Farmersville to City of Exeter
- Rocky Hill Drive and Firebaugh Avenue Improvements (Design)
- Teapot Dome Rd Reconstruction Project
- Construct Sequoia Field Navigational Aids Project
- Yettem Seville Water System Phase 2 project development
- Relocate Transit operations to new TOMF

Countywide Projects

- Chip Seal Program (40 miles)
- Intersection Improvement Program
- ADA Improvement Program
- Slurry Seal Program (new)
- Local Road Safety Plan (new)
- Bridge Preventative Maintenance Program (new)
- Transit Coordination/JPA
- Transit Wifi and bus technology upgrades

Public Works



Planned FY 20/21 Road Construction Projects

Project Type	Project Name	Estimated Construction Cost
Bridge Replacement	Avenue 392 over Sand Creek Bridge (HBP)	\$2,260,000
	Avenue 364 over Cottonwood Creek Bridge (HBP)	\$2,435,000
Sidewalk Improvements	Community Accessibility Enhancement Project 2 (County Road funds)	\$550,000
	Earlimart Sidewalk Improvements (ATP)	\$1,540,000
	Alpaugh Center Street Improvements (County Road funds)	\$1,000,000
Safety Improvements	John J. Doyle – Pedestrian Enhancements (HSIP)	\$150,000
	Avenue 80 Railroad Crossing Improvements Project (Section 130)	\$384,000
Road Rehabilitation	Farm 2 Market Routes 2.0 Project 1 (Measure R \$10 million advance)	\$11,000,000
	Intersection Improvement Project (County Road funds)	\$640,000
	Harvest Improvement Project (Measure R Regional)	\$1,000,000
	2020 Road Rehabilitation Accountability Act Projects (SB 1)	\$10,886,000
Total Construction Costs		\$31,845,000

Public Works



Challenges Ahead:

▪ Deteriorating road network

- Current Pavement Condition Index: 58 (low end of “Fair”)
- Current funding is only adequate to maintain status quo conditions over long term
- Project a need of additional \$60m per year for 10 years to improve PCI to 75 (low end of “good”)

▪ Revenue Uncertainty

- Estimate a net reduction of appx. \$2 million from SB 1 and HUTA (state gas tax) road fund revenues as a result of COVID-19
- Estimate a net reduction of appx. \$2.3 million from Measure R Local Program funds revenue as a result of COVID-19
- Estimate LTF (Transit/streets and roads) to be similar to prior years
- Transit Funds: Measure R Transit revenue of appx. \$500k stopped per TCTA; Estimate \$413k increased revenue from CARES Act
- Possible Federal Infrastructure Bill and Federal Transportation Bill forthcoming

▪ Zone of Benefit Fiscal Sustainability

- Need to increase rates on certain systems – subject to Prop 218 limitations
- Approaching limit of county loans from General Fund
- Work toward divestiture or consolidation of systems

Economic Development and Planning



Roles and Responsibilities:

“The goal of planning is to maximize the health, safety, and economic well-being of all people living in our communities” – American Planning Association

Economic Development and Planning



Economic Development and Planning



FY 19/20 Accomplishments

Completed the following notable economic development, planning, inspection and enforcement actions:

Economic Development and Grants

- Recruited new economic development manager
- Managed bottled water delivery program to 688 households impacted by poor or no potable water
- Secured a \$310,000 SB2 planning grant to complete an infrastructure feasibility analysis

Environmental Planning Activities

- Processed 241 CEQA documents including: all Public Works projects, Woodville landfill EIR, and TCSO gun range
- Reviewed NEPA documents for Tule Tribe casino relocation and Friant Kern Canal restoration project

Permitting Activities

- Continued to receive and issue permits throughout COVID-19 period
- Focused on turnaround time and process improvements while issuing over 3,400 building permits (\$161m valuation)
- Processed applications for 236 new residential (SFR) building permits

Economic Development and Planning

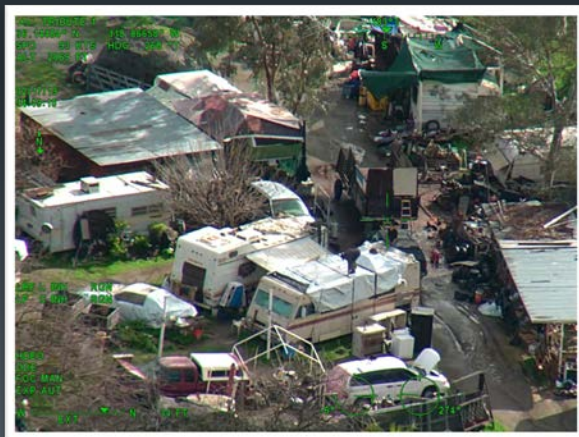


FY 19/20 Accomplishments (continued)

Completed the following notable economic development, planning, inspection and enforcement actions:

Inspection and Code Enforcement

- Code Enforcement actions include: 383 cases resolved and 214 active cases pending
- 65 abandoned vehicles voluntarily cleaned up and 110 removed
- Established formal lien process to recoup costs related to substandard structure abatements
- Cleared 69 cases of substandard structures
- Assisted TCSO with Cannabis enforcement: 29 warrants served, appx. 252k plants destroyed, leading to 30 arrests



Economic Development and Planning

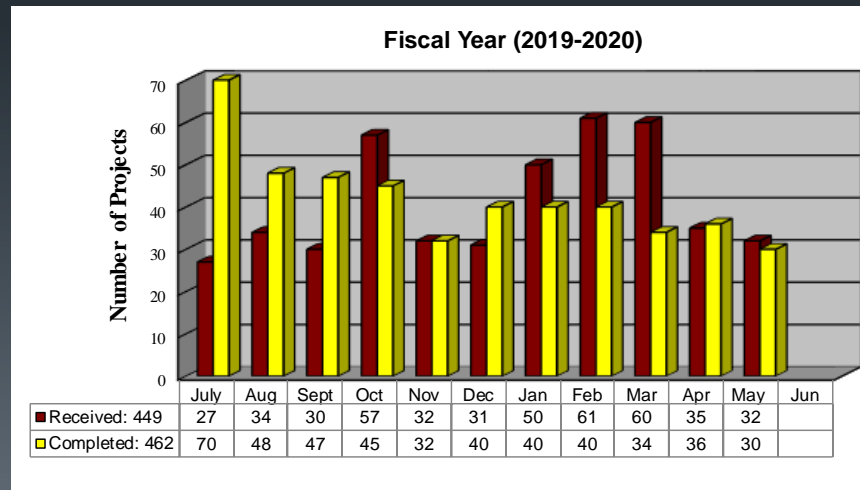


FY 19/20 Accomplishments (continued)

Completed the following notable economic development, planning, inspection and enforcement actions:

Special Project and Entitlement Processing

- Completed 462 projects including: Special Use Permits, Parcel Maps, Minor Modifications and more
- Notable projects completed include: Sequoia Gateway CFD, Smee Homes 400 unit Tentative Map (Goshen) and Dunn's Sand Special Use Permit
- Participated in and responded to all SGMA/GSA Groundwater Sustainability plans in County
- Completed Community Plan Updates for: Ivanhoe, Woodville, Poplar Cotton Center, & Lemon Cove



Economic Development and Planning



Upcoming E.D. and Planning Activities in Fiscal Year 2020/2021

Development Projects

- Rexford Solar Project
- Alpaugh Solar Project
- Omni (Goshen) Development and Tentative Map
- Jackson Baker SMARA Permit



Plans and Studies

- ACFP, SB743 (VMT), Water Element, General Plan Amendments
- Cutler Orosi and Springville Community Plan Updates
- Matheny Tract TCC study
- Review Potential for Ordinances and County Policies: Williamson Act, Short Term Rentals, Noise

Internal Process Improvements

- Consolidate Encroachment and Transportation Permits with Permit Center
- Adopt multi-discipline electronic review of building permits

Economic Development and Planning



Challenges Ahead:

- **Frequently Evolving Regulatory Landscape**
 - State Legislature frequently modifies and adds new planning and regulatory code
 - Potential for modifications to housing elements focused on affordable housing

- **Increased use of Public Record Act requests to impact process**
 - Recent projects have been delayed or abandoned due to perceived opposition caused by PRA actions

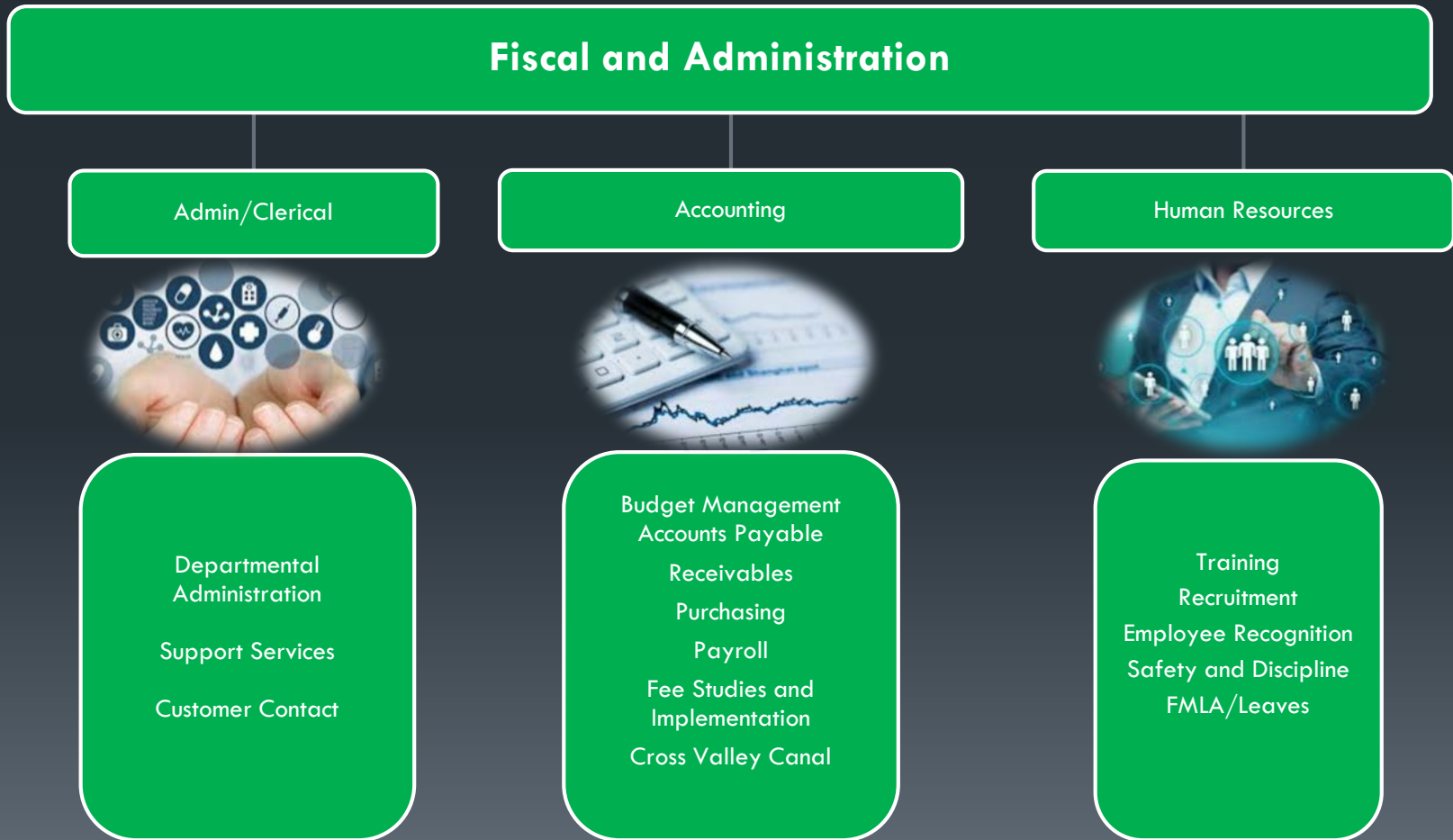
- **Planning, designing, constructing and funding more resilient infrastructure systems**
 - Promoting equitable communities that provide the basic services and resources

Fiscal and Administration



Roles and Responsibilities:

“Develop, implement, and administer an efficient financial system that delivers transparent fiduciary oversight of RMA’s resources AND provide for the implementation and management of internal policies and external regulations AND assist the other functional units of RMA in achieving their objectives.”



Fiscal and Administration



FY 19/20 Accomplishments

Completed the following notable improvements to fiscal process and administrative improvements:

Efficiency Efforts

- Acquired and implemented automation software and processes to reduce manual entries
- Reduced errors and processing time, saving labor expenses

Report Name	Previous Hours To Complete	New Hours To Complete	Employee Hour Savings	# of Times Per Year	Total Hours Saved Per Year	Employee Cost	Value Of Time Savings
Cash Flows	12	2	10	12	120	\$35	\$4,200.00
R&E	8	0.5	7.5	12	90	\$35	\$3,150.00
Planning Reimbursable	4	1	3	26	78	\$35	\$2,730.00
Total Time/Cost Savings					288		\$10,080.00

- Improved reporting through KPI's and automated reports

Ex. Late Invoices report – In 2017 the auditor ask RMA about an excessive amount of late invoices (20%). After RMA fiscal reviewed the data, a new reporting process was implemented to track and manage invoices in our system. The new system has reduced our late invoices due less than 3% in FY 2019.

Fiscal and Administration



FY 19/20 Accomplishments

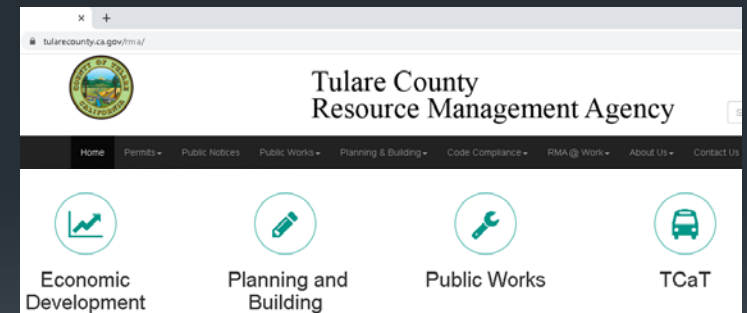
- Increased organizational efficiency by continuing to utilize intranet website (RMANET) to disseminate information internally to staff.

RMANET provides easy access for staff to common forms, up to date budget information, training material and department policies



- Increased transparency and efficiency in providing information to the public through the use of our redesigned external website.

Our external website provides public noticing, project updates, bid proposals and important safety and emergency notifications.



Recruitment and Retention

- Modified work schedules for staff

Studied potential and desirability of modified schedules (4-10hr days) and implemented as a retention and recruitment tool.



Fiscal and Administration

Challenges Ahead:

- **Recruitment and retention of qualified staff across all disciplines**
 - An extremely competitive labor market and shortage of qualified candidates will continue to make recruitment and retention a challenge in the coming years.

- **Potential for increased auditing and financial scrutiny from granting agencies**
 - Budgetary restrictions at State level may increase pressure for “claw backs” by state agencies

- **Personnel and safety regulations in age of COVID-19**
 - New rules and regulations are emerging for employers due to risk related to COVID- 19
 - Remote staffing opportunities will need to be explored post COVID-19 shelter in place “experiment”

- **Accounting Standards for Government Agencies will change significantly**
 - Accounting standards tend to increase during economic downturns

- **Increased demand for transparency and reporting**
 - Public is accustomed to easy access to data and will continue to demand increases in availability and frequency of financial data.

Direction from Board



- RMA's Core Values:
 - Responsiveness to Constituent's and Supervisor's needs
 - Close coordination between disciplines for improved efficiencies
 - High level of project delivery on all fronts
 - Commitment to helping grow Tulare County
- We are always open for direction and guidance from the Board of Supervisors and County Administrators
- Happy to entertain any questions or discussion

For Additional Information:

<https://tularecounty.ca.gov/rma/>

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