

1.1

Issue RFP for a Program Manager

Item Status Open Closed Date Item Closed: 8/27/2007 **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 11

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend We concur with the District's decision to issue an RFP for a Program Manager. A Program Manager will bring stability to the overall program and become a point of contact and coordinating body for all activities related to the District's program.

Progress The District completed the RFQ, Evaluation, "Shortlist", Interview, and selection of a Program Manager. The Board authorized staff to negotiate a contract with Gafcon-Harris during the August Board Meeting for an initial term of one year. Gafcon-Harris mobilized on Monday, August 27, 2007. Randall Duncan, Launch Manager, was tasked with 1) Validation of the Proposition H Program; 2) Develop 30 & 90 Day Action Plan; 3) Recommend "Path Forward"; 4) Respond to Performance Review; 5) Develop management tool for tracking, statusing, and reporting actions as a result of the recommendations delineated in the Bond Advisory Commission Final Report dated June 14, 2007.

Status

1.2

Revise Master Architect and Construction Manager Scopes

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 11

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend We recommend that the District review and revise the scope of the work assigned to the Master Architect and Construction Manager to more clearly define their roles in the process.

Progress In progress

Status

1.3

Update Program / Project Manual

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 12

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

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Recommend When the Program Manager has been hired we recommend the District consider revising and updating the Program/Project Manual which builds on the current School Facility Program Handbook and the Construction Management Manual and addresses our concerns about how projects are managed and organized at the District level.

Progress The Program Manager has been tasked with the review of the Program Procedures and Processes in place; then to submit for consideration a revised Program Procedures Manual supported by a Roles and Responsibilities Matrix for review by Facilities Management.

Status

1.4

Standardized Reporting Format

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 13

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Recommend We commend the District on developing a standardized reporting model that shows all components of expenditures and encompasses all reporting needs for District management, accounting, CBOC, and Board needs. All projects should be listed with consistent titles, include budgets (both initial and current), schedules, and comprehensive information that are easily readable. This system can be monitored and updated as part of the duties assigned to the Program Manager.

Progress The Program Manager has been tasked with evaluating budgets, cost estimates, schedules, expenditure reports, and with the development of a recommended path forward regarding controls. Controls defined as systems, processes, procedures, tracking tools, communications protocol and reporting templates that will serve as effective management tools on a project by project basis, and program wide. These same reports will serve as reporting tools for the CBOC and the Board.

Status

1.5

Consultant to Support CBOC

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 14

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Recommend We recommend that the District strengthen the communications with all stakeholder groups by delivering information about project status with monthly reports, both financial and informative, through development of a web site that is easy to use and provides for public input and comment. Special quarterly "state of the program" status meetings may also be helpful to communicate with the public.

Progress The District completed the RFQ, Evaluation, Shortlist, Interview, and selection of a CBOC Support Services consultant. The Board authorized staff to negotiate a contract with Colbi Technologies during the August Board Meeting. Larry Goshorn, Colbi Technologies, will be working with the CBOC Chairperson, Vice Chairperson and CBOC Subcommittees.

Status

2.1

More Clear Architectural Contract Format

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 17

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend

We recommend that the District consider adopting an architectural contract format which more clearly defines the scope, budget, and schedule for projects. If the District utilizes a master agreement format with task orders issued subsequent to the master agreement, then the task order authorizations or the main agreement should contain the following elements: (a) A scope of work developed and issued by the District rather than the Architect, (b) A statement of the anticipated budget indexed to the CCCI or other standard as a benchmark to measure performance, (c) Sections defining the role of the architect in relation to other consultants (Program Manager, Construction Manager), and any and all District design standards to be incorporated into the design of the project, (d) Definition of timelines for deliverables at each phase of the work (schematic, preliminary, working drawings).

Progress

The Program Manager is reviewing the existing architectural services agreement and has plans to present an alternative architectural agreement to the Executive Director, Facilities Management (Kiesling) and the Executive Director, Purchasing (Carreon) for District consideration. The proposed architectural services contract agreement will be comprised of the following: a) a fully developed scope of services by phase (design; bid/award; construction; close-outs); b) a specific "target construction budget" to which the architect is contracted to design to, inclusive of every aspect of the delivery of the project for a specified lump sum fee; and c) a deliverables schedule including milestone dates for delivery of conceptual, schematic, design development, and 50%, 90%, 100%, and Final construction documents.

Status

2.2

Separation of Basic Architectural Services

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 17

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Recommend

We recommend that the District separate basic architectural services agreements for project design and construction activity from lump sum authorizations and set limits on lump sum agreements for specialized services.

Progress

The Program Manager plans are to minimize "additional services" and "specialized services" by revising basic architectural services to be all inclusive of the known components of the project.

Status

2.3

Review Contract Language

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 19

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Recommend We recommend that the District, in conjunction with legal counsel, review the contract language and modify the fee structure such that ambiguous interpretations, calculations, and adjustments to fee are more certainly fixed. Even though there are pros and cons to the current methods used we would recommend that the fees be fixed at the working drawing stage rather than at bid and that the projected allowable General Conditions and CM Fee be likewise fixed in the contract. In the case where projects are suspended and then re-started there should also be an agreed upon re-start fee.

Progress The Program Manager proposed architectural services agreement will provide a very definitive and comprehensive scope of services, a target construction budget, a specific lump sum fee, and specified schedule for the delivery of services. The lump sum fixed fee will be based on the "Target Construction Budget" for the duration of the contract and the project, unless otherwise revised by the District.

Status

2.4

Confirm School Assessments are Complete

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 21

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Recommend The District should verify if assessments have been completed for each school, and if complete, close out that portion of the contract. As it stands, there may be encumbrances or open contract sums which can be unencumbered and returned to the District as savings.

Progress

Status

2.5

Review Reimbursable Expense

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 21

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Recommend We recommend that the District review the A/E reimbursable expenses charged to the school assessments to insure that the charges are accurately capitalized.

Progress The Program Manager, as part of the validation of the Proposition H program, is undertaking the task of evaluating the fees to date, reimbursables to date (and corresponding backup) and the accounting treatment of said costs.

Status

3.1

Close out Executive Director Account

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 24

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend For accounting purposes, we recommend an amendment to close out the costs for the Executive Director that has an open balance of \$32,369.50. Additionally, the amendment should reflect actual completion for this service through March 2005.

Progress The Program Manager is in the process of reviewing every aspect of the delivery of construction management service to date. Identification of Project assignments, Estimated Costs, Establishment and Basis of Fees (CM Fees, General Conditions), contract language, scopes of services, roles & responsibilities, CM personnel resource assignments, documentation, communication, and invoicing.

Specifically, as it pertains to the "Executive Director", and/or for any other project personnel who are no longer authorized to work or charge the job, the Program Manager will close those activities out as part of the process of the issuance of a new contract agreement for construction management services. A new contract boilerplate will be presented by the Program Manager to the Executive Director, Facilities Management for consideration.

Status

3.2

Amend the Services Agreement

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 24

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Recommend Even though the GUHSD management (at the time the contract was executed) intended that Erickson-Hall provide all services listed, we recommend that the agreement should be modified to accurately reflect services provided. We recommend that current management take this opportunity to amend the services agreement to eliminate those tasks identified under "DEVELOP" and "ASSIST" as these were not provided by Erickson-Hall and likely will not be necessary.

Progress The new proposed Construction Management - Contract Agreement will be very specific as to the scope of services. The new contract will include only those tasks that are to performed under the contract. The new contract boilerplate will be presented by the Program Manager to the Executive Director, Facilities Management for consideration by September 30, 2007.

Status

3.3

Lower CM General Conditions Allowance

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 25

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend Bond Management may want to consider lowering the 8% General Conditions allowance as a result of our analysis of actual costs billed by the CM. For the Phase 2A projects, actual costs were less than half of the NTE allowance.

Progress The construction management services contract agreement boilerplate (proposed) will contain revised language and documentation requirements that will effectively serve to lower the budgetary parameters of General Conditions.

Status

3.4

Reconcile Erickson-Hall Fees

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 26

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Recommend GUHSD should confirm that Erickson-Hall's Phase 2B fees are reconciled once the trade contracts are executed.

Progress The CM Fee, General Condition structure will not be continually recalculated based on the sum of the trade contracts. The staffing requirements and general conditions (non-labor portion) will be established, in advance, for each project based on the target construction budget, and will not be adjusted thereafter, unless a delay in the project is caused by circumstances outside their control.

Status

3.5

Clearly Define "Reimbursable Costs"

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 26

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Recommend We suggest that "reimbursable costs" be more clearly defined in the contract.

Progress The Non-Labor Eligible Reimbursables will be specifically identified in the Eligible Reimbursables section of the new contract agreement for construction management services. Only those reimbursables that appear on the Reimbursables Schedule that are properly submitted for reimbursement substantiated by a copy of the vendor/supplier invoices will be reimbursed.

Status

3.6

Supporting Documentation for GC Costs

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 27

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School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend We suggest that the District require the CM to furnish complete support for the General Conditions costs as required by contract.

Progress Under review

Status

3.7

Subconsultants for CM Firms

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 27

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend We suggest that current GUHSD management implement a policy of approving the use of sub-consultants to the CM firm when costs are significant. Further, the District should confirm where these items were charged and in the future approve the use of the sub-consultant by receiving a detailed scope of services the consultant will provide.

Progress The new proposed contract agreement for construction management services will be very specific as to identifying any "pre-approved" sub-consultants, and the process for submitting for approval any proposed change to the pre-approved list.

Status

4.1

Apportioning of Fee to Projects

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 31

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend We recommend that the District reconcile its records to more clearly apportion the fee to the projects for accounting purposes.

Progress The Program Manager is embarking upon the task of enhancing the already existing Proposition H Financial Reporting System (PHFRS). This complimentary system to the already existing FACS platform will allow for the specific breakdown of fees ("soft costs") and accounting thereof, on a Project by Project basis.

Status

4.2

Revise Architectural Contract

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 32

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend We recommend that the District revise the architectural contract, in consultation with legal counsel, to clearly define the budget for the project and eliminate ambiguities regarding the basis for the architect's fee.

Progress

Status

4.3

Pro-Active Budget Control

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 35

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend We recommend as the program progresses that the District, through a Program Manager or in-house staff, take a more pro-active approach toward budget control through value engineering sessions at schematic, preliminary, and working drawing phases of project development and that they document decisions made at each phase of the work.

Progress The Program Manager's implementation plan will take into account every opportunity to identify cost savings opportunities visa vi through processes such as value engineering, bulk purchases of FF&E, and the site adaptable reuse of plans.
Controls for management of Scope, Schedule and Budget during every phase of the delivery of a project will be put in place through the process of deploying the new Program Procedures Manual, and execution of new contracts for professional services.

Status

4.4

Record Causes of Change Orders

Item Status Open Closed Date Item Closed: **Key Dates:** Report Date: 7/31/2007 Target Compl Date AF Page: 37

Action Req'd Board Staff **Category** A-Program Oversight B-Financial Oversight C-Program Management D-Strategic Planning

School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend We recommend that the District consider maintaining a record of change orders on each project and assigning them a category by reason so that the District develops a database of change order causes.

Progress The Program Manager will develop procedures, forms, and a process of tracking and reporting to staff, the Board, and CBOC specifics as to Change Orders by Project. Change Orders will be further tracked by category i.e. unforeseen conditions, owner requested, error, omission.

Status

5.1

Labor Compliance Allocation of Fee

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School(s) P-Wide New Other CHA ECH EC GRA GRO HEL MTM MVH SAN STE VAL VIK WES

Recommend We recommend that the District verify that Keenan did not exceed the fee on a per project basis as established by the SAB Reimbursable table. This could be accomplished by requesting actual time expended on each project. Although Keenan stated in an email intervire that they kept records based on actual time expended, it is used by Keenan only as a time management tracking tool and is not reported to the District on a per project basis. It is unclear whether fees exceed or are less than the approved scale.

Progress The Program Manager is in the process of reviewing the contract agreement and the billing practices to date, and will recommend changes to more accurately account for services rendered by project.

Status

5.2

Allocate Labor Compliance Costs

Item Status

Open Closed

Date Item Closed:

Key Dates:

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Target Compl Date

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Action Req'd

Board Staff

Category

A-Program Oversight

B-Financial Oversight

C-Program Management

D-Strategic Planning

School(s)

P-Wide

New

Other

CHA

ECH

EC

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GRO

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MTM

MVH

SAN

STE

VAL

VIK

WES

Recommend

We recommend that the District, once they have collected the labor compliance costs, allocate labor compliance program costs to each of the projects for accounting purposes.

Progress

The Program Manager, as part of the population of the Proposition H Financial Reporting System, and going forward, will structure the contract, billing such that there is a proper apportionment of labor compliance costs by Project.

Status

6.1

Dealing with Cost Escalations

Item Status

Open Closed

Date Item Closed:

Key Dates:

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Action Req'd

Board Staff

Category

A-Program Oversight

B-Financial Oversight

C-Program Management

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School(s)

P-Wide

New

Other

CHA

ECH

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Recommend

We concur with the current District administration's approach to dealing with the overall program deficits as a result of cost escalations. They have shared information with the various stakeholders and the Board, and are in the process of seeking new direction.

Progress

The Program Manager is in the process of determining how each project was and will be impacted by Construction Cost Escalation. A recommendation going forward as to project phasing at each school will incorporate taking into account the continued negative effects of escalation.

Status