

County of Santa Clara

Facilities and Fleet Department

2310 North First Street, Suite 200
San Jose, California 95131-1011
(408) 993-4600



Date: February 1, 2018

To: Board of Supervisors
Jeffrey V. Smith, County Executive

From: Jeff Draper
Director, Facilities and Fleet Department

Subject: Referral from Supervisor Chavez
Board of Supervisors Meeting, August 15, 2017
Item No. 12

On August 15, 2017, as part of the Jail Reforms Study Session, the Board asked that staff review options and methods such as partnerships that would speed up completion of the capital projects and provide an off-agenda report-back.

Response:

The key partnership for efficient completion of capital projects in the jails is between the Office of the Sheriff (Sheriff) and the Facilities and Fleet Department (FAF), but there are other important affiliations. Departments and agencies such as Planning and Development (for permitting), Custody Health, and the Bureau of State and Community Corrections are partners in the project, as well as design professionals, general contractors, and subcontractors as the projects go through their phases. However, as noted above the primary partnership is between the Sheriff and FAF.

There are many challenges regarding delivering capital improvements in a correctional environment, but the primary ones are the lack of swing space to house inmates while work is being performed, the limited availability of Sheriff escorts to observe contractor movements and worksites, and a limited pool of qualified and available contractors to work in these settings. Others include security screening of contract personnel and their materials and tools, maintaining safety during construction operations such as crane lifts requiring evacuation of building occupants below the lift area, regulatory oversight and approval of construction, the requirement to keep the jails operating during construction, and frequently unplanned events within the jails such as lockdowns that delay the construction phase. Some examples of how the Sheriff and FAF have already worked together to address these challenges and expedite jail capital project completion are listed below.

Board of Supervisors: Mike Wasserman, Cindy Chavez, Dave Cortese, Ken Yeager, S. Joseph Simitian
County Executive: Jeffrey V. Smith

To address the lack of swing space for inmate housing while projects are underway FAF has worked closely with the Sheriff, the County Executive, and County Counsel to develop a planned approach and a master schedule for jail projects to keep an adequate amount of inmate housing operational while construction is underway. Wherever possible FAF is also packaging multiple projects into a single contract and having multiple contractors working in the same areas, to minimize the number of times a housing area is impacted thereby reducing the instances that the Sheriff must relocate inmates. These efforts have reduced project timelines, and both FAF and the Sheriff are looking at additional methods with which to lower inmate movement.

The Sheriff has committed to trying to minimize the amount of time it takes to get contractor security clearances, and to supply the number of escorts needed to support project schedules. In addition, FAF and the Sheriff meet regularly regarding project schedules and upcoming significant construction tasks such as crane lifts. These meetings are held to ensure that construction operations proceed in the most expeditious manner while always maintaining safety, which reduces overall construction time.

Public Works projects are complicated and involve many phases as follows: 1) Project planning and development of a rough order magnitude estimate, (2) developing a Request for a Statement of Qualifications to hire a design professional, 3) architect-engineer selection and awarding a Professional Services Agreement, 4) scoping, 5) feasibility analysis, 6) programming, 7) schematic design, 8) design development, 9) construction document development, 10) permitting; 11) Board approval to advertise the construction documents, 12) bidding, 13) Board award of construction contract, 14) construction, 15) Board of State and Community Corrections and Office of the Sheriff inspections, 16) Building Occupancy Permit inspection, 17) project completion and closeout. Depending on the project complexity, the time to execute a step may vary significantly from one project to another. Except for the inspections and the Building Occupancy Permit phases running concurrently, the other steps must be done in sequence.

Under California Public Contracts Code, the County may employ various contracting methods to deliver public works and capital improvements. These methods include Design-Build (DB), Design-Bid-Build (DBB), Construction Management at Risk (CMR), and the use of the Job Order Contract (JOC) for minor improvements up to \$4.5 million. Each delivery method has its advantages and FAF has worked closely with the County Executive to determine the best delivery method for each project, with the key criterion being time of delivery. FAF is currently using the DB method of delivery for the New Jail and the Video Surveillance Projects, and either DBB or JOC for the of remaining portfolio jail projects.

FAF, the Sheriff, and the County Administration will continue to work closely together to manage the jail capital projects and seek opportunities to accelerate them wherever possible.