OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

OUSD Facilities Department

Standard Operating Procedures

Manual

OAKLAND UNIFIED SCHOOL DISTRICT
Community Schools, Thriving Students

Table of Contents

1.1: Program Introduction

The Oakland Unified School District (OUSD) management team[1] is committed to capturing, documenting, and improving the process and procedures of the Facilities Department. This procedure manual is the tool that will define, diagram, delineate and describe the project critical procedures necessary to complete projects at OUSD. While hundreds of projects have been successfully completed over the last several years, improvements in the project delivery system could have allowed projects to be completed with less attention to the management of the system, and more attention to the management of the unique aspects of each project. Therefore, capturing and improving the process and procedures will remove many of the barriers to optimum project manager performance.

This procedure manual is a repository for the best practices the OUSD management team (working in conjunction with various OUSD departments and staff members)[2] can bring to the district. The District's Board and Administration endorse and support these procedures, which are being carefully crafted with efficiency, clarity, and decisiveness in mind. Once a procedure is issued it becomes the direction the team is intended to go.

While the procedures are being thoroughly researched, developed, and tested they are also intended to be adaptable to the ever-changing conditions at the Facilities Department. After the procedures are published, the OUSD management team[3] will continue to look for ways to improve these procedures. Comments from the team and others are encouraged and each comment and suggestion will be evaluated for merit and appropriateness.

This procedure manual is a roadmap[4] that describes the steps necessary to accomplish projects at the District. The procedures manual is divided into several sections that include procedures, process flow diagrams, and sample forms. The steps required for processing an individual document are delineated in this manual. Please refer to the footnotes for access to the proper documentation in each section of the manual. Project team members and others should refer to this document for effective and efficient means of accomplishing a task within the governing rules and laws[5]. Once a procedure is developed and added to this manual it must be followed. The OUSD management team looks forward to the development, utilization and evolution of this procedure's manual and the streamline yet comprehensive project management that it will yield[6].

This procedures manual is not intended to replace or delete the obligations and requirements of the Contract Documents[7]. Where inconsistencies exist between this manual and the Contract Documents, the Contract Documents shall take precedence. These procedures are also available on the Districts P:/Drive under the folder: Procedures Manual 2019. **Please find attachments inside the hyperlinks in the footnotes below.**

1.2: 2020-21 School Calendar

[1] OUSD Advisory team 2018-19
[2] OUSD CORE Team 2018-19
[3] OUSD Superintendent's Office 2018-19
[4] OUSD Schools Map 2018-19
[5] OUSD Fast Facts 2018-19
[6] OUSD Central Office Department Directory 2018-19
[7] All OUSD Schools Directory

OAKLAND UNIFIED SCHOOL DISTRICT

Community Schools, Thriving Students

OAKLAND UNIFIED SCHOOL DISTRICT

Community Schools, Thriving Students

2020-21 School Calendar

July

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

September

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

January

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24/31	25	26	27	28	29	30

February

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

March

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

April

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

May

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

June

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Jul 3	Independence Day Holiday
Aug 5	Professional Development Day
Aug 6	Collaboration Day / Work Day
Aug 7	Teacher Work Day
Aug 10	First Day of School
Sep 7	Labor Day
Sep 18	End of Marking Period (Secondary)
Sep 25	Professional Development Day
Oct 12	In Lieu of Lincoln's Birthday (AKA Indigenous People's Day)
Oct 30	End of Report Period (Elementary)/ End of Marking Period (Secondary)
Nov 11	Veteran's Day
Nov 23-27	Thanksgiving Break
Dec 18	End of Marking Period (Secondary)
Dec 21-31	Winter Break
Jan 1	Winter Break
Jan 18	Martin Luther King, Jr. Day
Feb 12	End of Marking Period (Secondary)
Feb 15	Presidents' Day
Feb 19	Professional Development Day
Mar 5	End of Report Period (Elementary)
Mar 29	In Lieu of Cesar Chavez Day
Apr 2	End of Marking Period (Secondary)
Apr 5-9	Spring Break
May 10	Wellness Day
May 27	Last Day of Instruction End of Report Period (Elementary)
May 28	Teacher Work Day
May 31	Memorial Day
TBD	Summer Learning Teacher Work Day
TBD	Summer Learning Begins

- First/Last Day of School
- Schools, District Offices & Child Development Centers Closed
- **Schools Closed** (District Offices & Child Development Centers Open)
- **Schools & Child Development Centers Closed** (District Offices Open)
- No School for Students
- Marking Periods/ Report Card Periods
  (individual student progress reports are sent to families within two weeks of these dates)
- Summer Learning

@OUSDnews | www.ousd.org

1000 Broadway, Ste. 300, Oakland, CA 94607

Approved by the Board on June 24, 2020

1.3: OUSD Facilities Department Directory

FACILITIES PLANNING & MANAGEMENT
955 High Street, Oakland, CA 94601
510-535-2728 - Phone
510-535-7040 – Fax

NAME	FIRM	WORK #	CELL #	E-MAIL
Anderson, Al	LP	535-7045 (16)	798-0116	al.anderson@ousd.org
Bermudez, Ray		535-7043 (60)	415-710-5478	ray.bermudez@ousd.org
Berry, Michelle		535-7080 (29)		michelle.berry@ousd.org
Chatman, Kenya		535-7050 (63)	467-3391	kenya.chatman@ousd.org
Colbert, David		535-7060 (42)	759-7559	david.colbert2@ousd.org
Comrie, Elena	Cumming		415-916-2461	ecomrie@ccorpusa.com
Cornish, JaQuan	Baines	535-7041 (57)	412-721-2899	jaquan.cornish@ousd.org
Esposito, John		535-7049 (52)	277-6530	john.esposito@ousd.org
Ezeh, Michael		535-7081 (62)		michael.ezeh@ousd.org
Fierston, Michelle (Shelly)	MF	535-2750	459-5256	michelle.fierston@ousd.org
Havenar-Daughton, Brendan		535-7053 (41)	414-0957	brendan.havenar@ousd.org
Henderson, Pamila M.		535-7062 (12)	925-335-6403	pamilam.henderson@ousd.org
Herra, Arlene Velasco		535-7064 (15)		arlene.herra@ousd.org
Howell, John	Cordoba	535-7066 (66)	299-0618	john.howell@ousd.org
Hu, Fanny	Baines	436-2791	269-3060	fanny.hu@ousd.org
Hunter, Juanita		535-7044 (24)	712-9969	juanita.hunter@ousd.org
Jang, Colland	CJA	535-7054 (51)	326-7070	colland.jang@ousd.org
Jefferson, Alton	Hattin	535-7068	396-4462	alton.jefferson@ousd.org
Jordan, Shante	Cordoba	532-2802	415-308-0231	shante.jordan@ousd.org
Keita, Jean-Luc	Baines	535-7072 (44)	560-3975	jean-luc.keita@ousd.org
Knutson, Natassia	PSS		909-538-3053	natassia@psscert.com
Ledezma, Mary		535-7055 (26)	499-4447	mary.ledezma@ousd.org
Lewis, La Juana		535-2731 (21)	692-5009	lajuana.lewis@ousd.org
McDonald, Sherri		Intercom (23)	925-457-7802	sherri.mcdonald@ousd.org
Nakadegawa, Tadashi		535-7038 (30)		tadashi.nakadegawa@ousd.org
Nieves-Thurau, Linda		535-7095 (43)		linda.nieves@ousd.org
Orr, Paul	Cordoba	535-7077 (38)	415-940-2175	paul.orr@ousd.org
Reid, Donneva		535-7078 (48)		donneva.reid@ousd.org
Rogers, Richard		535-7048 (64)	228-9727	richard.rogers@ousd.org
Sims, Lee	Sims	535-7094 (65)	415-572-2601	lee.sims@ousd.org
Soo, Sandra		437-6318 (7161)		sandra.soo@ousd.org
Stone, Christina	Cordoba	535-7051 (34)	512-0066	christina.stone@ousd.org
Tarpeh III, Penti		535-7039 (39)		penti.tarpehIII@ousd.org
Vinuya, Emiliano	EEV	535-7047 (53)	331-4982	emiliano.vinuya@ousd.org
Wells, Nicole	WPT	535-2726	205-5453	nicole.wells@ousd.org

Fax Numbers:

PM Area Fax:	535-7042
Accounting Department:	535-7082
Civic Center:	434-2209
Trailer:	535-7069

Additional Phone Numbers:

Custodial Services:	434-2202
Work Control:	535-2718
Warehouse:	434-2232
Civic Center:	434-3352
Nutritional Services:	434-3334
Voicemail Access:	848-8089
Emergency Only:	535-2718

Additional Phone Numbers	
Auto Shop/Nestor	277-6529
Custodial Services	434-2202
Work Control	535-2718
Warehouse	434-2232
Civic Center	434-3352
Food Services	434-3334
Voicemail Access	848-8089
Emergency Only	510-535-2718 Answering service will contact our On-Call Person and that person will be sent out to address the issue.
Fax Numbers	
PM Area	535-7042
Accounting Dept.	535-7082
Civic Center	434-2209
Trailer	535-7069

Updated December 3, 2018

Building & Grounds Dept
SY 2020- 21

Voicemail # 510-848-8089

MANAGEMENT	SHOP	**535-**	EXT	FAX #	CELL
MARC WHITE		2717	54		510-277-6559
STANLEY LU		7057	49	434-1433	510-277-6761
OLGA BERMEO	Grounds	7037		434-7448	510-277-6733
	Labor	7036			
JOSH ZEAGER	Roofing	434-3341		434-3342	510-725-8961
	Paint Shop	434-2223			
NICKOLAS KUVETAKIS	Electrical	2733		535-2735	510-277-6736
	Alarm	532-8764			
	Tele-Com	434-1209	69		
KENNETH WATTS	Plumbing	7034		535-7035	510 -277-6759
	Steamfitter	2748		535-2749	
	Sheet Metal	2747			
MARK CAVALLI	Carpentry	2741		535-2743	510-277-6705
	Glazier				
	Locksmith	2745		535-2746	
MARCUS BOARD	PM	2730	33	436-2730	510-277-6719
SORBOR TWEGBE	Health & Safety	2723			415-632-0350
OFFICE STAFF					
JULIE LIM		7058	28		510-277-6545
JAPERA RATLIFF	Customer Service & Support Center	2718	47		510-277-6752
Auto Receptionist					510-926-2563
LEAD					
STEVEN TERRELL	Carpenter	2741			510-277-6690
PETER KAROUTAS	Electrician	2733			510-277-6891
DAVID ENG	Locksmith	2745			510-277-6757
ROBERT STRONG JR	Painter	434-2223			925-408-2818
MARK GRIGGS	Plumber	7034			510-277-6663
BANIPAL SAATLOO	Steamfitter	2748			510-277-6601
BEN CAUTIVERIO	**ACTING -Telecom**	434-1209	69		510-277-6768

1.4: Local Agency Contacts

Agency	Number	Contact
DSA	510-622-3101	Main Phone Number
DSA	510-622-3140	Main Fax Number
	510-622-3073	Fax for Field Unit
	510-622-3178	Fax for Plan Check
	510-622-1010	Fax for FLS and ACS
DSA - Regional Manager	510-622-3109	Natvar Chauhan
DSA - Fire & Life Safety	510-622-3127	Barry Ryan
DSA - Structural Safety	510-622-1831	David Choi
DSA - Field Team	510-622-3112	Sukomal Chakraborty
DSA - Project Services	510-622-3126	Dan Chu
EBMUD	510-287-1009	Nancy Berchem
Oakland Fire Marshall	510-238-3851	Philip Basada
PG&E	510-437-2474	Alphonso Macedo
Public Works Call Center	510-615-5566	Storm and Sewer

1.5: Governing State Agencies and Websites

Web Addresses:

1. **Oakland Unified School District (OUSD)**
   OUSD is an integral part of the community. The aim of the district is to utilize and grow district-wide tools, forums, and awareness to aid in the educational process and build a stronger community
   Website Address: http://webportal.ousd.k12.ca.us
   Phone Number: 510-879-8200
2. **California Department of Education (CDE)**
   The mission of the CDE is to provide leadership, assistance, oversight, and resources so that every Californian has access to an education that meets world-class standards.
   Website Address: http://cde.ca.gov
   Phone Number: 916-319-0800
3. **Division of State Architect (DSA)**
   The DSA acts as California's policy leader for building design and construction and provides design and construction oversight for K-12 schools and community colleges. DSA also develops and maintains the accessibility standards and codes utilized in public schools and buildings throughout CA.
   Website Address: https://www.dgs.ca.gov/DSA
   Phone Number: 916-445-8100
   510-622-3001 San Francisco Bay Area Regional Office
4. **Department of Toxic Substance Control (DTSC)**
   The DTSC regulates hazardous waste, clean-up existing contamination, and loos for ways to reduce the hazardous waste products in CA.
   Website Address: http://www.dtsc.ca.gov
   Phone Number: 800-72-TOXIC or 728-6942
5. **Department of Industrial Relations (DIR)**
   The DIR was established to improve working conditions for CA's wage earners, and to advance opportunities for profitable employment in CA.
   Website Address: http://www.dir.ca.gov
   Phone Number: 415-703-5070
6. **Coalition of Adequate School Housing (CASH)**
   Since 1978, CASH has promoted, developed, and supported the enactment of new statewide and local funding alternatives for public K-12 school construction, maintenance, and modernization.
   Website Address: http://www.cashnet.org
   Phone Number: 949-448-8577
7. **Alameda County Health Agency**
   Department of environmental health - authority for all school kitchen and cafeteria inspections.
   Website Address: http://www.acgov.org
   Phone Number: 510-567-6700
8. **Educational Resources Information Center (ERIC)**
   ERIC is a national information system designed to provide ready access to a variety of services and products that can help one stay up to date on a broad range of education-related issues.
   Website Address: http://www.eric.ed.gov
   Phone Number: 800-LET-ERIC or 538-3742

1.6: Job Descriptions

Project Managers: Our Project Managers will each manage multiple projects. The project managers will be supported by a staff of Project Engineers to deal with the daily design & construction related activities. Each Project Manager will manage each project from design through construction and close out. The Project Manager will coordinate and communicate with the individual sites. On each project, the Project Managers will be responsible for managing the Architect, Inspector of Record, General Contractor, and a multitude of miscellaneous, vendors and consultants that are needed to complete a project.

Construction Manager: The Construction Manager will provide work which shall comply with professional standards and applicable requirements of federal, state, and local law. Advise the District as to the regulatory agencies that have jurisdiction over the project, and as to coordination and implementation of the requirements of the regulatory agencies, including without limitation the Division of the State Architect and the Office of Public-School Construction. Cooperate with other professionals employed by the District for the design, coordination or management of other work related to the project. Be responsible for the professional quality and technical accuracy of all cost estimates, constructability reviews, studies, reports, projections, opinions of the probable cost of construction, and other services furnished by Construction Manager under this agreement as well as coordination with all master plans, studies and other information provided by District to Construction Manager.

Project Engineer: The Project Engineers will assist the Project Managers daily. The Project Engineers will be responsible for the preparation of the meeting minutes for the various meetings that are attended. If necessary, the Project Engineers will also document and track all the pertinent documents on a project (i.e., Request for Information, Architect Supplemental Instructions, Addenda, etc.). One of the primary duties of the Project Engineers will be to process and review all invoices on a project. The Project Engineers will also assist with the coordination between Buildings & Grounds and serve as the coordinator for local agencies (i.e., PG&E and EBMUD). The Project Engineers will also lead the phase of the project closeout, which includes closeout with DSA, and the collection of As-Builts, attic stock, Operation and Maintenance Manuals. The Project Engineer will also assist the Project Manager with the coding and filing of all the project documents.

Bid Coordinator: Once DSA approval has been received and all the constructability review comments have been incorporated, the project will be ready to be assembled into a bid package. The Project Manager will prepare a Request for Advertisement and this will be submitted to the team's Bid Coordinator who will, in turn, get the project advertised in local publications and ready for bid. The Project Manager and Bid Coordinator will assemble the district front-end documents with the technical specifications and the drawing set; this will be sent to the District's reproduction company for distribution to various Plan rooms.

Document Control Coordinator: The Document Control Coordinator will maintain and manage the District's plan room, which will contain copies of all the DSA approved drawings and specifications, and As-Built drawings. The Document Control Coordinator will also maintain an electronic database of all the DSA approved drawings and As-Built drawings on the District's main server. The Document Control Coordinator will maintain a library of all project operation and maintenance manuals for all the completed projects. The Document Control staff will scan all relevant documents for DSA closeout and OPSC audits. The Document Control Coordinator will file all documents generated on any given project once coded by the Project Manager. **Please find attachments inside the hyperlinks in the footnotes below[8][9].**

[8] Responsibility Matrix
[9] OUSD Facilities Organizational Chart

1.7: Consultant Attendance Tracking Policy

1. Typical work hours when the Employee needs to be available are from 8:00 AM to 5:00 PM, Monday to Friday, and be available via cell phone if you are not on the premises
2. Consultants shall leave their cell phones on during work hours
3. All Consultants should be responsible for updating the daily attendance board located outside the office of the Assistant Superintendent and Director of Facilities. Examples for signing out would be site visits, project meetings, Dr. appointments, or if an Employee has an early morning appointment, please sign out the day before or notify the office to have someone put your name down and where you are that morning
4. If you are out for any reason, either vacation or sick, please fill out the Consultant Absence Form for Consultants. This form is located on the P: Drive under the folder Standard Forms/General Administrative Forms, the file is named Consultant Absence Form. This form must be signed by the PM, who will then submit for sign off
5. If you have a Dr's appointment or need to be away from the office for any reason, please notify an Administrative Assistant so they can log it into the Consultant Schedule Calendar for tracking purposes and make sure you are marked as out on the Attendance Board
6. If you are going to be out on vacation or are out sick, all Consultants must call and inform so they can be noted on the Board and added to the calendar. You must also fill out the Consultant Absence Form
   Please find attachments inside the hyperlinks in the footnotes below

1.8: Filing Procedure for Project Documents

Paper Document Filing

1. At the beginning of a project, the Project Manager notifies the Documents Control Coordinator of the new project. The Documents Control Coordinator will set up the File Folders for the project in this room
2. All paper documents that are to be filed must be properly coded per the Project File Index[10] prior to being submitted to the Documents Control Coordinator for filing. Each project team should have a File Coding Stamp for this
3. All paper documents that are to be filed for a project should be given to the Documents Control Coordinator throughout the duration of the project, not at the end of it

Electronic Document Filing

1. At the beginning of a project, the Project Manager notifies the Documents Control Coordinator of the new project. Documents Control Coordinator will set up the electronic file folders for the project on the P: drive under the folder: Project Files
2. In this folder, there is a subfolder for each project. Within this subfolder are file folders that are set up to match the Project File Index
3. At a minimum, all items on the Project File Index that have a star next to them must be scanned and stored/filed under P: drive\Project Files Folder with date and description (All documents should be saved in project files) (ex 09.27.2020 description)

Critical Documents that must be in the Project Files (both hard copies & electronic files):

1. New project Authorization and Design & Construction Authorization Forms, these should be filed under section B-3a
2. Agreement & Amendment Requests, these should be filed under section B-1
3. Vendor Invoices & Contractor Pay Applications, these should be filed under section B-2
4. Bid Invitation & Bid Results, these should be filed under section D-2
5. Certificate of Substantial Completion, this should be filed under section C-2a
6. Project Contact List, this should be filed under section C-2d
7. Stop notice, these should be filed under section C-4
8. Geotech and Solid Reports, these should be filed under section C-6e
9. Testing Reports & DSA Verified Reports, these should be filed under section C-6f

Drawing & Specification Filing - Bid Package Drawings & Specifications:

1. Provide one full-size set of the Bid Package Drawings and one complete Specification Manual to the Documents Control Coordinator. The Documents Control Coordinator will log these in the Plan Room Log and file both the drawings & specifications in the plan room. **Please find attachments inside the hyperlinks in the footnotes below**

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[10] Project Files Index

Electronic Drawing CAD Files:

1. Provide a CD that contains the electronic drawing files in a CAD format to the Documents Control Coordinator. The Documents Control Coordinator will log these and file them in the outer project file room.

As-Built Drawings:

1. Provide one full-size set of the project As-Built Drawings to the Documents Control Coordinator. The As-Built Drawing set must be signed by both the Architect and the Inspector of Record for the project. The Documents Control Coordinator will log these in and file in the plan room.

Purchase Order[11]

1. Project Manager prepares Agreement Request in PM Tools and submit to Accounting for Funding Information by email
2. Email should contain the following:
    a. Email Subject Line: Funding Information Needed - Project Name
    b. Project Number:
    c. Vendor Name and Full Address:
    d. Agreement ID from PM Tools:
3. Agreement Request should contain the following:
    a. Project name & amp; number, PM name, Date requested, Vendor name, Scope, Reason, Agreement/Contract term, Agreement/Contract type, and Amount

Note: The scope and what initiated it cannot be the same:

1. Accounting fills in the funding information, initiate budget transfer, and notifies Project Manager to print Agreement Request from PM Tools (2 days)
2. Project Manager submits agreement Request for Director and Deputy Chief Signatures
3. Project Manager saves signed copy of Agreement Request in Project File on G-Drive
4. Project Manager submits Signed Agreement Request to Facilities Contracts and Bids Specialist
5. Contracts and Bids Specialist date-stamps “RECEIVED” on Agreement Request and makes a copy
6. Contracts and Bids Specialist files the original Agreement Request and submits a copy to Accounting to process Purchase Order
7. Accountant submits Agreement Request with Budget Authorization to Principal Clerk to set up a Purchase Requisition. (2 days)
8. Purchasing approves Purchase Requisition and create a Purchase Order within 48 hours
9. OUSD downtown AP delivers PO to the (Vendor/Contractor). Approximate time frame 7-10 days
10. The Project Manager reviews, approves the invoice, and turns over the invoice to their respective staff Accountant who checks for completeness. **Please find attachments inside the hyperlinks in the footnotes below.**

[11] CUPCCA Document

1.9: OUSD Access and PM Tools

The construction management team utilizes an Access Database to manage several aspects of each project. This database is designed to provide a centralized and efficient means of entering & processing agreement requests, invoices, pay applications, and project information for every project.

It is important that all staff utilize & maintain every project in this database, as this information is collected into reports that are included in the overall construction program report the facilities department produces for the school district.

All projects, both facilities projects, and deferred maintenance projects, are to be tracked/managed using the Project Management Database.

This database is accessed via a shortcut to the X: drive. This shortcut needs to be set up on each staff member's computer.

The Project Management Database[12] is used to track the following, each on a separate tab with each project:

1. General Project Information (Budget, Project Manager, DSA App No, Milestone Dates, IOR Name, Architect Name, Project Status)
2. Original Budget & Budget Increase Information
3. Pay Applications
4. Invoices
5. Transmittals
6. Agreement Requests
7. Stop notice
8. Daily Reporting

Within each of the sections of the database, standard forms can be printed for various items.

These standard forms include the Agreement Request Form, the Pay Application Transmittal, and the Invoice Transmittal. **Please find attachments inside the hyperlinks in the footnotes below.**

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[12] OUSD PM Tools and Tracking

2.1: Invoice Payment Process

2.1: Invoice Payment Process

1. An invoice[13] is received and gets date stamped, and scanned into the Tracker by the front desk (PM Tracker/PM Access)
2. The Project Manager reviews, approves the invoice, and turns over the invoice to their respective Staff Accountant who checks for completeness
3. Save document on server in Project files with date and description. (ex. 09.21.2020)

Approved Invoices should contain the following[14]:

   a. Project Manager Authorization Stamp with all section completed including date of approval
   b. Contract Status Report showing current contract amount, total payment to date, and remaining balance
   c. Back-up documentation justifying hours billed
   d. Certified payroll letter if needed
   e. If there is a change order or amendment, please attach a copy to the invoice

3. Staff Accountant turns over the invoice to the Principal Clerk who prepares the cover sheet, routes the invoice for signatures and submits to the Central Accounts Payable for check issuance
   a. It is the responsibility of the respective Staff Accountant to communicate directly with the Project Manager with respect to any missing, incomplete and/or non-compliant documentation and/or policy
   b. In addition to providing quality service, the Staff Accountants will be establishing monthly check-in meetings with their respective Project Managers to review and reconcile financial information
   c. The Accounting Manager is always there for any clarifications

Procedure for Regular or Overtime Labor Hours from B & G, Custodian, and Nutritional Services Departments

1. Any project that is in an existing or occupied school site under a bond construction process, which utilizes the B & G, Custodian, Nutritional Services departments, must have PM/CM/PE verify that the scope of work is caused by new construction. Alternatively, if the scope of work is an existing maintenance related issue notify the B & G Department or other departments accordingly
2. If the scope of work is determined to be a) related or caused by or out of contract documents, b) the scope of work and the PM/CM/PE feel that it would be beneficial to the schedule/costs and the District to involve the B & G, Custodian, and Nutritional Services departments, then PM/CM/PE should first

[13] Invoice Transmittal
[14] Invoice Transmittal Checklist

review with bond program director and the appropriate department heads before moving forward.
Please find attachments inside the hyperlinks in the footnotes below

3. Before submitting "Combined/ET/OT/CT and Move up/Acting Time Report[15]" (Overtime sheet) to Accounting department, the regular or overtime sheet should be ready as follow:
    a. Need Employee's signature
    b. Need Department's Manager or Director's approval signature
    c. Need Project Manager's approval signature
    d. Need Tadashi's approval signature under Restricted Funds Manager
4. Then turn it to assigned Accountant for the account string under Escape Account Structure
5. The assigned Accountant will keep a copy in Accounting department.
6. For B & G department, the assigned Accountant will submit the overtime sheet to B & G (inbox--located in the mailroom)
7. For Custodian department, the assigned Accountant will scan the overtime sheet and email it to Custodian department
8. For the Nutritional Services department, assigned Accountant will scan the overtime sheet and email it to Nutritional Services Department

[15] Acting Time Report Sheet

2.2: Stop Check Payment & Duplicate Replacement Warrant Check Procedure

1. If a check is outstanding for more than 2 weeks, Project Engineer or PM will email Facilities Accounting department
2. Project Engineer or PM verifies the address of vendor
3. Facilities Department will contact the county to verify whether the check has been cashed
4. If the check is still outstanding, Facilities will tell the county to make a stop payment, or if it has been cashed, follow up documents will proceed
5. Request Alameda county to re-issue a duplicate warrant
6. Form is given to vendor by Accounting through email (vendor fills out part two only)
7. Form is returned to Accounting
8. Accounting reviews form and sends it to Accounts Payable for re-issue. **Please find attachments inside the hyperlinks in the footnotes below**[16]

[16] Stop Payment Forms

2.3: Procedure for Initiating Contracts

1. The Agreement Request Form is used to initiate Professional Service Agreements, Construction Contracts, and Contract Amendments. This form is generated from the OUSD Access PM database[17], in the Agreement Request Module
2. The Project Manager prepares the Agreement Request Form. The following backup must be attached with the Agreement Request Form to initiate the following agreements:
    a. Professional Service Agreement - A copy of the firm's final agreed upon proposal with a detailed scope of work
    b. Construction Contract - A copy of the firm's final agreed upon proposal with a detailed scope of work. For bid jobs (i.e., construction contracts over $15,000), a copy of the Bid Opening Tabulation, Bid Acceptance Memo, Non-Collusion Affidavit, the notice of intent to award, LBU calculation, bonds and insurance also need to be included)
    c. Amendment to a Professional Service Agreement - a copy of the firm's final agreed upon amendment with a detailed scope of work
3. The agreement request form, with the supporting backup attached, is then forwarded to the Facilities Director and the Deputy Chief of Facilities for their signature along with a Request for Signature Cover Sheet
4. The wet signed Agreement Request Form is then submitted to the Contractor Administrator who issues the contracts to the vendor for signing
5. Save document on server in the Project files with date and description.
6. Signed contracts are then returned to the Contract Administrator from the vendor
7. The Contract Administrator then submits the signed contracts to the legal department and then to the school board for final approval. **Please find attachments inside the hyperlinks in the footnotes below[18]**

[17] OUSD PM Tools and Tracking
[18] CUPCCAA

2.4: Signature Procedure?

1. The Request for signature Form is used as a cover sheet for all documents which require a signature from either the Facilities Director or the Deputy Chief Facilities. This form is a Word document located on the P-drive at P:\STANDARD FORMS\Request for Signature Template
2. The Project Manager completes the Request for Signature form and puts it in the Facilities Director's inbox along with all corresponding documents. The Facilities Director returns the signed document to the PM's box
3. The Project Manager puts the document signed by the Facilities Director in the Deputy Chief Facilities' signature box located on the wall outside of his office. The Deputy Chief Facilities returns the signed document to the PM's in-box
4. The Project Manager forwards the signed documents to the appropriate destination while keeping a copy for his records
5. The following documents must be signed by the Facilities Director and Deputy Chief of Facilities:
    a. Agreement Request Forms
    b. New Project Authorization Forms
    c. Budget Increase Request Forms
    d. Allowance Expenditure Directives
    e. Preliminary Change Orders
    f. Change Orders
    g. Certificate of Substantial Completions
    h. Notice of Completions
    i. Any other documents requiring OUSD signature (i.e., PG&E, EBMUD or City of Oakland)

2.5: RFQ/P for Architectural Services

1. The Project Manager in coordination with a Facilities Coordinator shall determine the procurement track (i.e., Informal or Formal Solicitation). For projects that are under $5 Million and limited in scope, the Project Manager could directly solicit proposals from forms found in the District's pre-qualified pool of Architects. Obtaining at least three proposals is recommended. For projects $5 Million and over and/or complex in scope, the Project Manager shall coordinate and prepare with the Facilities Contract & Bids Specialist a formal RFQ/P to be publicly advertised in a local newspaper and placed on the District's website. See section 2.4a for a sample RFQ/P one-pager advertisement
2. For both solicitation tracks, the PM and the Facilities Coordinator shall schedule a Pre-Proposal meeting with all architectural firms interested in the project. This meeting and a recommended site visit will define the project scope and outline the District's goals and construction budget for the project
3. The PM and the Facilities Coordinator will oversee the RFQ/P process, addressing any questions via an Addendum to the RFQ/P
4. The RFQ/P's proposals shall be submitted to the Facilities Department, and shall be logged in by the Facilities Contract & Bids Specialist
5. The Facilities Contract & Bids Specialist will then distribute the copies of the RFQ/P's proposals to the RFQ/P's review team. The Facilities Coordinator will also forward to the District's Local Business Utilization Consultant for review and scoring of the proposers LBU composition
6. The Facilities Coordinator will develop a short list of approved candidates, and interviews will be set up with the short list firms
7. The Facilities Contract & Bids Specialist will prepare and issue letters to the RFQ/P respondents for the interview invite and later the selection decisions
8. Once the interviews have been completed and the RFQ/P Interview Team has selected the architectural firm that best suits the project's needs, the Project Manager and Facilities Coordinator shall work with the Architectural Firm to establish the project scope and negotiate the fee that will be charged for the project's design services
9. The PM and Facilities Contract & Bids Specialist shall prepare the Agreement between the District and the Architectural Firm for execution
10. The PM and Facilities Contract & Bids Specialist shall determine whether the Agreement could be executed as a Purchase Order or a full Agreement requiring Board of Education approval
11. The PM then submits an Agreement Request Form and the Agreement signed by the Architectural Firm to the Director of Facilities and Deputy Chief to get the contract established. A Purchase Order could be executed for Agreements less than $60,000.00. The $60,000.00 threshold shall be an aggregate amount applied to anyone Consultant with one or more agreements within the District's Fiscal Year. Agreements $60,000.00 and more shall be included in the documents packed for approval by the Board of Education

2.6: Other Project Professional Services

1. These other professional services shall include but not limited to:
    a. Geotechnical and Geohazard Consultant
    b. Hazardous Materials Abatement Consultant
    c. DSA Certified Project Inspector
    d. Environmental Site Assessment Consultant
    e. Site Survey Services
    f. Other services required for the project
2. The PM, Facilities Coordinator and Facilities Contract & Bids Specialist shall determine whether the Agreement could be executed as a Purchase Order or a full Agreement requiring Board of Education approval
3. The PM will, if applicable, select firms for each of the services listed above and request proposals for the services needed for the project from the District's pre-qualified pool for each specific discipline. Obtaining three proposals for each service is recommended under the Informal Solicitation Process
4. For Major Projects or projects with a complex scope, a formal RFQ/P to be publicly advertised in a local newspaper and placed on the District's website will be required
5. Once the PM has reviewed the proposals and negotiated the fees for each professional service, the PM will prepare an Agreement Request Form for each consultant
6. This Agreement Request Form along with the Agreement signed by the Consultant is routed for signatures as defined in section 2.3 Signature Procedures
7. Once the Agreement Request Form has been signed, the PM shall submit it to the Facilities Contract & Bid Specialist for processing
8. Once Agreements going to the Board of Education have been approved, the PM can immediately engage their services

2.7: Budget and Cost Management

1. The Project Manager is responsible for managing each project to control scope and costs within the approved budgets. When owner-approved scope changes, conditions change, there are document corrections, or any other reason causes the Project Manager to determine that the cost of the project may exceed the budget, the Project Manager shall notify the Facilities Director and the Deputy Chief of Facilities, and shall recommend options for either reducing costs or requests the amount of additional funds needed
2. The Project Manager is required to know where the budget is always on their project. This should include all soft costs and construction costs associated with the project
3. This can be accomplished by properly tracking all contracts, invoices, and pay applications in the PM Database
4. Each PM will also be required to prepare and continually update a project cost worksheet for each of the projects. This worksheet tracks all the costs/budgets that apply to the project. This worksheet can be found on the P: drive, under the folder projected project costs
5. The goal is for the Project Manager to identify budget problems early enough for the district to have choices for either reducing scope to fit the budget or for increasing the budget

2.8: Budget Increase and Budget Decrease

Once it has been established that a budget increase is needed:

1. Project manager prepares Budget Increase with the following:
    a. Date stamped from mail room
    b. Project name
    c. Project site
    d. Project number
    e. Project type
    f. Funding source
    g. Project manager
    h. Reason for the budget increase
    i. Description of the Increase (ex. Main Construction, Architect, Testing,
    j. Inspection, etc.)
    k. Amount for each description
    l. Total amount to be increase
    m. Original budget amount
    n. Budget Increase Amount – (total amount to be increased)
    o. Revised budget amount – (original budget + budget Increase amount)
2. Project manager submits budget increase to accounting by email:
    a. Email should contain the following:
        - Subject: Budget Increase - Project Name and Project Number
        - Budget increase form attached
        - Attachment of all backup document justifying the reason for the increase
        - (ex. Change order)
    b. Note: If budget increase is from another project or a various line item within the spending plan, then the budget increase form must be accompanied by a budget decrease form.
3. Accounting prints budget increase form and provides funding information.
4. Program Accounting Manager signs budget increase form.
5. Accounting returns budget increase form to project manager.
6. Project manager submits budget increase form for Director and Deputy Chief Signatures.
7. Project manager saves signed copy of budget increase form in Project File on the G-Drive.
8. Project manager provides approved copy of budget increase form to Accounting.
9. Accounting increases the project budget. **Please find attachments inside the hyperlinks in the footnotes below**[19]

[19] Budget Increase/Decrease Form

3. Contract Time Extension
1. Project manager prepares Contract Time Extension with the following:
    a. Date stamped from mail room
    b. Project name
    c. Project site
    d. Project number
    e. Project type
    f. Funding source
    g. Project manager
    h. Reason for the time extension
    i. Description of the extension (ex. Main Construction, Architect, Testing,
    j. Inspection, etc.)
    k. Amount for each description
    l. Total days to be extended
    m. Original date of contract
    n. Time extension – (total days to be added)
    o. Revised contract date – (Original date and Revised date)
2. Project manager submits contract extension to accounting by email:
    a. Email should contain the following:
        - Subject: Extension date - Project Name and Project Number
        - Extension date form attached
        - Attachment of all backup document justifying the reason for extension date (ex. Change order)
3. Accounting prints extension date form and provides funding information.
4. Program Accounting Manager signs extension date form.
5. Accounting returns extension date form to project manager.
6. Project manager submits budget increase form for Director and Deputy Chief Signatures.
7. Project manager save document on server with date and description signed copy in Project File on the G-Drive.
8. Project manager provides approved copy of extension date form to Accounting.

3.1: Design Phase Management

1. Once the Architect's contract has been approved by the Board of Education, the Project Manager, shall set up a meeting with the Facilities Coordinator, Architect, Site Principal, and the Facilities Director to kick off the project and refine the scope of the project. At this meeting, the following items should be discussed:
    a. Project Scope
    b. Project Budget
    c. Project Schedule
    d. Identify Key Team Members
    e. Establish Project Protocol/Procedures
2. The Project Manager will also need to execute Contracts with and obtain Reports from the following consultants:
    a. A Geotechnical Consultant (if applicable)
    b. A Surveying Consultant (if applicable)
    c. Underground Utility Location Consultant (if applicable)
    d. A Commissioning Agent (if applicable) Reports should be obtained at Project Inception and provided to the Architect upon execution of the Architect's Contract
3. The Project Manager and Design Manager should send the Architect copies of the following OUSD Design Standards[20]::
    a. OUSD Materials Standards
    b. OUSD Door Hardware Design Standards
    c. OUSD Elevator Design Standards
    d. OUSD Fire Alarm Design Standards
    e. OUSD Intrusion Alarm Design Standards
    f. OUSD Technology Services Standards

Current versions of these can be found on the G: drive under the folder G:\Design Guidelines and Material Standards.

4. The Project Manager and Facilities Coordinator shall set up a meeting with staff from the various Buildings & Grounds Departments and the Custodial Department to discuss any specific needs for the site that is to be addressed in the project.
5. The Building & Grounds Departments include the following:
    a. Heating Department
    b. Electrical Department
    c. Plumbing Department
    d. Roofing Department

Please find attachments inside the hyperlinks in the footnotes below

    e. Carpenters Department
    f. Locksmith Department
    g. Intercom/Phone/Clock Department
    h. Fire Alarm & Intrusion Alarm Department

[20] Design Checklist

3.2: Design Review Checklist

1. AON fire & intrusion alarm review
2. The PM is to ensure that all fire alarm and intrusion alarm review items have been fully addressed
3. OUSD Design Standards Checklist[21]
4. The PM is to have the Architect go through the OUSD design standards checklist and verify/comment on all the OUSD standard materials. The Architect should confirm that the material/specifications meet the OUSD standard or explain why they are varying from the standard. All items that vary from the OUSD standard must be reviewed and approved by the Facilities Director
5. The OUSD design standards checklist can be found on the P: drive, under the folder design procedures
6. Executive Bidding Checklist
7. The PM is to fill out the executive bidding checklist prior to the project going out to bid. This form can be found on the P: drive, under the folder design procedures
8. This checklist covers all areas of the project, budget, schedule, phasing, verifying of constructability review, design reviews, etc. to ensure that all areas of the design have been fully addressed. **Please find attachments inside the hyperlinks in the footnotes below**

[21] Design Checklist

4.1: Bid Procedures

Once the drawing & specifications for a project have been approved by DSA the Project Manager shall initiate the bid process for the project.

The following steps should be followed to begin the bid advertisement process:

1. The Project Manager prepares the Request for Advertisement Form and reviews this with the Facilities Director
2. The Architect reviews the drawings and specifications to verify the documents are in conformance with the OUSD design standards. Once the design standards have been verified the Facilities Director will sign off on the Request for Advertisement form[22]
3. The Request for Advertisement form is submitted to the Bid Coordinator for preparation of the bid advertisement documents and the front-end documents. See also section 4.2 Bid Advertisement for additional information relating to Bid Advertisement[23][24]
4. The Bid Coordinator then prepares the Invitation to Bid (see sample in section 4.1c, the bid advertisement calendar, and the advertisement letters (see sample in section 4.2a) for the various newspaper that will be used for the project and submits these to the Facilities Director for signature
5. Once the advertisement letters have been signed by the Facilities Director, the Bid Coordinator sends the advertisement letters to the newspaper firms for publication
6. The Bid Coordinator then prepares the front-end specifications (see section 4.4) and complies with the technical specifications for the project the PM has provided along with the DSA approved set of drawings
7. The compiled set of drawings and specifications is reviewed one last time and then all is sent to East Bay Blueprint for copying and distribution to the various plan rooms and for additional copying that have been requested by the PM
8. The Bid Coordinator will deliver to Documents Control one complete set of the bid documents to be filed in the plan room. This should include one full size set of drawings, one complete specifications manual, and one CD.
9. The Bid Coordinator & Project Manager are to also deliver a CD to the file room coordinator that contains an electronic copy of the complete set of project drawings. These electronic files should be in both CAD format (from the Architect) as well as in PDF format (from Ford Graphics)
10. The Bid Coordinator will distribute the Invitation to Bid via email to the following people:
    a. Project Manager
    b. PLA Administrator
    c. Local Business Program Administrator
    d. OUSD Labor Compliance
    e. City of Oakland Certified Business Contractors
    f. A mandatory pre bid job walk is required for all bids **Please find attachments inside the hyperlinks in the footnotes below**

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[22] Request for Advertisement
[23] Invitation to Bid (1/2)
[24] (2/2)

4.2: Bid Advertisement

As with any public agency, Oakland Unified School District must bid all construction projects that will have a construction contract over $15,000.

All bid advertisement will be handled by the Bid Coordinator.

When a project is a bid, it is required to be advertised in a publicly circulated newspaper. Currently OUSD is utilizing the post newspaper (an Oakland based newspaper) for bid advertisements.

The Bid Coordinator will prepare the advertisement letters. This letter must be signed by the Facilities Director prior to being sent to the newspaper for advertisement.

Invoices for bid advertisements will be received by the Bid Coordinator, reviewed & verified, and then forwarded to the Project Manager for the project. The Project Manager will then process the invoice for payment.

Additionally, the Bid Coordinator will post the Invitation to Bid on the Oakland Unified School District Website, under the Facilities Department section.

The Bid Coordinator will also send the Invitation to Bid to the list of certified City of Oakland certified contractors.

Bid Schedule

A bid should be advertised a minimum of one week prior to the date of the pre-bid job walk and bids should be due a minimum of two weeks following the pre-bid job walk. This allows an adequate amount of time for contractors to submit any questions regarding the bid documents and for the Architect to issue any addenda that may be necessary for the project.

Example:

1st Advertisement Date	10/7/19
Pre-Bid Job Walk	10/14/19
Bid's Due	10/28/19
Extra Week (if $1 Million)	11/6/19

4.3: Pre-Qualification of Contractors

Oakland Unified School District requires that all contractors be pre-qualified prior to submitting a bid on a project.

The Bid Coordinator will process and track all contractor pre-qualifications.

Contractors must be pre-qualified a minimum of five calendar days prior to the bid due date.

Once a contractor has been pre-qualified with OUSD, they are eligible to bid on OUSD projects for a period of two years. Contractors are required to renew their pre-qualification every two years.

Contractors wishing to be pre-qualified with OUSD must complete and submit the "OUSD Pre-Qualification" form to the Bid Coordinator. The Bid Coordinator will check to make sure the contractor has a valid business license and will then submit the Pre-Qualification form to the Facilities Director for approval.

Once the Facilities director has signed off on the contractor's prequalification request, the Bid Coordinator will issue a letter to the contractor notifying them of their Pre-Qualification status. This letter must be signed by the facilities director prior to being issued to the contractor.

Contractors are required to submit a copy of this letter with their bid.

Contractor Pre-Qualification Program Procedures

NOTICE TO ALL BIDDERS: To maintain a satisfactory standard of quality for performance and consistency in the construction and maintenance of its facilities, the Oakland Unified School District (District) has adopted a Contractor Pre-Qualification program pursuant to California Public Contract code 20111.5 for all Capital Improvement and Public Works contracts with a value estimated at $15,000 or more.

HOW DO I PRE-QUALIFY?

1. Submit a complete and signed Contractor Qualification Statement

As part of this program, the district requires completion and timely submission of its Contractor Qualification Questionnaire at the time and date for submission of completed Contractor Qualification Questionnaire. The District shall accept Contractor Qualification Statements twice per year on a date publicly advertised by the district.

To permit the District sufficient time to review and process applications for pre-qualification, a bidder must be pre-qualified at least five district business days prior to the bid opening date for a contract for which the bidder wishes to be considered. A District business day is a regularly scheduled workday for district staff, excluding weekends and holidays.

Contractors must provide full and complete answers to the questions in the Contractor Qualification

Questionnaire. Bidders must sign and date their Pre-Qualification Questionnaires and the Pre-Qualification Questionnaires must be signed by persons duly authorized to sign on behalf of the bidder. The District may reject an incomplete Pre-Qualification Questionnaire. The District reserves the right to request additional information from a bidder as part of the District's Pre-Qualification program. The District reserves the right to waive any minor irregularities in its Pre-Qualification Process and/or any minor irregularities in the Pre-Qualification Questionnaires submitted as part of this process.

Contractors must provide full and complete answers to the questions in the Contractor Qualification Questionnaire. Bidders must sign and date their Pre-Qualification Questionnaires and the Pre-Qualification Questionnaires must be signed by persons duly authorized to sign on behalf of the bidder. The District may reject an incomplete Pre-Qualification Questionnaire. The District reserves the right to request additional information from a bidder as part of the District's Pre-Qualification program. The District reserves the right to waive any minor irregularities in its Pre-Qualification process and/or any minor irregularities in the Pre-Qualification Questionnaires submitted as part of their process.

Contractor Qualification Questionnaires must be submitted in a sealed envelope indicating the name and address of the bidder on the outside of the envelope. The envelope must also state as follows: Contractor Pre-Qualification program, 955 High Street, Oakland, California 94601, Attention: Facilities Planning and Management.

2. The District will notify bidders of their pre-qualification status in writing, in a letter dated at least five business days following submission of their completed Contractor Qualification Questionnaire

The Contractor Qualification Questionnaire will be read and evaluated by the District. Bidders will be notified of their pre-qualification status by a letter dated five district business days after submission of the bidder's Contractor Qualification Questionnaire unless such time is extended by the District. The District has adopted a uniform system of rating bidders based on their completed questionnaires, to determine whether the bidder is qualified to bid on contracts in the amount of $15,000 or more. Bidders receiving a satisfactory score will be deemed qualified to bid on District projects estimated in the amount of $15,00 or more.

When can I pre-qualify?

The District shall accept completed Contractor Qualification Questionnaires twice per year as part of the District's Contractor Pre-Qualification program. The date and time for submission of a completed Contractor Qualification Questionnaire will be advertised by the District in a local newspaper or trade publication.

After I pre-qualify, how long will pre-qualification status last?

Bidders that successfully complete the district's Pre-Qualification program will be pre-qualified to bid on district projects in the amount of $15,000 or more for two years from the date of their pre-qualification approval letter from the District. Bidders who have not been pre-qualified may submit a Contractor Pre-Qualification Questionnaire for consideration by the District at each publicly notices date for submission of the questionnaires to the district.

What if I want to bid, but I am not pre-qualified?

Bids submitted by contractors who have not pre-qualified, as evidenced by a true and correct letter of pre-qualification issued by the District, shall be deemed invalid a non-responsive. Such bids shall be rejected by the District and may be returned unopened.

For projects estimated at $250,000 and up, pre-qualified bidders must submit a completed long form contractor qualification questionnaire with each sealed bid.

The District's bid proposal portion of the contract documents for public works projects where the bid is estimated to be in the amount of $250,000 or more shall include a Long Form Contractor Qualification Questionnaire. All prime bidders must submit to the District a complete Long Form Contractor Qualification Questionnaire with their sealed bid for District public works projects where the bid is estimated to be in the amount of $250,000 or more. The sealed bids submitted by the contractor shall include the completed Long Form Contractor Qualification Questionnaire and the sealed bid must be timely submitted on the date advertised for submission of sealed bids for each project. The Long Form Contractor Qualification Questionnaire is printed on pages 18 through 34 of these procedures.

Can a contractor appeal a pre-qualification decision?

If a bidder has submitted a timely pre-qualification questionnaire and the District has declined to accept that bidder as pre-qualified to bid on District projects, that bidder may appeal the District's decision on its pre-qualification status through the procedures set forth herein. An application for pre-qualification is timely if it is submitted within the limits issued by the District in a public notice. The District reserves the right to reject any application for pre-qualification that has not been submitted timely and in accordance with the District's pre-qualification program procedures.

It is the policy of the District to consider fully and review promptly any timely and properly submitted appeal relating to the District's contractor pre-qualification procedure. Appeals shall be processed in accordance with the provisions set forth herein. A bidder's failure to follow these pre-qualification appeal procedures may result in rejection of the appeal by the district.

A request for appeal of the District's pre-qualification decision is timely if it is submitted within seven district business days of the date of the district's written notice to the bidder of that bidder's pre-qualification status unless the time for appeal is expressly extended by the District in a public notice.

All appeals shall first be submitted in writing to the Deputy Secretary and the Executive Assistant to the Board who will immediately copy the written request for appeal of a pre-qualification decision to the State Administrator for the Oakland Unified School District; the Assistant Superintendent of Facilities Planning and Management, Buildings & Grounds and Custodial Services; and the Director of Facilities Planning and Management. This written notice from the appellant will begin the appeal process. All requests for appeal must clearly specify in writing the name of the appellant, a description of the event giving rise to the appeal, as well as grounds and evidence on which the appeal is based. The final decision on appeal will be made by the State Administrator for the Oakland Unified School District. In circumstances where an appellant, in addressing the

State Administrator raises new grounds or presents new evidence which could reasonably have been included in the appellant's written submission to the Deputy Secretary and the Executive Assistant to the Board initiating the appeals process, the District will not consider such new ground or evidence in the determination of the appeal.

First Level of Review on Appeal

Properly noticed and submitted appeals will be considered by the Assistant Superintendent of Facilities Planning and Management, Buildings & Grounds and Custodial Services and Assistant Superintendent. The appeal will be heard at an informal hearing attended by the District's Director of Facilities, the District's Special Facilities Counsel, and the District's General Counsel. Counsel will be present in an advisory capacity to the District. The appellant may attend the informal hearing and make an oral statement on his or her behalf at the informal hearing and discuss written material previously and timely submitted to the Deputy Secretary and the Executive Assistant to the Board. District staff should provide the appellant with a written determination on the appeal within seven District business days of the date the informal hearing is concluded.

The Deputy Secretary and the Executive Assistant to the Board will schedule an informal hearing of the bidder's first level of review on appeal on its pre-qualification status. The District will notify the bidder of the date at which the Assistant Superintendent and the Director of Facilities will hear the bidder's appeal. The appellant may attend the informal hearing and make an oral statement on his or her behalf at the informal hearing and discuss written material previously and timely submitted to the Deputy Secretary and the Executive Assistant to the Board. After full consideration of a) the appellant's evidence; and b) the staff recommendation and information, the Assistant Superintendent may make a recommendation to the State Administrator of the Oakland Unified School District to deny or grant the appeal.

Final Level of Review on Appeal

A bidder may appeal the decision of the Assistant Superintendent by submitting a written request for further review of the bidder's appeal to the Deputy Secretary and the Executive Assistant to the Board within seven District business days of the date of the District's written determination of the Assistant Superintendent's decision on the bidder's appeal. The bidder's request for further review of its appeal must explain clearly in writing the bidder's intent to submit the appeal to the State Administrator of the Oakland Unified School District for review, the reasons for the appeal and document the bidder has exhausted all administrative remedies at the District staff level (i.e., the bidder must have completed the first level of review on appeal before requesting review by the State Administrator).

The State Administrator will consider the Assistant Superintendent's recommendation on the appeal and the bidder's request for further review and thereupon render its decision. Upon the State Superintendent's action, a written statement of the reasons therefore shall be included in the record and a notice shall be sent to the bidder advising of the District's determination on the appeal.

4.4: Addenda Issuance

Often it is necessary for clarification to be made to the bid documents during the bidding period. These clarifications are made part of the bid documents via addenda.

All addenda are to be prepared by the Architect of Record for the project.

All addenda must be issued a minimum of 72 hours prior to the bud opening date & time.

If addenda must be issued within the 72 hours window, the addenda will need to include language that extends the bid date.

It is also recommended the PM and Architect assess any addenda for impacts to the bidding contractors, ad possible necessity for extending the bid date.

The following is the procedure for issuance of any addenda for a project:

1. Architect of Record prepares the addendum and sends it to the PM for review
2. Once the PM has reviewed the addendum and agrees with its content, the addendum is forwarded to the Bid Coordinator
3. The Bid Coordinator will then send the addendum to East Bay Blueprint for distribution to all plan rooms and plan holders
4. The Bid Coordinator should also request one complete copy of the addendum from East Bay Blueprint. This copy is to be given to the file room coordinator, for filling in the appropriate project files
5. The Bid Coordinator should log the addenda that have been issued for each project. Each bid must acknowledge receipt of all addenda issued for a project. This will be verified when bids are opened

4.5: Pre-Bid Job Walk

All projects are required to hold a mandatory pre-bid job walk. The pre-bid job walk is necessary so that all bidders can visit the project site and present any questions they may have with the project and/or the bid documents.

The pre-bid job walk is to be held no sooner than one week after the first advertisement date for a project.

The date, time, and location of the pre-bid job walk are specified in the Invitation to Bid.

Attendance at the pre-bid job walk is mandatory for the following individuals:

1. The Project Manager
2. The Bid Coordinator
3. The Architect & their consultants
4. The Project Inspector
5. The Project Labor Agreement Administrator
6. The Local Business Policy Administrator

It is encouraged the PM invites the site administrators from the specific project site.

The PM will lead the pre-bid job walk and should prepare a pre-bid job walk agenda. See section 4.6a for a sample.

The PM should bring an appropriate number of copies of the agenda to the pre-bid job walk for distribution to all in attendance.

The Bid Coordinator will prepare a pre-bid job walk sign in sheet. The sign in sheet is to be distributed during the pre-bid job walk, and it is imperative that all in attendance sign in.

At the pre-bid job walk will discuss the Project Labor agreement and the Local Business Policy administrator will discuss the requirements of the Local Business Policy.

Working Under the Project Labor Agreement

In February 2004, the Oakland Unified School District entered into a Project Labor Agreement (PLA) with the Building and Construction Trades Council, AFL-CIO. The key points of the PLA are incorporated in this information sheet:

1. Letter of Assent
   All general contractors and all subcontractors regardless of tier, must sign a Letter of Assent. The LOA binds the contractor to the terms of the PLA for the awarded project only. It does not bind any contractor to a union agreement
2. Using Non-Union Workers
   A non-signatory contractor may use up to ten of its own “core” employees provided the first worker hired comes from the union, second worker is “core “third worker form the union, fourth worker is

"core" and so forth. All "core" employees are required to pay union initiation fees and representation fees. The definition of a "core" worker is contained in the body of the PLA

3. Fringe Benefit Payments
   Non-signatory contractors should note they are required to make a payment on behalf of its "core" employees into the established labor-management vacation, pension or other form of deferred compensation plan, apprenticeship, and health benefit funds for each hour worked
4. Trucking
   Any trucking at and on the site of construction is covered by the PLA and Owner-Operators are also covered
5. Soils and Materials Testing Inspection
   Such work performed at the site of construction and is a classification on which a California prevailing wage determination has been published is covered by the PLA
6. Pre-Job Conference
   The successful general contractor and all subcontractors must attend a pre-job conference with the County of Alameda Building & Construction Trades Council prior to start of construction
7. District Pre-Construction Meeting
   The successful general contractor and all subcontractors must attend scheduled pre-construction job meetings with the appropriate PM, Inspector of Record and DSI personnel as required
8. Prevailing Wages
   All construction workers must be paid the prevailing wage as determined by the State of California. Benefits are the established labor-management vacation, pension or other forms of deferred compensation plan, apprenticeship, and health benefit funds for each hour worked

Local Business Utilization (LBU) Policy Sheet

Policy Established: December 2008, by the Board of Education for the Oakland Unified School District

Policy Goal: To encourage the utilization of local and small local business based in Oakland

Policy Requirement: There is twenty percent LBU participation requirement on all district contracts. Bids that do not meet 20% LBU requirements are considered non-responsive, unless otherwise approved by the district. All firms meeting 20% LBU participation with a maximum 10% Local Business Enterprise (LBE) and minimum 10% Small Local Business Enterprise (SLBE) or Small Local Resident Business Enterprise (SLRBE) will be considered responsive and receive a 2% bid discount. In addition to the 2% bid discount for the minimum 20% participation, firms with participation of 30% - 50% will earn additional bid discounts in the following:

1. Bidders receive an additional 1% discount for 30% LBU participation, if team has a minimum 5% out of the 30% participation, will receive 3% bid discount
2. Bidders receive an additional 1% discount for 40% LBU participation, if team has a minimum 10% SLRBE out of the 40% LBU participation, will receive 4% bid discount
3. Bidders receive an additional 1% discount for 50% or more LBU participation. If team had a minimum 15% SLRBE out of 50% LBU participation the team will receive the maximum 5% discount

Certification: The District honors local firms certified by the City of Oakland. Firms must be certified prior to bid submittal:

1. Proof of certification and resident verification must be submitted no later than 24 hours after bid submittal
2. To receive participation credit, all LBU firms must be certified upon submittal of bid proposal
3. For list of firms certifies with the City of Oakland go to www.oaklandnet.com and click business with the City of Oakland or www.ousd.k12.ca.us

Bid Responsiveness: Upon submittal your information will be reviewed and approved for responsiveness and bid discount.

4.6: Bid Opening and Analysis

On the day that bids are due, all bids will be received at the OUSD purchasing department desk, located at 900 High Street. The purchasing department will date and stamp each bid as soon as it is received.

The Bid Coordinator will pick up all the bids from 955 High Street.

The Bid Coordinator will prepare the Bid Tabulation sheet and will bring copies to the bid opening.

The bids will be opened and read by the Bid Coordinator. OUSD representative will attend bid opening as witness.

The Bid Coordinator will record each bid as it is read. Also, the Bid Coordinator will note the required documents that must be submitted with each bid.

All bids must include the following items to be considered as a responsive bid:

1. The bid form must be signed
2. The bidder must acknowledge all addenda, and have noted this on the bid form
3. A bid bond must be included
4. The bid form must have all subcontractors listed that are over 1-½% of the total bid
5. A signed Non-Collusion Affidavit

Bidders must submit within 24 hours of the bid due date the following items:

1. DVBE documentation
2. Local Business Participation Worksheets
3. Department Suspension & Schedule Z

Once the bids have been opened and read, the Bid Coordinator will perform the following:

1. Type up the Bid Tabulation Worksheet
2. Send a copy of the three lowest bids to the Local Business Policy administrator, along with the Local Business Participation Worksheets that each bidder submitted

Once the Local Business Administrator has reviewed the Local Business participation for the bidders, an analysis letter will be sent via email to the PM, the Bid Coordinator, and the Facilities Director. This letter will identify the low bidder’s participation percentage and qualification.

After the Bid Coordinator has received this letter, the Bid Tabulation Worksheet will be updated as necessary to reflect any changes.

Once the Bid Tabulation Worksheet is completed, the Bid Coordinator will distribute it to the following individuals:

1. The Project Manager
2. Post on the OUSD Facilities Division Website

The Bid Coordinator will provide a complete copy of the low bid to the PM for the project, including the bid form, the bid bind, pre-qualification letter, non-collusion affidavit, subcontractor lists, and local business participation forms.

The PM will use this for the preparation of the contract award documents.

Save all document to server with date and description.

4.7: Rejection of Bids

Occasionally it will be necessary for the district to reject any or all the bids on a project.

Some of the reasons for bid rejection are the following:

1. It is in the best interest of school district to reject the bids
2. All the bids that were received are over the project budget
3. No bidders submitted a completely responsive bid
4. Due to program changes the district has made the decision to not move forward with the project

Once the decision has been made the reject bids on a project the following steps must be taken:

1. The PM will prepare the rejection of bids letter and submit it to the Facilities Director for signature
2. Once signed by Facilities Director, the rejection of bids letter will be distributed to all the contractors that submitted a bid on the project
3. The PM will forward a copy of this signed letter to the Bid Coordinator for posting to the OUSD Facilities Division website

4.8: Bid Award Procedure

Once the responsive low bidder had been determined and verified by the Local Business Administrator, the PM will prepare the bid award documents.

The bid award documents include the following:

1. Notice of Intent to Award Letter
2. Agreement Request for Low Bid Contractor
3. Request for Signature Cover Sheet

Notice of Intent to Award Letter[25]
This letter once signed notifies the contractor they are being awarded the bid and requests the contractor forward their bonds, insurance, and letters of assent within seven days.

Agreement Request for Low Bid Contractor[26]
The agreement request is entered into the PM Database and the form printed out for signature. This form includes all the information that will be necessary for the contract administrator to prepare the contract. This form is signed by the Facilities Director and Deputy Chief.

All the above documents are to be submitted to the Facilities Director and Deputy Chief in one package[27].

Once all the documents have been signed, they are to be distributed to the following[28]:

1. Notice of Intent to Award - This is sent to the contractor via email, fax, and U.S. mail
2. Agreement request form - This is sent to the contract administrator for processing of the contract

The PM will keep a copy of the signed notice of intent to award letter, acceptance of bid memo and agreement request form for their records.

The Contract Administrator will prepare the contract and email it to the contractor requesting three wet signed copies be returned along with the required insurance documents. **Please find attachments inside the hyperlinks in the footnotes below.**

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25 Pre-Job Conference Request Form
26 Project Information Form
27 OUSD Contractor Information Packet
28 Project Labor Agreement

4.9: Bonds and Insurance

Payment Bond Requirements

Pursuant to Public Contract Code section 3247, every contractor is awarded a contract by a public entity (except for state contracts) involving an expander more than $60,000.00 for any public work shall, before entering upon the performance of the work, file a payment bond of a form approved by the public entity by whom the contract is awarded.

Pursuant to public contract code section 3248, the payment bond must be in an amount no less than 100% of the total amount payable by the terms of the contract.

Performance Bond Requirements

Pursuant to the California Government Code section 66499.1, whenever security is required in connection with the performance of any act or agreement, the security shall be subject to the approval of the local agency.

Pursuant to the California Government Code section 66499.2, the amount of the bond must be 100% of the total amount payable, by the terms of the contract, as required by OUSD and in compliance with the law.

4.10: Notice to Proceed

For a contractor to be able to begin any construction activities a notice to proceed letter must be issued by OUSD.

The notice to proceed letter cannot be issued until a board approved contract is in place. It is the PM's responsibility to track the contract from the time the agreement request is submitted to the Contract Administrator to the final board approval of the contract.

Once the PM has verified the board approval of the contract, the PM will prepare the notice to proceed letter.

The notice of proceed letter is to be submitted to the Facilities Director for review and then forwarded to the Deputy Chief Facilities for signature. A request for signature cover sheet should be attached to this letter. It is also recommended that a copy of the final board action be printed and included with the notice to proceed letter. This will show confirmation of the board approved contract.

The signed NTP is returned to the PM who then sends it via email, fax, U.S. mail to the general contractor.

The signed NTP letter should also be forwarded via email to the following:

1. The Architect
2. The Inspector of Record
3. The OUSD Labor Compliance Dept
4. The Project Labor Agreement Administrator
5. The Local Business Policy Administrator

Prior to issuing the notice to proceed letter to a contractor, it is the PM's responsibility to make sure that board approved contracts are in place for the following:

1. Inspect of Record
2. Special Inspections Firm
3. Geotechnical Engineering Firm
4. Hazardous Materials Abatement Testing
5. Any other misc. Contract that will be necessary during the construction phase

5.1: Start Up Checklist

After the PM has sent the NTP to the GC, the PM needs to set up a pre-job (PLA) meeting with the union hall and a pre-construction meeting with the GC. This checklist is the order in which the startup of a project should proceed:

1. The PM must fill out the project information form supplied by DSI (stored in the P: drive under standard form in the PLA folder) prior to the pre-job meeting, DSI with use this information to arrange the pre-job meeting at the union Temple
2. This project information is to be sent to DSI
3. At the same time the PM needs to provide a complete sub list with all the subcontractors information, name, address, contractor's license number, phone number etc.
4. Get all letters of assent signed by all subcontractors, not just listed subs, but all tears of subcontractors
5. Inform site the project has been bid and is moving forward, verify the location of where the contractors' trailer/s can be placed and identify staging area/s. Make sure the site is aware of how long the trailer/s will be in that location and of not interfering with the daily operation of the school.
6. Pre-job (PLA) meeting at the union hall temple, the PM must include:
    a. The General Contractor
    b. All subcontractors listed at the time of bid
    c. Do not let the contractors start the project until this meeting is completed
    d. Pre-construction meeting
    e. Prepare agenda
7. Attendees should include, the PM, GC, and all involved with this project, Architect, main consultants, IOR and AIOR, site staff that will be involved and B & G representatives that will be involved in the startup
8. Get all necessary keys and temporary codes needed for GC to have access to project work areas
9. Get GC mobilized and start project
10. If not already started, start the permit and engineering process for PG&E and EBMUD if applicable. Also be mindful of deferred approval items, such as fire sprinklers, elevators, and some skylights. If the submittal of these deferred approval is not submitted in a timely manner, they may delay the completion of the project on time

5.2: Pre-Construction Meetings

The PM will setup a pre-construction meeting after the pre-job meeting is completed, it is preferred you have the pre-construction meeting on site to address any issues at that time. The PM will have an agenda setup to address all the district requirements, issues, and procedures. This meeting should include:

1. The Architect and main consultants
2. The general contractor and their major subcontractors (electrical, plumbing, mechanical, etc.)
3. The IOR and AIOR if applicable
4. District fire alarm and intrusion consultants
5. Site administrators or staff that will be involved in the project

The agenda should address the major issues listed in the specifications, such as:

1. Schedules needed immediately, within ninety days, three weeks look ahead and monthly updates
2. Schedule of values-needs approval before first pay application can be submitted
    a. Discuss how the owner's allowance is to be shown on the schedule of values, and how it will be used for AED's
3. Phasing (if applicable)
4. Moving coordination
5. Discuss PG&E and EBMUD applications (if applicable)
6. Mobilization-trailer location, keys and temporary codes needed (intrusion and fire alarm)
7. Make sure to address the procedures for working on (N) and (E) fire alarm and intrusion systems. This would also include the contact names and numbers
8. Emergency contact list, for both the contractor and district personnel
9. Submittal process per specification
10. RFI process and format
11. AED/PCO process and format
12. Inspection request process
13. Pay application process (dates to submit, releases and certified payroll)

5.3: Temporary Keys & Security Codes

Temporary Keys:
Once the areas have been identified that need keys for access, the PM will email the Deputy Chief Coordinator. In the email explain exactly what keys are needed and how many sets, it will usually take about 3-4 days to get the keys.

Once the PM has received the keys, the PM will create a transmittal that will state exactly what the GC will receive and have the GC representative sign the transmittal. Remind the GC, they will be returning all supplied keys at the end of the project and will be held responsible for lost or stolen keys.

At the end of the project, the PM will gather all keys supplied at the beginning of the project, if all keys are not returned. The PM will need to make the call whether this is a security issue, if this becomes a security issue, the GC may be held responsible for all costs inquired from rekeying the site.

Security Codes:
Before any work begins on the fire alarm and intrusion systems, the PM needs to get temporary codes for the GC. These codes can be acquired through the B&G fire alarm division.

5.4: Schedule Development & Updating

1. All projects need to have a current and accurate schedule. At the beginning of the project, the PM will generate a schedule within three weeks of being assigned to the project. All schedules should include at a minimum all significant activities which would typically include: site acquisition, schematic design, design development, review period by the district (B&G), construction drawings, DSA submittal, constructability review (simultaneous with DSA review), DSA backcheck, bidding process (including advertising, pre-bid walk, bid, bid review), contracts, notice to proceed, construction (as defined by the contract documents), substantial completion, punch list, and closeout
2. No matter the size of the project, all projects need a detailed project construction schedule and contractor narrative monthly. This needs to be generated by the GC and updated by the GC monthly per the specifications under scheduling update procedure. This monthly update is also tied to the monthly pay application, which will not be approved without the schedule update. This is also stated in the specifications. As per the specifications, the submitted schedule should be either Microsoft Projects or Primavera P6. Most small projects will be submitted in the project
3. The PM needs to be thoroughly familiar with the district's scheduling requirements as defined in the general conditions of the front-end documents, section 700-3.08. The PM is responsible for making sure the general contractor strictly complies with this scheduling specification
4. The General Contractor is required to submit an updated schedule with each pay application. The PM (along with the Architect and IOR) needs to review the schedule and make sure the percentage complete shown on the schedule update matches the pay application. The PM needs to notify the General Contractor in writing whenever schedule slippage occurs within 10 days. This written notification should typically request a recovery plan from the general contractor
5. Time extension requests from the general contractor should be requested in writing with the reason for the delay, and accompanied by supporting schedule "fragnets" as detailed in the contract documents

Being able to accurately track a project's schedule and complete projects on time and budget is one of the most important responsibilities of the PM. Projects that finish on time are typically successful while those that do not are typically over budget.

5.5: Preparations for Construction & Site Coordination

Preparing for the start of a project can be in most cases the difference between a successful or unsuccessful start. Having all your project folders setup, necessary documents sent to the general contractor, and knowing your project by spending time reviewing the project drawings. In reviewing the drawings, in advance, the PM may be able to pick up on a design issue, and address it ahead of time, to prevent any potential delays. Review checklist below, use as a tool for preparation:

1. Setup project folders on the P: drive
2. Setup project in PM project tool
3. Thoroughly review project plans and specifications
4. Locate and verify site can accommodate utilities needed for project

Site coordination is a major issue on some projects, projects that are phased need to be coordinated with the site administrators, and temporary housing may be needed for the students.

5.6: Contractor’s Safety Plan & Site Safety

Safety Plan:
In our specifications, it states the general contractor needs to provide a “safety plan”. They should include what is applicable to your project, such as a demolition plan if it includes structural demo, scaffold plan, fencing off occupied site, staging plan and security if needed. Once the safety plan has been reviewed and approved by the Architect, IOR and the PM. The PM will need a sit down with the site administrators, and thoroughly go through the plan and explain all aspects of the plan. If there are any changes that need to be implemented because of site needs, these will need to be addressed with the general contractor.

Site Safety:
Since in many cases we are dealing with young students occupying the sites, safety should be a top priority for all parties involved. If you have a summer modernization that will for the most part does not have an occupied site, the safety level is not as high. However, keep in mind that many sites have playground equipment that is utilized by neighborhood kids during the summer. Because of this keeping a safe a clean site will be a priority, it will be the responsibility of the PM and the IOR who represent the district, to enforce this safety with the general contractor and its subcontractors. This would include verifying the site is clean of all debris and dangerous materials that may be easily accessed by kids or young adults.

5.7: Utility Tie-Ins and Shutdowns

On any new project that involves a new power service, water meter, fire sprinklers and fire hydrant. It will involve getting engineering and permits from either PG&E[29] or EBMUD[30]. In some cases, getting these permits will be the responsibility of the General Contractor, but in most projects, it will be the PM's responsibility (before any information is given or engineering started, the Architect and/or consultants must thoroughly research the site. They are to verify that no existing meters, power lines, etc. can be utilized to reduce fees for new services).

The first step is to contact PG&E[31] or EBMUD and get them the project information, so they can give the district an estimate for engineering. Once the agency as given estimate on their letterhead, the PM will submit this document with a check request. Because engineering can take months, it is crucial the check requests be submitted timely, so as not to delay the project.

Once the check for engineering has been processed, it is the responsibility of the PM to get the payment to the appropriate agency so the engineering can begin. As a result of past issues, the PM must stay in constant contact with the agency and be persistent about when the engineering will be complete and when they will be able to schedule the installation.

It is key the PM keeps the general contractor and Architect informed of the progress and coordinate all work that needs to be ready for the new services to be installed. **Please find attachments inside the hyperlinks in the footnotes below.**

[29] PG&E Electrical Sample Form
[30] Water Service Application
[31] Gas Sample Form

5.8: Weekly Construction Meetings

1. Meeting minutes are very important, and a great management tool to track all action items issues and is a critical part of the official record. Minutes are mandatory and need to be taken for all project meetings and should be written in a manner that someone not familiar with the project can follow the issues
2. The weekly construction meetings minutes may be taken by either PM, Engineer or Architect (this is listed as a task in all Architectural contracts). If the Architect takes the minutes, the PM is responsible for reviewing them and verifying their accuracy
3. Meeting minutes are ideally issued within seventy-two hours of the next meeting to all parties. The notes should be reviewed, and any changes returned to the author within twenty-four hours of issuance, so the changes can be implemented
4. The meeting notes format should include a project summary on the first page. The summary should include the following items:
    a. NTP Date
    b. Project Duration
    c. Contract Completion Date
    d. Days Elapsed from NTP Date
    e. Projected Completion Date
    f. Original Contract Amount
    g. Total Value of Approved Change Orders or AEDs
    h. Current Contract Amount
    i. All Attendees (to be updated weekly)
    j. Use to Track Delays, Submittals, RFIs, ASIs, etc.
5. All meeting minutes should track projects issues by item number, description, responsible party, and date required. A sample meeting template can be found on the P-drive under standard forms/meeting minutes
6. In addition to the weekly construction meetings, minutes should be kept for all design meetings, meetings with site administrators, public agencies, and utility companies

5.9: Submittals

Submittals have become a major issue in past projects, and our specifications clearly state the general contractor is to have all submittals submitted within thirty-five days of the NTP. However, we still have submittals being submitted months later for site work and miscellaneous products that are installed at the end of a project. Submittals need to have more focus, as they can cause delays in ordering materials and potentially delaying the project. We must also pay more attention to substitutions submitted by the general contractors, as they may be looking to save money, and if there are savings the district should get a credit for those savings.

The submittals should always be included in the full schedule and be linked to the task they affect. This will be reviewed and verified during the analysis of the entire project schedule. To help alleviate these tardy submittals, in the future we will tie liquidated damages (time and amounts will vary per project) to late submittals on all projects being bid. This is not to punish the contractors but help motivate them to follow our specifications.

Even though it is the responsibility of the contractor to submit submittals in a timely fashion. Responsibility does not fall from the Architect and the PM to push the general contractor and track the submission of all submittals and assure the project will not be affected by their tardiness.

Refer to project specifications which covers additional information surrounding specific timelines process and information about the PM reviewing before OAR can issue. All submittal passing through the PM/CM back and forth between the AOR and the Contractors.

5.10: Request for Information (RFI)

RFIs are critical to tracking issues in a project, they are also critical to create a paper trail for cost changes in a project, which in most cases creates an AED or PCO. No change orders will be created without some form of a paper trail. Such as an RFI, ASI, etc. as back up.

The district does not supply an RFI sample or format, it is up to the general contractor to submit a sample of the format they will use for approval. Be aware if the general contractor starts submitting RFIs excessively, this is a sign of either a bad design or a general contractor fishing for added cost. Either way this will most likely lead to change orders, and the PM needs to make the district aware of the problems.

Refer to project specifications, which covers additional information surrounding specific timelines, frivolous RFI process and information about the PM reviewing before OAR can issue.

5.11: PCOs Code Definitions

For a matter of explanation, the following definitions are to help understand the coding system for PCOs.

Reviewing for merit:
This review would involve all parties associated with the project, along with OUSD's estimator. They would review the reason for the PCO request, the PCO could be generated by an RFI, ASI, etc. Once OUSD receives the PCO, it will be reviewed for accurate labor rates per the DIR, man hours, quantities, and markup rates on labor, materials, taxes, and insurance.

Make sure to check your project specifications.

Change Management

Allowance Expenditure Directives - Construction Services (No BOE Approval Required)

1. Contractor submits a potential change order (PCO) with scope, cost and schedule impacts, days after encountering changed conditions
2. PM & AOR confirm entitlement
3. District's Estimator developed estimates for PCO's more than a particular amount
4. PM negotiates costs
5. PM issues AED
6. PM logs AED
7. Approvals - Director of Construction & Planning
8. Approvals - Deputy Chief of Facilities Planning & Management
9. Contractor proceeds with the work

Professional Services - Additional services less than 10% of the contract value

1. Vendor submits an additional services request with scope, cost and schedule impacts, days after encountering changed conditions
2. PM confirms entitlement
3. Negotiate costs
4. PM issues agreement request to amend contract
5. Approvals - Deputy Chief of Facilities Planning & Management
6. Contractor proceeds with the work
7. BOE approval is required prior to proceeding with work after 10% of contract value is exceeded cumulatively per fiscal year for all OUSD projects
8. BOE approval is required prior to proceeding with work if the vendor has exceeded $60,000 in contracts across all projects per fiscal year
9. If an additional service request exceeds 50% of the contract value, a new contract is required

Change Order / Additional Services - More than 10% of the contract value

1. Contractor/Vendor submits a potential change order (PCO) or additional service request with scope, cost and schedule impacts, days after encountering changed conditions. PCOs should be inclusive of RFIs, ASIs, Bulletin or Addendums

2. PM confirms entitlement
3. District's Estimator developed estimates for PCO's more than a particular quantity
4. Negotiate costs
5. PM issues change order
6. PM submits to legal
7. PM logs change request
8. Legal reviews and prepares change order
9. Approvals - Deputy Chief of Facilities Planning & Management
10. BOE Transmittal
11. BOE Approval
12. Contractor proceeds with the work
13. BOE approval is required prior to proceeding with work if a change order exceeds 10% of contract value
14. If a change order exceeds 50% of the contract value, a new contract is required

Each PCO must be properly coded per the reason the change is required, per the following:

1. Unforeseen Conditions: This coding would come into play with covered areas that could not be investigated until some demolition was performed. In most cases, dry rot was discovered and has caused damage to the structure
2. Owner Requested Change: This coding would most likely come into play by a site request or some change in OUSD current standards
3. DSA or Agency Requested Change: This code would involve DSA or some other controlling agency that enforces life/safety or health issues
4. Design Error or Omission (no fees are paid to Architect on Errors): This code would include scope of work that was missed by the Architect and would be considered omissions. The other would be work that was installed and approved by the Architect but was found to be incorrect and must be replaced, this would-be errors. In the case of errors, the Architect would not receive fees for the change, and may be held responsible for the cost to the district

6.1: Project Closeout Procedure

To successfully close out a project the following steps should be followed:

1. At the beginning of the construction phase of each project the PM should forward the DSA-102 contract information form and the DSA-5 project inspector qualification record, to the close out coordinator[32]
2. Once the Architect has issued the complete punch list the certificate of substantial completion can be issued[33]
3. Once the certificate of substantial completion has been issued setup a meeting with the close out coordinator, IOR and contractor to discuss the close out process and the documents that will be required from each entity. During this meeting, the team will review the DSA closeout checklist and the project closeout checklist
4. After the contractor has completed all the punch list items, notice of completion can be filed[34]
5. As soon as the certificate of substantial completion has been issued, the PM, contractor, and Architect need to finalize all AEDs and PCOs and change orders
6. Once the NOC has been filed, the PM should collect the As-Built drawings, operation and maintenance manuals, and warranties from the contractor. The As-Built drawings and the O&Ms should be reviewed and signed off by both the IOR and Architect. These can then be turned over to the file room coordinator
7. If the items in item six have been received and thirty-five calendar days have elapsed from the filing of the notice of completion, the PM can begin releasing partial or full retention monies. **Please find attachments inside the hyperlinks in the footnotes below**

[32] Procedure: Electronic Plan Review for Design Professional of Record Using Bluebeam 2018
[33] Procedure: Project Submittal Appointment Process
[34] Field Documentation Turnover

6.2: Certificate of Substantial Completion Procedure

To successfully file the certificate of substantial completion for a project, the following steps should be followed:

1. A certificate of substantial completion needs to be prepared and issued by the PM with a copy of the complete punch list that has been issued by the Architect
2. The certificate of substantial completion is to be signed by both the Architect and the contractor prior to being submitted to the Chief Deputy Coordinator for signature. Three wet signed copies of the certificate, each with a copy of the punch list, are to be submitted for signature
3. Once the certificate of substantial completion has been signed by the Superintendent, one wet signed copy is sent to the contractor, one is sent to the Architect, and one is to be filed in the project files
4. The contractor is required to complete all punch list items within fourteen days of the date of the certificate of substantial completion

6.3: Notice of Completion

1. A notice of completion needs to be issued before retention can be released[35]. The notice of completion form is located on the P: drive at P: standard forms\notice of completion template in the close out folder
2. The items that need to accompany the NOC are as listed:
    a. The notice of completion form filled out in its entirety
    b. The letter and punch lists signed off by the Architect (along with any special circumstances noted)
    c. All these items will be submitted in one package to the Director of Facilities for review, before they go to the Chief Deputy Coordinator for signature
3. After the notice of completion is signed, the PM will make a hard copy and scan into the project file. Then the original is to be submitted so the notice of completion can be submitted to the County Clerk for the record. Once the county has recorded the notice of completion this starts the clock ticking on the thirty-five days before retention can be fully released
4. Note: In some special circumstances, when the notice of completion is submitted for signature, it can be noted that not all punch list items are not completed. But all items will be completed within the thirty-five days before retention will be released. If these items are not completed in that time frame, then a portion of the retention will be withheld. The standard withholding is 150% of the value of the item. Once the item has been completed and signed off by all parties, the remaining retention will be released. **Please find attachments inside the hyperlinks in the footnotes below**

[35] Agreement and Release of Any and All Claims

6.4: DSA Closeout Coordinator Procedure

The Closeout Coordinator works with the PM and Architect of Record in collecting all documents for certified closeout by DSA. Closeout should begin at the beginning of the project, by collecting the following documents:

1. Approval of plans letter
2. Copies of all DSA approved addenda
3. Form DSA-103 structural tests and inspections
4. DSA-102 contract information document signed by Architect of Record and must have a list of the subcontractors attached
5. DSA-5 inspector qualifications and/or DSA-5 assistant inspector qualifications signed by Architect, Engineer(s), if any, school district and approved by DSA

Documents during the project:

1. If there are change orders, they should be submitted by the Architect and DSA as they occur and not at the end of the project. Once it is DSA approved, make sure the Architect sends you copies
2. Any CCD/A-CCD/B Addendums, Amendments, Bulletins, ASI's should be collected here

Documents at the end of the project:

1. DSA-6 Contractor's final verified report
2. DSA-6 inspector's final verified report (if there are change orders the IOR must see the DSA approved document or the IOR will not issue his/her form 6). The Inspector may also be required to issue form DSA-121 checklist for site inspection of relocatable buildings. This form is used in lieu of semi-monthly and/or monthly reports the IOR issues to DSA on portable projects because they are usually done in a short amount of time
3. DSA-6A/E Architect/Engineer final verified report
4. Testing documents, if any, as listed below:
   a. DSA-291 Laboratory Verified Report
   b. DSA-292 Special Inspection Verified Report
   c. DSA-293 Geotechnical Verified Report
5. Electrical ground rod test (portables/modular buildings)
6. Recorded notice of completion
7. Any other miscellaneous items that may need special attention

Submitting documents:

1. DSA utilizes the BOX system process for closeout documents
2. If you are submitting documents for a project that was closed without certification, then you must submit via email and hard copy, with a check in the amount of $150.00 for re-opening the project with DSA. It would be wise to hand deliver the documents and check with two transmittals. Have the receptionist at DSA date stamp your copy of the transmittal. This is your proof that they indeed received the required documents

6.5: Final Payments Procedure:

To successfully release the final payments to the Architect, contractor, and all miscellaneous vendors on a project the following steps should be followed.

General Contractor

To release the final retention monies to the general contractor the following items need to be completed/submitted:

1. Notice of completion needs to have been filed for a minimum of thirty-five calendar days
2. A completed section 0065 release of claims needs to be submitted by the contractor
3. A letter from the contractor requesting release of their escrow/retention funds
4. A completed/signed DSA form 6
5. As Built drawings and operation and maintenance manuals

Architect

To release the final payment to the Architect the following items need to be completed/submitted:

1. A completed/signed DSA form 6
2. Review and sign off the As Built drawings and operation and maintenance manuals
3. DSA approval of all PCOs/change orders
4. DSA certified closeout

Inspector of Record

To release the final payment to the IOR the following items need to be completed/submitted:

1. A completed/signed DSA form 6
2. Review and sign off the As Built drawings

Miscellaneous Vendors

To release the final payment to the miscellaneous vendors, the following items need to be completed/submitted:

1. Any final reports needed for DSA Closeout

6.6: Postmortem Procedure

The postmortem document will capture all the pertinent data for each project and should be completed within 30 days after the filing of the notice of completion.

Along with the postmortem the PM should complete the projected project cost worksheet. The projected cost worksheet will reflect the final anticipated costs for the project.

Both the postmortem and the projected cost worksheet are to be filed in the project paper files and the project electronic files on the P: drive.

The postmortem data will include the following:

1. Project name, project number, and site address
2. Original project budget, budget increases, and revised budget amount
3. Bid date, general contractor name, and bid amount
4. Original bid allowance amount and amount of allowance used on the project
5. Change orders and final contract amount
6. NTP date, original contract duration, substantial completion date, and notice of completion date
7. Original budget/scoping information
8. Project description
9. Construction narrative
10. Change order information
11. Close out comments

6.7: As Built, O&Ms and Warranties

To successfully close out a project these items must be submitted by the contractor within thirty days of the filing of the notice of completion.

The PM should have documentation of receipt of the As Built drawings, operation and maintenance manuals, and warranties (i.e., a copy of a transmittal for the project files).

As Built Drawings

The General Contractor is to submit one full size set of drawings that have been updated to include all addenda, RFIs, ASIs and all changed conditions on a project including addendums, amendments, bulletins, CCD/A & CCD/B.

The as Built drawings must be reviewed and signed by both the Architect and IOR (must occur before notice of completion).

In addition, the general contractor is to provide a CD containing a scanned copy of the As Built drawings (As Built set should be colored to see changes and revision).

Once the PM has received the As Built drawings as well as the CD, they are to be turned over to the Documents Control Coordinator for logging and filing in the plan room. The Documents Control Coordinator will then copy the electronic As Built drawing files from the CD and file on the X: drive under the drawings folder.

Operation and Maintenance Manuals and Warranties

The General Contractor is to submit three sets of operation and maintenance manuals for a project. These manuals are to be submitted in three ring binders and should contain all the operation and maintenance information for the project, warranties, and a complete list of subcontractors (including contact information for each).

The O&M manuals are to be reviewed and approved by the Architect prior to be received by the PM.

Once the PM has received the O&M manuals. They are to be turned over to the Documents Control Coordinator for filing in the archive room.

6.8: Buildings & Grounds/Site Staff Training

The trainings are to be organized and coordinated by the PM. The training should at a minimum include the following:

1. New mechanical systems
2. New electrical systems
3. New telephone systems
4. New intercom systems
5. New elevator installations
6. New intrusion alarm and fire alarm systems
7. New plumbing systems
8. New data installations

The training sessions should be attended by the General Contractor, Subcontractors, appropriate B&G staff, and any site staff that may be interested.

The training session should be done in accordance with the requirements outlined in the project specifications.

The PM should document the attendees of all training sessions via a sign in sheet.

The PM/CM should coordinate any start up training with the commissioning agent if the project warrants or has any Title 24 MEO components as well as any BAS systems with Serco.