

CONTRA COSTA COUNTY  
Office of the County Administrator  
ADMINISTRATIVE BULLETIN

Number: 527 (Draft superseding AMB 510, 525, 525.1, 526)

Date: TBD

Section: Property and Equipment

**Subject: The Capital Facilities Master Plan (CFMP) and Capital Projects and Real Estate Services, including requesting, budgeting, and delivering projects and services to departments.**

**I. APPLICABILITY.**

This bulletin is applicable to all County departments.

**II. AUTHORITY.**

In accordance with the provisions of County Ordinance Code Section 24-4.008, the County Administrator has the authority and responsibility to establish and enforce policies in County departments and agencies. The Board of Supervisors adopted the CFMP in 2022 to guide the County in managing its capital facilities for the next 20 years.

**III. PURPOSE.**

This bulletin consolidates several previous administrative bulletins regarding capital projects and real estate services to bring those procedures into a single bulletin for clarity. In addition, this bulletin will describe procedures intended to reduce the timing and flow of capital project requests to allow Public Works Department (PWD) Capital Project Management Division (CPM) and PWD Real Estate Division (RED) to better manage their workload and deliver services in a predictable manner.

**IV. PROCEDURES.**

All service requests for CPM or RED assistance shall be requested by accessing the RED/CPM On-Line Service Request form and following the process described on the County's internal website ([http://gsdnet.co.contra-costa.ca.us/caproj\\_realest/login.asp](http://gsdnet.co.contra-costa.ca.us/caproj_realest/login.asp)). ([Sample - RED / CPM On-Line Service Request form.pdf](#))

On-line Service Requests for RED or CPM services (Service Requests) should include as much information as possible to assist in the review and decision process. CPM and RED service

requests should only be submitted after a department receives approval of their specific Capital Project Request via the annual budget process. The description of the work should be detailed sufficiently on Service Requests to indicate the type, scope, and timeline of the work needed.

**Work may not be initiated until sufficient information is submitted.** Information on the Service Requests should include:

- Department submitting the On-Line Service Request. (This will be generated by the RED / CPM On-Line system.);
- Person submitting the request. This person must be authorized to submit such requests by the requesting department and by PW Administration;
- Date of the request;
- Project contact person, including a phone number and email address;
- Project location / address;
- Budget Org # (Budget Unit and Lower Level Org)
- Project information, including any special requirements, operational needs, legal requirements, property or access requirements, a complete description of the project, and the services being requested;
- Cost estimate for the proposed work if a capital project request;
- Justification for the project, including any operational needs and legal requirements (for CAO review);
- Source(s) of funding; and
- A completion date including any phasing or anticipated critical deadlines.

Once the Service Request is submitted, it is sent electronically to the County Administrator's Office (CAO) for review and approval. Once approved by both approvers in the CAO (Chief Assistant County Administrator for capital planning, Finance Director for funding), the Service Request will then be sent electronically to the PW Finance Division for proper work authorization and account coding to be used to track project costs. Once the Service Request is received from PW Finance, RED and/or CPM, as applicable, will assign the task/project and contact the requesting department with a preliminary budget and timeline. Departments are responsible for all costs in the current and future years of their request project. Appropriation adjustments for approved projects will be required for the life of the project.

#### **A. Real Estate**

The Public Works Department (PWD) Real Estate Division (RED) is responsible for the negotiation and execution, on behalf of all County Departments, for all real property transactions, including but not limited to;

- purchase and sale agreements,
- Memoranda of Understanding (MOUs),
- leases, or other agreements with agencies or private entities.

Departments needing assistance with real estate services, including;

- new office space for expansion or relocation,
- reduced office space for contraction or consolidation,
- lease extensions and/or rent renegotiation,
- purchase or sale of real property,

and various other real estate transactions, may request those services from the Public Works Department (PWD) Real Estate Division (RED). When making RED requests related to office and facility space, Departments should include pertinent information related to the purpose of the facility and user groups, including special requirements (parking, accessibility, etc.), geographic location constraints, and potential growth projections.

Occupancy of County-owned building space requires a Departmental Occupancy Agreement (DOA). (Sample - [Departmental Occupancy Agreement Form](#)) . The DOA applies to the occupancy of County-Owned space, and is an internal agreement executed by PWD RED between the PWD, as the coordinating department of office/storage space, and other County Departments.

The DOA includes:

- Building/Space Identification (Address, floor or suite number, etc.)
- Vacating Department
- Occupying Department
- Effective Dates of the Agreement\*
- Estimated Cost of Occupancy (From PW Finance)
- The Occupying Department's cost center number (Budget Unit and Lower-Level Org provided by requesting Department)
- The allocated percentage of Space to be occupied. If multiple cost centers, requesting Department will provide all information.

**\*Unless otherwise agreed, cost of occupancy charges will commence on the 1<sup>st</sup> day of the month in which Occupying Department has possession.**

For purposes of the DOA, occupancy cost is any cost or charge incurred by a tenant/occupant pursuant to its lease/occupancy which includes, but is not limited to:

- Utilities and garbage service
- Taxes and insurance
- Heating, ventilation, and air conditioning (HVAC) service
- Elevator maintenance
- Fire alarm maintenance and fire extinguisher service
- Building maintenance, grounds, recycling, and custodial services
- Materials and supplies to maintain buildings and grounds
- Debt service, if applicable

Once an agreement is signed and if requesting department requires capital project and/or moving services as they relate to the occupancy agreement, a separate On-Line Service Request for Capital Project services needs to be submitted for approval.

## **B. Capital Projects**

Departments needing assistance with architectural services, space planning and programming, design, cost estimating, remodel, renovation or project and construction management for buildings or related facilities may request those services from the PW Capital Projects Management Division (CPM). Minor maintenance and repair services will still be requested from PW Facilities through the Corrigo Work Order system available on the PW department intranet page.

Apart from the exceptions listed below, capital project requests must be made in conjunction with the annual budget preparation cycle. Exact deadlines for project request submittals will be conveyed in each year's budget instructions. Departments should use the summer/fall period to work with CPM to gather information and cost estimates to inform their capital project requests.

Capital project requests are limited to the following project types:

**Renewal/Replacement:** Repairing or replacing a facility components infrastructure to maintain its current use, value, and/or preserve its useful life. Examples of these types of projects include replacing a roof or HVAC unit or other building systems such as electrical and plumbing. This category can also include the replacement of interior finishes like paint or carpet that have been in place for 15 years or more and are in poor condition.

**Scheduled Maintenance:** New construction or other improvements identified as part of the Facility Condition Assessments (FCA) completed on a recurring basis by the County to maintain up-to-date accurate conditions of the County building portfolio.

**Enhancement:** New construction, renovations, or other improvements that increase an asset's value, useful life, or change its use. Examples of these include workspace expansions, tenant improvements, changing interior finishes, new cubicles, ADA improvements to remove barriers to accessibility, a new office or clinic, or retrofitting a building for new or expanded use, etc. Feasibility and planning study requests are also included in this category.

Outside of the submittal period, most requests for capital projects will not be approved unless they meet one of the following exceptions:

- Life safety or code related required repairs/upgrades
- Emergency repairs due to failure of a system
- Damage due to natural event or deliberate acts

Requests for projects during the budget submittal window, usually December/January but exact dates will be outlined each year in that Fiscal Year's budget instructions, will be reviewed by the budget team in the CAO with the requesting department(s) and PW CPMD or RED staff as appropriate for possible approval and funding in the proposed budget. Priority will be given to proposals in keeping with the CPFM, especially those facilities that are designated for continuing long-term use by the County. Public Works also maintains information on each facility through its Facilities Condition Assessment (FCA) program, and projects that address deficiencies noted in those reports will also be given priority. Additional criteria may be developed by the CAO budget team depending on the relative needs of the upcoming budget cycle.

## **V. PROJECT DELIVERY**

Project delivery is a partnership between the Public Works staff and the department requesting the services. The department requesting services or benefitting from a capital project has to insure they have the proper staff assigned to the project to allow for timely decision making throughout the project timeline. At a minimum a single point of contact should be established by the department director or designee for each project. More complex projects may require more than one department staff be assigned to assist the project team in making decisions necessary to keep a project moving. The most complex projects may require direct contact between the project delivery staff and the department head or other department executive team members. Identifying department staff who can maintain continuity and timely communication with the project delivery team is essential for project delivery.

The Public Works Department is responsible for the construction of multiple capital improvement projects, including minor renovations, maintenance, repairs, tenant improvements, and new construction. These projects are subject to procurement methods as outlined by the Public Contract Code, including the Uniform Public Construction Cost Accounting Act, which the County has adopted, and County ordinances and polices. To ensure the proper oversight of projects, the following policy guidelines are established:

**A. Projects under \$500,000.**

Projects under \$500,000 can be managed by PW Facilities staff and not necessarily assigned a project manager from PW CPM. In addition, projects that mainly consist of building system replacement, maintenance or repair that are more than \$500,000 may be assigned to PW Facilities staff at the discretion of the PW Director or senior staff. Large scale facility maintenance projects, building system repair and replacement, and minor tenant improvements are usually done by PW staff with the assistance of On-Call Trades (Electrical, Plumbing, HVAC) contracts that are solicited (and bid) on a regular basis and managed by Public Works. Use of these On-Call Trade contracts is intended for routine or recurring maintenance and repair work for the preservation or protection of facilities and emergency call outs. PW Facilities staff are best situated to supervise and manage these projects. Projects in this range that require complex permitting, adherence to specific procurement procedures (State or federal grant guidelines) will be administered by PW CPM.

**B. Projects \$500,000 - \$2 million**

Projects in this cost range will be assigned to PW CPM staff as the primary project manager. Projects \$1 million or less are generally not bid out on an individual basis and may be completed by Job Order Contractors (JOCs) or On-Call Trade contractors.

Projects over \$1 million must be formally bid and include a Project Labor Agreement (PLA) among the contractor, building trades council, and the County. PW CPM staff are best situated to manage these projects and coordinate, as needed, with PW Facilities staff to deliver these projects.

**C. Projects between \$2,000,000 and \$10,000,000**

Projects in this cost range will be assigned to a project team led usually by a senior PW CPM project manager and comprising an architect, general and sub-contractors, and potentially other entities like civil engineers, specialized testing services and other specialists. The project team leader may be assisted by one or more construction management (CM) staff from the on-call list of approved construction management firms maintained by PW. The day-to-day project supervision will be provided by on-call CM staff with PW CPM staff providing overall project supervision, budget oversight and ensuring facilitation between project and County staff as needed.

Projects in this category are usually procured with individual solicitations by a request for proposals (RFP), request for qualifications (RFQ) or a standard bid process, although they may also represent a combination or aggregation of similar smaller projects that are combined to achieve cost efficiencies.

**D. Projects over \$10,000,000**

Due to their complexity, projects in this category require specialized oversight that is generally beyond the capacity of individual PW CPM staff and require a dedicated multidisciplinary management team. The County will generally procure the services of a construction management firm by a solicitation through RFP or RFQ. PW CPM will assign a senior CPM staff member for liaison with the selected CM team and to help with processing project payments and other County staff facilitation. Finally, projects in this category often have high visibility or other concerns and the County Administrator may assign CAO staff to serve as executive project manager at his/her discretion.

It is understood that projects in this category often have unique characteristics that may inform or dictate the best procurement method. The County strongly supports the use of collaborative procurement methods, such as design-build or future collaborative approaches that may be allowed under State legislation for projects of this size. The County's proven success with delivering projects using collaborative approaches has shown that this approach can save time and avoid project claims compared to more traditional non-collaborative approaches.

**Originating Department(s):**

County Administrator's Office  
Public Works Department

**Information Contacts:**

County Administrator's Office – Management Analyst Liaison  
Public Works – Real Estate Division, Principal Real Property Agent  
Public Works – Capital Projects Division Manager

**Update Contact:**

County Administrator – Chief Assistant County Administrator  
Public Works Department – PW Director

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