



Meeting Agenda

Date: October 11, 2019
Time: 8:30 am – 4:00 pm

Location: **Alameda County Offices**
1401 Lakeside Drive, Oakland CA, Conference Room 1105
(510) 208-9825

Presentations:

CM at Risk - Rona Rothenberg, FAIA, Capital Program Manager, Alameda County

- For small projects, bid pool may be inexperienced, perhaps include discussion of how experience on other delivery methods contributes to ability for successful CMAR
- Provide publicly available plans for CMAR applicants, to prepare for interview response to collaborative and CM capabilities
- Prequalify major trades
- Consider a Matrix of General Condition assumptions be included in the fee submittal

Cost Estimating – Scott Christman, P.E., Project Manager, DGS, San Diego County

- The model was developed for an early planning estimate with minimal inputs
 - o New construction
 - o Produces a ROM of full project cost, including County costs and time adjustment

CCAEA Business, Reports

- Secretary, Legislation
 - o SB128 signed extending Best Value Low Bid sunset 5 years, adding Santa Clara and Monterey to the pilot counties
 - o Web site update and management are still a resource concern; Robert Ooley has maintained Awards updates
 - o Brochure update proposals in edit review and will be distributed to the Board prior to next conference call
- Membership
 - o Email renewal for FY2019/20 has been distributed
 - o Send email if you want to be included on CCAEA email distribution list
 - o In the 2018/19FY, there were 16 member counties: Sacramento, San Bernardino, Merced, San Luis Obispo, El Dorado, Mono, Sierra, Butte, Santa Barbara, Mendocino, Alameda, San Diego, Orange, Tuolumne,
- Treasurer
 - o Issues with non-profit status and bank account resolved; non-profit status restored
 - o 10 paid members: Santa Barbara, Merced, Alameda, Santa Clara, Tuolumne, Sacramento, Solano, San Bernardino, Contra Costa and Placer.
 - o \$11,728.33 in bank account
- Awards
 - o *The 2020 Call for Entries has been edited, and ready to send. The Jury for 2020 is established with Rich and Ed both indicating they would continue. Rene' Glynn, Architect with San Bernardino has volunteered to serve as a juror, (1) Dan Stewart of RJC/Steinberg Hart (Project Architect for the San Diego County Operations Center redevelopment) has agreed to be the architect panelist, and (1) a Santa Barbara contractor has agreed to serve.*
- Elections
 - o Elections for the positions of Secretary and Vice President were opened. Nominations received and votes for each office held. Results are:
 - Vice President



- Wayne Yeager, Architect, San Diego PMD Strategic Planning; 20 years on Bismarck ND Planning Commission, 10 as Chair, Architect in Bismarck
 - Secretary
 - Golsa Soraya, Planner, San Diego; experience with UCSD, Rick Engineering, City of San Diego
 - Mark Hummel may be interested in opportunities next year
- By Laws
 - Amendment to add Member Emeritus provision was presented. The member vote was unanimous in favor. Kanon Artiche is recognized as the first Member Emeritus with a meritorious career at Solana County and with CCAEA and CGSA.
 - Kanon asked the Board to consider how Emeritus and former Board members can best contribute to CCAEA. Some suggestions were:
 - Mentorship program
 - Video/Web training

Next CCAEA meeting, late January/early February, southern or central California rotation

- CGSA winter meeting is in San Diego JAN 30/31, if a coordinated date is beneficial
- San Luis Obispo County will have expanded airline direct flights and connections before January thanks in part to the recent airport improvements.
- Suggested topics:
 - **JOC** processes, providers
 - bids
 - **Benchmarking** among Counties,
 - Ray, Orange County, involved with process in LA
 - **Design-Build/CMAR, alternative delivery**
 - **Affordable and supportive**
 - **PreFab construction**

Roundtable Discussion and Individual County Reports

Placer

- Capital Projects
 - Solar panels projects getting started
 - EV chargers APCD grant being assessed, may not be accepted
 - Site power available; would charge staff and public
 - Site with power don't have high power stations; would mobile stations work?
 - Tesla may provide some service?
- Project Delivery
 - New Coroner facility under Construction by D-B, Roebbelen is the contractor
 - 2 SB projects awaiting approval, D-B, we will be reposting the RFQ to submit the 2 projects as one combined project (keeping all paperwork separate) due to the delays from the state and both projects are now on the same schedule.
 - HHSA headquarters project in Auburn \$80M, one of 3 regional HHSA sites
- Other topics
 - Bill rates and process – how are rates established and charged?
 - *Solana budgets some for special work; full recovery based on 70% available time*
 - *San Bernardino is full recovery based on 1760 available hours*
 - *Contra Costa rates are by per position, developed independently by Finance*
 - *San Diego is division and Department administrative/support full cost recovery by positions in each business unit. PMs and Inspectors are both charged at \$186/hour, which includes a surcharge to generate \$333K annually for ongoing Facility Condition Assessments*



Santa Clara

County Budget continues to grow; have seen significant expense purchasing hospitals, and office complexes of ~450KSF each; created Deputy Director, Capital Programs, focusing on Health and Hospital projects previously performed independent of Facilities and Fleet Department (FAF) by hospital staff

- Billing rates vary depending on whether project manager is assigned to Health and Hospital or Fleet and Facilities as well as funding source.
 - New Jail by D-B
 - New Vietnamese Cultural Center as CMAR
 - Animal shelter
 - Tenant improvements for newly purchased office complexes
 - Board seeking affordable housing (AFH), suggestions include even conversion of old city hall annex to AFH
 - New 65 bed inpatient behavioral health facility
 - \$27M landscaping project
- Project Delivery
 - CMAR used for numerous health projects
 - Working to align with FAF processes

San Bernardino

- Organizational changes
 - (3) New Board Members upcoming elections
- Capital Projects
 - Hospitals aging occupied since 1998, base isolated, CIP for Infrastructure Survey.
 - Heavy full workload; one experienced PM just left to Gordian Group
 - Downtown plan envisioned \$350M redevelopment project
 - Comparing P3 and DB approaches
 - Many new parks projects

Sacramento

County Budget not well, seeking budget reductions;

- Organizational changes
 - Recruitments for Deputy Director-Facilities, Asst Architect (29 applications), Assoc Architect
 - Rates average \$180
 - Fleet Manager (Keith Leach) finding grants for EV chargers; not currently charging staff or public for their use
- Capital Projects
 - \$60M SB1022 Detention Medical center received 2 bids, \$15M over budget; state delayed project 5 years
 - Main jail lawsuit for inadequate programs; looking at annex
 - ADA Transition plan to Board to open public comment; set aside \$2M annually to implement
 - Airport 2 new parking structures
 - Private developments have a Master Plan condition to install infrastructure, hold public bid, but without detail of process expectations; *suggestions were for public notice and open bid with County attending as observer to assure process open and compliant*
 - Design-Build; for main jail annex
 - JOC factor finally over 1%, but effort in proposal review has not improved, as still see inappropriate line items and quantities
 - Workstation standards



- Seeking space guidelines, who is eligible for private offices

Contra Costa

County Budget not calling for cutbacks, but chronically understaffed; work for 10; retirement; A Senior position has been open for years with no success

- Projects and organization
 - 82 projects of some \$350M
 - Rates given by finance by position, including clerical
 - Energy Manager now staffed, formerly a consultant
 - Power Purchase Agreement on 10 sites with Sunpower, in design
 - EV chargers at new projects and currently reviewing existing sites
- Capital Projects
 - Major admin center aged, new 4-story building and new EOC for Sheriff under construction as D-B - Hensel Phelps; involved street relocation
 - 1st Q 20 EOC occupancy planned
 - Behavioral Health Center, 2-story D-B substantial completion in 1 year
 - SB824 \$70M, \$~40M County for Richmond jail expansion; RFSQ goes out Monday
 - Fire stations in design and 2 in prequalification; RFP for data center
 - Successful CMAR experience several years ago; West County clinic, san Pablo
 - FLIP- Facility Lifecycle Improvement Program- roof, HVAC, Fire/Life Safety improvements as a \$10M annual GF program per needs assessments

Butte (Benjamin Matray joined by phone)

- Still active in Camp fire response/recovery at the 1-year anniversary;
- There is an open recruitment for Facilities Superintendent, Supervisor-Buildings and Grounds recently hired; 20 retirements including senior staff; retention a critical issue in part due to loss of housing from fires
- Actively supporting non-congregant shelters (trailer/RV parks)
- Recruiting 2 PMS, contracted 2 Kitchell PMs to manage recovery projects
- 1PM full time to evidence morgue; D-B McCarthy/Dewberry past design development, terminated contract; moving to D-B-B due to cost spike from fire rebuild construction; 35% premium on project budget
- New probation building likely D-B-B; BOS may be seeing some younger less old way
- No impact from PG&E shutdown, PG&E now sending out restart notices with dates blank

Solano

- Major projects/delivery method
 - \$90M detention completed 4 years ago D-B AB8900 funded; SB1022 funded \$26M project now completed via pilot Best Value procurement (PCC 20155) available for another five years under SB128 – Beall to several CCAEA counties – modeled on earlier UC Best Value pilot project; documents resolved to 100% for BV bidding by pre-qualified contractors
 - Moving back to DBB largely, but intend to use Best Value delivery for complicated, phased downtown jail plumbing replacements
- SFM involvement
 - 2017 fire incidents and recovery caused several month delay in Sacto SFM shop drawing review on Vocational Training SB1022 project during construction; recommend avoiding deferred approvals with SMF if possible. Met subsequently with SFM and offered opportunities for process improvement including online status tracking, SFM workload projection and capacity front-loading, back-up third party plan checkers, allowing owner to elect to proceed “at risk”; SFM indicated they have already solved all the backlog and delay problems
- Market Area



- Solano is medium size county, large presence in Fairfield with most contractors from neighboring Bay Area or Sacto market areas despite local county outreach
- Current workload/Budget
 - Approx. \$15M actively moving of \$40M “on books” (\$25M completed/winding down)
 - Staffing/billing rates
 - Cap Proj Mgr \$210 (1), Senior Proj Coord \$170 (1 of 4 - vacant), Proj Coord \$121 (1 - vacant); relying on (2) contract PM/CM services to backfill capacity.

San Luis Obispo

- 3 Energy Service Agreements approved – two carport , canopies and one1 groundmount through State RFP SPURR REAP RFP
- 2 major capital projects - animal services facility, and a co-located dispatch for fire and sheriff in progress, both D-B, in RSOQ
- 1st CMAR project being considered for airport runway repaving project, FAA funded, at new terminal (completed Oct ‘17)
- Budgeting capital and maintenance projects – how to budget? By portfolio, need? All facility need, with % by category?

Alameda

- County budget: Solid with no staff reductions or project curtailments, but Highland Hospital Acute Care Tower took a lot out of our spending capacity.
- Organizational changes: We currently have no Capital Programs Deputy Director (Ken Wong quit last week). Some retirements, so we are currently interviewing for two replacement Project Managers.
- Billing rates: \$186/hr for everyone. The PMs union got a 7.5% raise over three years – first one in five years.
- Sustainability efforts: Expanding EV stations, updating HVAC systems & renewable energy (mostly Photo Voltaic installations). We keep 4 Energy Corp trainees on staff rotation every year for several years now – recycling program, energy conservation studies & roll-outs, public education seminars, etc.
- Major projects: Highland Hospital Acute Care Tower Replacement, \$700M+, is finally in close-out.
 - ECHOJ, \$126M, 196,000sf, 13 courtrooms, misc add-on projects for Courts, Sheriff and Public Defender done, project is closed-out.
 - Camp Sweeney Juvenile Hall, \$85M, 74,500sf, 120 beds, Probation decided to decline the \$35M State grant due to years worth of REDD approval delays. Now we’re doing it with our own funds.
 - Santa Rita Jail security upgrade, \$34M, is under construction.
 - ITD Headquarters, \$20.2M, 41,000sf, construction completed earlier this year, close-out in process.
 - Cherryland Community Center, \$15M, under construction by surety due to contractor went bankrupt.
 - Cherryland Fire Station, \$11M, 11,000sf, 2 engines, complete and closed out.
 - S.S. Transition Center, \$8.5M, 20,000sf, still waiting for approvals.
 - Several smaller projects in various stages of completion
- Project delivery: We’ve done JOC for years strictly for limited scope minor remodels & BMD projects (3-\$1M contracts), D-B for years with great success. Tried CM@R for Cherryland Community Center but didn’t bid within budget per Rona’s presentation this morning.
- Court transfers: New ECHOJ transferred to State. No other courts projects.

San Diego

- County Budget and impacts to staff and projects



- Added 2 new PMs this year: Introduce Melanie Tylke and Golsa Soraya, new Project Managers in Strategic Planning; Golsa joined from City of San Diego as a Planner PM, Melanie came from county Parks Department as Environmental PM
- Organizational changes
 - County restructured last FY from 5 groups/business units to 4; Community Services Group dissolved with departments shifted under the other 4 groups: Animal Services to Public Safety Group; Library to Land Use & Environmental Group; Purchasing, ROV and DGS to Finance & General Government Group; April Heinze, CSG Group Manager now heads a new Office of Special Projects coordinating strategy for major initiatives such as homeless, affordable housing integration with county services
 - DGS Chief, Strategic Planning in recruitment
- Capital Projects
 - Animal Shelter in planning for either phased replacement/renovation in place or new facility on new central site
 - Probation Office NTP'd; \$19.3M, 21,000 SF
 - Emergency Vehicle Operations Course, NTP'd; \$29.1M site acquisition and phase 1 improvements
 - Redevelopment of 1960s Juvenile Detention Facility as a Juvenile Justice Campus with camp and program facilities as phase 1 of 3 potential phases; Notice of Award for \$130M phase 1
 - New 17,000 SF Lakeside Library in contract finalization; \$19.4M incl site acquisition
 - CAC Major Systems Renewal Project underway, \$112.5M+ with Chambers renovation currently underway, holding Board meetings in the COC Chambers until CAC Chambers renovation complete in December
 - ARCC office/ Archive nearing completion late Fall; \$22.1M, 23,900 SF
 - Planning for Crisis Stabilization facilities, Psych Health Facility, redevelopment of Health Services Complex/Psych Hospital site with offices and supportive housing
- Project Delivery
 - Design-Build preferred capital project delivery
 - CMAR is used for major maintenance and where program definition for D-B is uncertain or difficult to develop as performance criteria
 - Best Value JOC still in development, incorporating LA County 2-envelope approach of Best Value Low Bid (BVB) with backup of Low Bid in the event fewer than required 3 BVB bids received
- Court Transfers completed
 - JCC published court new construction/renovation priorities list: Judicial Council report <https://www.courts.ca.gov/documents/cfac-20191001-materials.pdf#page=28> . T

Common issues faced

- Number of bidders
 - Number of bidders on mid-sized projects
 - Qualified contactors, subs
 - Skilled and trained workforce impacts on bidders and project administration
- Separation of BOS and staff (or not)
- Experience of GSA “executive” with complex/alternate (P3, CMAR, Design-Build) capital project delivery methods limiting use

Contact Information:

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Attachments

- CMAR presentation and presenter bio
- Cost Estimating presentation and presenter bio
- Attendee sign-in sheet
- Attendee business cards