



Program Procedures Manual (PPM)

Program Procedures Manual (PPM)

DeKalb County School District (DCSD)

SPLOST V Capital Improvement Program

Prepared by AECOM Technical Services, Inc.

(In Association with CERM)

Revision 3: August 2022

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Background / Introduction

- 0: Background/
Introduction
- 1: Program Staffing:
Organization and Roles
- 2: Program Management
Controls Strategy
- 3: Program/ Project
Communications Plan
- 4: Procurement
- 5: Pre-Design
- 6: Design
- 7: Construction
- 8: Closeout
- 9: Safety/Security

The DeKalb County School District's (DCSD) fifth consecutive Education Special Purpose Local Option Sales Tax (E-SPLOST) was voted into law by the citizens of DeKalb County on May 24, 2016. Tax revenue started accumulating on July 1, 2017, and was distributed to the DCSD starting August 2017. The E-SPLOST was expected to generate \$530 million in sales tax revenue for the DCSD's 2017-2022 Capital Improvement Program (CIP). An additional \$31 million in Georgia Department of Education (GaDOE) reimbursements are anticipated through the State Capital Outlay Program, resulting in a total Program value of \$561 million. The CIP seeks to address a portion of the \$2.2 billion of facility needs identified throughout DCSD.

The CIP includes, but is not limited to the construction of new schools, various large-scale additions and renovations, critical building system upgrades, roof replacements, parking lot upgrades, play grounds, synthetic turf fields, restroom fixture replacements, the refreshment of technology equipment and associated infrastructure, improvements to comply with the Americans with Disabilities Act (ADA), safety / security system upgrades, school bus and service vehicle purchases, and the allocation of funds to support the Local School Priority Request (LSPR) program, which allows select schools to make their own capital improvement requests. In June 2016, DCSD completed its solicitation for program management services for E-SPLOST V and selected the AECOM Team again to manage the CIP.

The purpose of this introductory Chapter is to familiarize the reader with the CIP, to define the purpose and structure of the Program Procedures Manual (PPM), and to provide general information for the use of the manual.

Included in this Chapter are:

- 0-BCK-0010: Purpose of the Program Procedures (PPM)
- 0-BCK-0020: Capital Improvement Plan (CIP) Overview
- 0-BCK-0030: Program Procedures Manual (PPM) Approach
- 0-BCK-0040: Program Procedures Manual Elements & Organizations
- 0-BCK-0050: Updating the Program Procedures Manual

0-BCK-0010: Purpose of the Program Procedures Manual (PPM)

The PPM is a compilation of the procedures and policies that govern and define how the CIP Team manages the program and/or projects. This manual has been developed by the Program Management Team (PMT) for use by the entire Capital Improvement Program (CIP) Team. These groups are described in more detail within Section 1-PPM-0020 Organization & Staffing. The intent of the manual is to provide a framework for initiating, executing, monitoring, close-out and reporting projects and to confirm that schedules, budgets, deliverables, and quality are maintained at the levels required by the contract. Besides reducing the amount of time required for project start-up and providing standardization for all projects throughout the CIP, the manual also establishes a baseline for measuring work performance.

This PPM was also developed to establish a clear understanding of the roles and responsibilities of the participants on this Program. It contains basic instructions, forms, and samples that are to be used by the Capital Improvement Program Team (CIP Team) to confirm consistent and systemic application of processes and procedures. While the PPM provides uniformity across the Program and addresses the roles of all parties involved in/on the Program/project, nothing within this document alters or increases the responsibilities of the program manager, the designers, Architects / Engineers (A/Es) and/or contractors pertaining to their respective contracts. The PPM fosters:

- Consistency and accuracy in information shared
- Collaboration with constituents
- Open communication
- Established and standardized documentation processes and procedures
- Coordinated document efforts

This manual may be used in its entirety; however, each section is also intended to be useful as a stand-alone reference document. It is understood that all policies and procedures contained in this manual may not be applicable to every CIP contract or project, e.g., sections pertinent to construction will not apply to a vehicle acquisition project.

This manual is dynamic and will be updated periodically as referenced by section 0-BCK-0050: Updating the PPM.

0-BCK-0020: Capital Improvement Plan (CIP) Overview

The CIP was developed and approved by the Board of Education in order to maintain healthy and safe learning environments for the students of the DeKalb County School District. Below is a breakdown of the 2017-2012 CIP:

Total 2017-2022 Budget - \$561 Million

- \$456 M in E-SPLOST V Projects
- \$270 M in E-SPLOST IV Carryover Projects
- \$46 M in Program Contingency and Support Services
- \$15 M in Program Management (Consultants)
- \$13 M in Revenue Reserves

Anticipated Revenues - \$496 M

- \$530 M from State of Georgia Sales Tax Revenue

Anticipated Program Schedule – 87 months

- July 2017 – September 2024

Continuing E-SPLOST IV Projects

- Budget - \$270 M

Key Facts

The Capital Improvements Plan (CIP) intends to touch every facility, school, and center in the DeKalb County School District. The main areas of focus for the CIP (in no particular order) are as follows:

- Retirement of existing CIP's financial debt
- Completion of deferred SPLOST IV work
- New / replacement of three (3) elementary schools and one (1) high school
- Conversion of a high school to a middle school with a classroom addition
- Major roofing, HVAC, and code and life safety improvements
- Seven (7) major capacity additions and / or renovations
- Sixteen (16) modernization projects
- Career technology, fine arts, and classroom additions
- Renovations of classrooms
- Technology upgrades to virtually all facilities
- Purchase of new buses and support vehicles to replace aging vehicles

CIP Statistics (square footages are approximate)

- Combined eleven (11 ea.) prototype elementary schools
- Over 2,646,000 square feet of new roofing
- Another 201,800 square feet of roofing repairs

- Approximately 2,535,000 square feet of school renovations
- 185 new technologically advanced high school classrooms
- 183 new innovative elementary school classrooms
- Over 1,206,000 square feet of asphalt paving
- Approximately 7,000 square feet of concrete walkways
- 6 new state of the art high school teaching auditoriums
- 22 new advanced career technology instructional centers
- 25 HVAC replacement, repair, and upgrade projects

The plan is educationally sound, philosophically based, and fiscally responsible, in accordance with the DeKalb School Board's mandates. The CIP is aligned with Board of Education and Superintendent's goals, the Demographic Study, and the June 2015 Facility Conditions Assessment (<https://www.dekalbschoolsga.org/comprehensive-master-plan/data-dashboard/>).

We are partnering with the SPLOST Oversight Committee to provide information to the community periodically. In June 2012, the DeKalb County School District invited members of the public to volunteer their services for a 12-member Citizen's SPLOST Oversight Committee. Members provide a wealth of experience in accounting, architecture, auditing, construction, engineering, finance, K-12 education, legal, planning, project management and/or real estate. For more information on this Committee, please see the DCSD website at <http://www.dekalbschoolsga.org/e-splost-advisory-committee/>

0-BCK-0030: CIP Team Approach

The Program Procedures Manual (PPM) lays out the CIP Team's approach for managing scheduled projects on the DCSD Special Purpose Local Options Sales Tax (SPLOST) V CIP.

Recognizing the complexity of implementing a major capital program where multiple stakeholders are involved, the PMT believes in using an integrated team. This integrated team is composed of the CIP Team (AECOM Program Management and DCSD), the stakeholders, the regulatory agencies, Architect / Engineers (A/Es) and other consultants, contractors, and the community at large. As program manager, we are tasked with managing and coordinating the various groups responsible for implementing the projects outlined in Chapter 1 – Program Staffing: Organization and Roles.

Initially, the CIP Team facilitates the project planning, organization and implementation of controls and reporting with the Proliance software system, in conjunction with Primavera's P6 scheduling software system. The Proliance/P6 systems include, budget and cost management, schedule management, financial management, quality control management, document control, and project phase management.

0-BCK-0040: PPM Elements & Organization

Through the use of established procedures and with the combined expertise and professional experience of the team members, the PMT aims to successfully complete all projects within the Program. The CIP Team's aim to do this in a way that will warrant and gain the community's confidence by maintaining the highest levels of quality, safety, and value.

Following this background chapter, this DCSD PPM consists of nine chapters, each containing section headings to identify areas where information for specific topics can be found. **Starting with Chapter 2, the general organization of the PPM mirrors the flow of a typical construction project, allowing the CIP Team to use it as a guide for program/project management from project start-up through closeout.**

The specific elements of this PPM include:

- **Chapter 0: Background/ Introduction** – Provides an overview of the Program and defines the PMT's objectives.
- **Chapter 1: Program Staffing: Organization and Roles** – Provides an overview of the key positions and their roles and responsibilities as related to the CIP project stakeholders, tasks, and deliverables.
- **Chapter 2: Program Management Controls Strategy** – Provides strategy for using Proliance for program and project controls.
- **Chapter 3: Program/ Project Communications Plan** – Provides matrices for communication, authority, responsibility, meetings, document distribution, and document retention. Details the processes and procedures that are to be utilized while managing ongoing E-SPLOST IV and E-SPLOST V projects.
- **Chapter 4: Procurement** – Provides processes and procedures for contract procurement activities, including solicitation document development, solicitation, bidder responsiveness, award recommendations, and contract negotiation.
- **Chapter 5: Pre-design** – Provides information on pre-design phase planning and activities.
- **Chapter 6: Design** – Provides design and design review procedures for the effective management of multiple Architect/Engineers (A/Es), engineers, or consultants in all phases of the project, including schematic design, design development, construction documents, and construction administration.
- **Chapter 7: Construction** – Details the processes associated with project construction, including scheduling, budgeting, forecasting, Requests for Information, submittals, meetings, quality control, payment applications, and inspections.

- **Chapter 8: Closeout** – Explains the process for project completion and acceptance, including punchlists, record drawings, Operations & Maintenance manuals, training, certificates of occupancy, final payment, and warranty management.
- **Chapter 9: Safety/ Security** – Provides details on the Contractors', A/Es', Program Manager's, and DCSD's respective safety responsibilities.

0-BCK-0050: Updating the PPM

REVISIONS TO POLICIES AND PROCEDURES

The forms and procedures in the manual must be used and applied with a full measure of practicality and common sense. Because of the nature of the program management contract, "Master Agreement for Program Management services between the DeKalb County Board of Education and AECOM," 6/12/2017, the manual is dynamic. Program personnel should expect periodic reviews to take place, resulting in updates, revisions, and additions. Revision policies are as follows:

- When any change is made to a section or an attachment, the entire section will be reissued.
- Each version will have a unique, sequential revision number and date.
- The initial version not in the draft form will be numbered as:
Issue: R0 10/1/2017 (or actual date)
- Subsequent versions will be numbered as:
Issue: R0 2/15/18
- Where changes from the previous version are minor, they will be indicated by a vertical line in the margin beside the changed line(s) of the text.
- Each time a new section is issued, or an existing one is revised, the Table of Contents will also be reissued and revised to reflect the revision number and date of the changes. In this way, the Table of Contents can be used as a reference to confirm that the current version of each section is being used.
- A Master List of those receiving the manual will be kept in order to allow for all revisions to be issued to holders of the manual.
- The PPM will also be located on the District's M:Drive

Revision #	Revision Date	Section	Change(s) Made
R0	10/17/17	ALL	Revision for E-SPLOST V
R2	7/15/20	ALL	Updates throughout the PPM based on incorporation of changes to processes and workflows.
R3	8/9/22	ALL	Updates throughout the PPM based on incorporation of changes to certain processes and workflows.

SUGGESTIONS FOR IMPROVEMENT

The PPM is intended to be a user-friendly, clear, and concise document. If you have any suggestions for improving it, please forward them to the DCSD Director of Design & Construction, Richard H. Boyd, at richard_boyd@dekalbschoolsga.org and the PMT Program Controls Manager.

1
PPM

Program Staffing: Organization and Roles

Included in this Chapter are:

- 1-PPM-0010: Program Management Team (PMT) Scope of Services
- 1-PPM-0020: Organization & Staffing
- 1-PPM-0030: PMT Organizational Chart
- 1-PPM-0035: PMT Project Listing with Current PM Assignments
- 1-PPM-0040: SPLOST V CIP Organizational Chart
- 1-PPM-0050: DCSD Staff Organizational Chart
- 1-PPM-0060: PMT Roles & Responsibilities
- 1-PPM-0070: Contact List

- 0: Background/ Introduction
- 1: Program Staffing: Organization and Roles**
- 2: Program Management Controls Strategy
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1-PPM-0010 Program Management Team (PMT) Scope of Services

AECOM entered into an agreement with the District on July 27, 2017, to provide program management services for the DCSD 2017 – 2022 Capital Improvement Program (CIP) and a group of projects remaining from the E-SPLOST IV Program. AECOM Program Management responsibilities include the following elements:

- Management and coordination of overall 2012-2017 Capital Improvement Program per the executed Master Agreement for Program Services:
 - During the Pre-Design Phase
 - During the Design Phase
 - During the Procurement Phase
 - During the Construction Phase
 - During the Project Closeout Phase
 - During the Warranty Phase
- Provide oversight of various non-construction type projects

- Other duties and responsibilities as delineated in the Master Agreement.

During the planning, design and construction phases of the numerous projects, the Program Management Team (PMT) shall perform the overall Program scope services in the following section without assuming the responsibility or liability of the respective project A/Es for the accuracy, adequacy, and completeness of design and without assuming the responsibility or liability of the respective contractors. Unless the Owner directs otherwise in writing, and except as otherwise provided in the AECOM Agreement, the PMT shall perform such Services until construction of the Project is complete.

OVERALL PROGRAM SCOPE OF SERVICES

In this section, the AECOM Program Management Team, labeled as Program Manager, or PM, will report to the Chief Operations Officer in coordination with the staff of the Design and Construction Dept. The Program Manager will provide, in conjunction with the District's staff, management of the Capital Improvement Program (CIP) and the individual projects which comprise the program.

The Program Manager shall provide the following services in accordance with the Master Agreement for Program Management Services. These services shall include, but not be limited to:

A. Management of the Capital Improvement Program

1. Coordinate and administer the Program, interfacing with internal staff of various departments and representatives of outside organizations.
2. Develop a Program Management Plan which outlines and defines the capital improvement scope, schedule, and budget by project. Develop the criteria and a process to identify priorities for the various work items.
3. Develop a Program Procedures Manual which will provide the framework on how the program will be executed on a day-to-day basis. The manual will identify team members' roles and responsibilities, as well as approval processes, lines of authority, reporting requirements, external communications with local school principals and stakeholders, and any other procedures necessary for the success of the program. The Program Procedures Manual shall follow all policies of the Board of Education and Georgia Department of Education, as well as the requirements of local and state authorities having jurisdiction (AHJ's)
4. Provide computer scheduler/analyst to develop and maintain a comprehensive master schedule within our Oracle Primavera P6 Enterprise Project Portfolio Management Software which documents the sequence and time frame for each project in the Program. Report on progress and status will be submitted at regular intervals as requested by the Owner.
5. Review project budgets developed to date and create a master program budget.

Prepare and maintain program's master budget incorporating the Owner's cost accounting procedures. Produce cash flow models to track anticipated project receipts against projected expenditures. Develop a process that provides cost control and timely, accurate measurement of program and project expenditures incorporating earned value management techniques. Prepare periodic summaries of program expenditures for the Owner's review. The costs for the web-based project reporting system licensing agreement and any required maintenance fees will be the responsibility of the Owner. The Program Manager shall be responsible for properly converting existing SPLOST IV project data from current legacy systems over to new web-based project reporting system.

6. Provide document and data control specialist to work with the Owner's staff to develop a web-based project reporting system and associated processes, which can be used to monitor project status and support the communication between team members. The system shall be used to track and control project information such as contracts, costs, issue-tracking, design review, changes, payments, document control, meeting minutes, etc. Specialist shall be required to manage all associated with the coordination and analysis of documents, drawings, and data associated with the Owner's Capital Improvement Program. Specialist shall coordinate with Facilities Management Department to develop and maintain systems and procedures to store, retrieve and analyze data, drawings, and other construction documents necessary for the design, operations and management of the DCSD's facilities.
7. Report on the market climate and recommend strategies to minimize project delays and maximize project budgets. Provide analysis of project delivery methods to determine an optimal construction framework to complete renovation and modification projects.
8. As requested by the Chief Operations Officer, provide information sessions to the Board regarding program status and updates.
9. Develop an outreach program to encourage qualified architects, engineers, contractors and consultants to be a part of the program. If requested, assist the Owner in developing and executing a contractor prequalification system.
10. Assist the Owner in soliciting Requests for Qualification and Request for Proposals for A/Es, engineers, surveyors, geo-technical consultants, etc. needed in the execution of the program.
11. Develop a metrics based system to track the program's level of success.

B. Project Design Phase

1. Coordinate the design team's activities and provide leadership in confirming that the design phase program and procedures are implemented by all parties.
2. Assist the Owner's staff in the selection and assignment of A/Es and engineers.

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3. Determine needs for surveying, geo-technical and materials testing services, and other related services. Make recommendations and participate in selecting consultants to perform these services.
4. Review, implement and monitor project schedule. Update master schedule as necessary to reflect any changes. The Project Manager is responsible for the management of the design schedule and will undertake necessary action to confirm that there is adherence to the schedule.

Implement and maintain cost control procedures throughout the Design Phase. On new or major additions/renovations, prepare a cost estimate and a value engineering assessment at the end of Schematics, Design Development 30% and 80% Construction Documents, addressing constructability, possible cost-saving materials, sequencing of construction and/or construction techniques. Compare with the budget and cost estimates submitted by the Design Consultants and recommend revision or action, if required, to maintain project budgets.

5. Review in-progress design documents during each phase of design to protect the Owner against errors, inconsistencies, omissions or vagueness in plans and specifications. Confirm that all designs comply with the Owner's Educational Specifications and Design Requirements without assuming any of the Design Consultant's responsibilities or liabilities for design.
6. Conduct design progress meetings with the Owner, the Design Consultant and other appropriate parties. The Project Manager will record, transcribe and distribute a Design Progress Report to all attendees.
7. Develop a construction delivery strategy that meets the Owner's objectives and minimizes disruptions to the educational program.
8. Provide periodic reports that summarize design progress, schedule and cost status, changes and other significant project information.
9. Review design to recommend alternative solutions whenever design details affect construction feasibility or schedules, without assuming any of the Design Consultant's responsibilities or liabilities for design.
10. Develop phasing and occupancy plan and schedule in conjunction with the Owner's design staff and the Design Consultant that includes procurement support for furniture, furnishings, and equipment purchase in order that adequate delivery times are included in project schedules. Develop interim housing phasing of projects necessary.

C. Solicitation & Award Phase

1. Coordinate with the Owner's Procurement/Purchasing Specialist to confirm a current bid list is maintained.
2. Confirm specifications and drawings are available and finalized prior to sending

requirements to the Owner's Procurement/Purchasing Specialist.

3. Coordinate with Procurement/Purchasing Specialist on all pre bid conference and site visit.
4. Identify and assist the Design Consultant in obtaining all necessary permits.
5. Assist Procurement/Purchasing Specialist in evaluating bids and processing contracts.
6. Confirm all contract(s), purchase order(s), and other documents are sent to the Owner's Purchasing Department to confirm timely processing.

D. Construction Phase

1. Provide a management team to provide contract administration and to establish and implement coordination procedures among the Owner, the Design Consultant, the Contractor, testing agencies and other contractors. The PM will monitor and expedite the progress of the construction work.
2. Conduct with the Owner's staff, the Design Consultant and the Contractor a pre-construction orientation meeting.
3. Establish and implement procedures for the submittal and review by the Project Manager, the Design Consultant and the Owner of shop drawings, samples, test reports, change orders and application for payments. The PM will maintain logs, files and other documentation relating to such submittals and reviews.
4. Manage and administer construction contracts and coordinate with Design Consultants and the Owner concerning work change, payments, submittals, monitoring of construction, document interpretations, and other procedural aspects.
5. Evaluate Change Orders. The Project Manager shall advise the Owner on Change Order process confirming fair price and procedural compliance. Make recommendation to the Owner as to justification and appropriateness of Change Orders, including the appropriateness of quantities and pricing of the work.
6. Use standard accounting methods to tabulate, compile and check correctness of all expenditures associated with the project. The PM shall review Contractor payment requests and verify progress.
7. Conduct regular job coordination meetings with the Contractor, Design Consultant and the Owner.
8. Review scheduled construction activities for coordination with ongoing educational programs and school functions.
9. Review and monitor the progress of the Contractor's work based upon the approved construction schedule. Advise the Owner regarding the best sequencing to facilitate productivity and occupancy objectives.

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10. Report potential budget and schedule variances, and if necessary, prepare recovery plans.
11. Make recommendations to the Design Consultant when the PM observes construction work that appears to be defective or not in conformity with the Contract Documents.
12. Provide written monthly status reports which shall include schedule reports, cost status reports and cash flow analysis.
13. Assist the Design Consultant in the determination of Substantial Completion and the preparation of punch list. Verify the acceptability and completeness of all work per the Contract Documents.
14. Work with the Owner's Warehouse Services to provide logistical support in the acquisition, receiving, and setting up of furniture and equipment within new and renovated facilities.

E. Construction Closeout Phase

1. Coordinate the plan and schedule of occupancy to minimize disruption to educational activities.
2. Develop a performance evaluation process of new building systems installed in a facility impact on users.
3. Schedule instruction sessions by major material and equipment suppliers to orient and train the Owner's staff for operation. Confirm all operations manuals and warranties are delivered to the Owner in a timely manner.
4. Organize and conduct six-month and eleven-month post occupancy evaluations and provide written reports.
5. Coordinate and expedite transmittal of as-built drawings, guarantees, warranties, maintenance manuals and other record documents to the Owner.
6. Secure copies of Occupancy Certificates for the Owner's records. Maintain schedule of when Temporary Certificate of Occupancy and Certificate of Occupancy were obtained.
7. Prepare final project accounting, cost per unit comparisons, and closeout reports.
8. Conduct warranty inspections of projects during the applicable warranty period. Consult with the Design Consultant and the Owner to obtain and expedite corrective work to repair warranty items.
9. Develop and evaluate instrument and performance of the design consultants, and construction contractors, and provide evaluation in writing.

F. Project Management Oversight

1. Provide project management oversight services regarding scheduling, cost tracking and reporting for the following, but not limited to:
 - a) Demolition (In coordination with Owner's Facilities Department)
 1. Surplus Properties
 - b) Safety/Security Upgrades (In coordination with the Owner's IT Department)
 1. Intrusion Alarm System Replacements
 2. School Based Radio Replacements
 3. Video Recorder Upgrades
 4. Digital Video Camera Upgrades
 5. CCTV Additions
 6. Public Safety Weapons System Replacement
 7. Command Center Equipment Upgrades and Replacements
 - c) Technology Equipment and Infrastructure Upgrades (In coordination with the Owner's IT Department)
 1. Major Projects
 - a. Replacement Schools
 - b. Large-Scale Additions, Renovations, and Modifications
 2. Classroom Equipment Upgrades
 3. Infrastructure Refresh
 4. Wireless Access Upgrades
 5. Telecom Infrastructure Upgrades
 6. Digital Content Distribution Upgrades
 7. Infrastructure Upgrades
 8. Hardware Refresh
 9. 21st Century Technology Upgrades
 - d) Transportation (In coordination with the Owner's Transportation Department)
 1. School Bus Replacement
 2. Support Service Vehicle Replacement
 3. Bus Monitoring Systems

4. Radio Communications

G. Other Duties and Responsibilities

2. Attend meetings as requested by the Owner. Meetings may be conducted during or after regular business hours. Examples of type of meetings which PM may be requested to attend include:
 1. Community Meetings
 2. Project Review Meetings
 3. Community Construction Advisory Committee
 4. Coordination Meeting with DCSD staff
 5. Local Governmental Agencies
 6. Operations Division Staff Meetings
 7. Capital Program Department Staff Meetings
 8. School Board Meetings

H. Capital Project List from RFP

The capital project list shows the E-SPLOST V and remaining E-SPLOST IV projects which are anticipated to be managed by the Program Manager (PM). The project list is to be used by the PM as a framework for the program. The PM will work with the owner to further define the project list and recommend modifications to the priorities, budgets, and schedules as necessary to execute the program. The following notes apply to the ESPLOST IV and E-SPLOST V projects shown in Table 1 and Table, 2 below.

Estimated project budgets include all costs to be directly managed by the Program Manager, with the exception of fees associated with land costs, program management, and program contingency. Revenues for these projects are anticipated to be from the balance of ESPLOST IV, E-SPLOST V sales tax collections and State Capital Outlay Reimbursements. A preliminary cash flow projection has been calculated to ensure adequate funds for these new projects based upon standard design and construction schedules.

“Replacement” facilities as noted are planned to be built on existing school sites. Temporary facilities may be constructed on site and used as swing space for students until the new replacement facility is complete.

Major additions, renovations, and modification projects have not been fully scoped, but will generally include work as identified in information provided to the public prior to the SPLOST V election. This information can be found on the E-SPLOST V website via the following link. <http://www.dekalbschoolsga.org/e-splost/>

Program Procedures Manual (PPM)

The safety and security component include ERP/Finance/HR System, computer refresh A & B, telecommunications upgrades, updated cameras and security equipment, active boards, and improved technology infrastructure. This will be managed by the Owner's IT Department with program oversight provided by CIP Program Manager.

(Continued on next page)

EXHIBIT B
Proposed 2017-2022 E-SPLOST Project List
(December 5, 2016)

	Budget	Page #
1. Safety and Security Improvements	\$15,000,000	1
Fire sprinkler installation at 26 schools	\$6,320,000	1
Set-aside for other Life Safety upgrades	\$3,530,000	1
Security upgrades at 45 schools	\$5,150,000	1
2. New Facilities and Additions	\$291,000,000	2
Capacity additions at 9 middle and high schools	\$202,500,000	2
Three new elementary schools	\$88,500,000	2
3. Facility Condition Improvements	\$100,000,000	3
Artificial turf installation at 19 high schools	\$14,540,000	3
Playground replacement at 19 elementary schools	\$1,311,000	3
Restroom fixture replacements at 12 schools	\$4,239,000	3
Set-aside for potential lead/water remediation	\$923,000	3
Accessibility improvements at 24 schools	\$3,423,000	4
Major system replacements at 16 schools	\$71,415,000	4
Pavement upgrades at two bus parking locations	\$2,570,000	4
Creating additional parking at 10 schools	\$1,579,000	5
4. Technology	\$65,000,000	6
ERP software (Finance/HR system replacement)	\$12,000,000	6
Computer refresh at all schools	\$22,000,000	6
Telecommunications upgrade for middle and high schools	\$6,000,000	6
Safety and security technology upgrades	\$10,000,000	6
Active boards replacement	\$10,000,000	6
Technology infrastructure enhancements	\$5,000,000	6
5. School Buses, Vehicles, and Other Capital Equipment	\$40,000,000	7
Purchase up to 257 school buses	\$25,149,000	7
Purchase 35 service vehicles	\$1,483,000	7
Purchase musical instruments and equipment	\$10,000,000	7
Purchase portable classrooms	\$2,199,000	7
Replace select kitchen equipment at 68 schools	\$1,169,000	7
Management Support, Debt Service, and Program Contingency	\$50,000,000	
Anticipated Revenues for 2017-2022 Program	\$561,000,000	
2017-2022 E-SPLOST Revenues	\$530,000,000	
Ga DOE Reimbursements	\$31,000,000	

2017-2022 E-SPLOST Project List (December 5, 2016)

Category 1: Safety and Security Improvements (\$15 Million)

Fire Sprinkler Installation (\$6.32 M)

In partnership with the DeKalb Fire Marshal's office, the District has established a program to install fire sprinklers in all of our facilities. This initiative began under E-SPLOST IV and will continue until all schools and facilities are equipped with automatic sprinkler systems. While our schools are "grandfathered" and comply with fire code regulations, this fire and life safety improvement will enhance the safety of our students, staff, and community members.

In continuance of this program, we will install fire sprinklers at the following 26 schools:

- | | | |
|--------------------------------|---|---|
| 1. Allgood ES: \$0.150M | 11. Huntley Hills ES: \$0.180M | 18. Montgomery ES: \$0.210M |
| 2. Brockett ES: \$0.190M | 12. International Student Center
(former Midway): \$0.170M | 19. Redan MS: \$0.400M |
| 3. Champion Theme MS: \$0.490M | 13. John Lewis ES (Former ISC):
\$0.160M | 20. Rockbridge ES (former
Wadsworth Facility): \$0.180M |
| 4. Chesnut ES: \$0.120M | 14. Kingsley ES: \$0.210M | 21. Sequoyah MS: \$0.600M |
| 5. Columbia HS: \$0.500M | 15. Kittredge Magnet: \$0.200M | 22. Stone Mill ES: \$0.170M |
| 6. Cross Keys HS: \$0.420M | 16. Margaret Harris Comprehensive
School: \$0.170M | 23. Stone Mountain ES: \$0.230M |
| 7. Druid Hills HS: \$0.240M | 17. Midvale ES: \$0.210M | 24. Vanderlyn ES: \$0.140M |
| 8. Dunaire ES: \$0.230M | | 25. Wadsworth Magnet (former
Knollwood Facility): \$0.150M |
| 9. Evansdale ES: \$0.180M | | 26. Woodward ES: \$0.170M |
| 10. Hambrick ES: \$0.250M | | |

Life Safety Set-aside (\$3.53 M)

Additionally, we will set up a \$3.53 M project for other fire and life safety improvements, which could include enhancements to fire alarm systems, emergency lighting, and other life safety improvements to support our partnership with the DeKalb Fire Marshal's office.

Security Improvements (\$5.15 M)

We have identified various security improvements and facility upgrades, including perimeter fence replacements and new installations, outdoor security lighting upgrades, and/or the construction of security vestibules at front entryways, at the following schools:

- | | | |
|---|---|---|
| 1. Allgood ES: \$0.050M | 16. Druid Hills HS: \$0.100M | 31. Laurel Ridge ES: \$0.050M |
| 2. Arabia Mountain HS: \$0.130M | 17. Druid Hills MS: \$0.190M | 32. Lithonia HS: \$0.090M |
| 3. Ashford Park ES: \$0.100M | 18. Dunaire ES: \$0.060M | 33. Margaret Harris School:
\$0.060M |
| 4. Bob Mathis ES: \$0.140M | 19. E. L. Miller ES: \$0.050M | 34. McNair HS: \$0.100M |
| 5. Briar Vista ES: \$0.140M | 20. Elizabeth Andrews HS: \$0.100M | 35. Oak Grove ES: \$0.140M |
| 6. Briarlake ES: \$0.100M | 21. Fairington ES: \$0.060M | 36. Rainbow ES: \$0.150M |
| 7. Cary Reynolds ES: \$0.140M | 22. Flat Shoals ES: \$0.050M | 37. Redan ES: \$0.050M |
| 8. Cedar Grove ES: \$0.160M | 23. Freedom MS: \$0.220M | 38. Sequoyah MS: \$0.170M |
| 9. Cedar Grove HS: \$0.080M | 24. Hambrick ES: \$0.150M | 39. Stephenson MS: \$0.200M |
| 10. Chesnut ES: \$0.150M | 25. Henderson Mill ES: \$0.050M | 40. Stone Mountain HS: \$0.100M |
| 11. Clarkston HS: \$0.180M | 26. Henderson MS: \$0.170M | 41. Stoneview ES: \$0.060M |
| 12. Columbia ES: \$0.100M | 27. Idlewood ES: \$0.150M | 42. Vanderlyn ES: \$0.140M |
| 13. Cross Keys HS: \$0.200M | 28. International Student Center
(former Midway): \$0.140M | 43. Wadsworth Magnet: \$0.140M |
| 14. DeKalb Early College Academy:
\$0.180M | 29. Kingsley ES: \$0.040M | 44. Woodridge ES: \$0.150M |
| 15. Dresden ES: \$0.050M | 30. Kittredge Magnet: \$0.060M | 45. Woodward ES: \$0.060M |

2017-2022 E-SPLOST Project List (December 5, 2016)

Category 2: New Facilities and Capacity Additions (\$291 M = \$260 Million E-SPLOST Revenue + \$31 Million Ga DOE Capital Outlay Reimbursements)

These recommendations are based on school utilization data through 2022 as well as the extensive stakeholder engagement during the Secondary School Planning and Feasibility Study.

Middle and High School Capacity Additions (\$202.5 M)

1. Build a New Cross Keys HS (2,500 seat capacity) at Briarcliff site (or cost-neutral alternative site): \$84.8M
2. Convert Cross Keys HS to MS with classroom addition (1,500 seat capacity): \$9.5M
3. 600-seat classroom addition at Chamblee HS (2,400 seat capacity): \$21.0M
4. 650-seat classroom addition at Clarkston HS (1,925 seat capacity): \$16.6M
5. 600-seat classroom addition at Dunwoody HS (2,100 seat capacity): \$16.9M
6. 300-seat classroom addition at Freedom MS (1,675 seat capacity): \$8.4M
7. 750-seat classroom addition at Lakeside HS (2,500 seat capacity): \$26.2M
8. 450-seat classroom addition at Peachtree MS (1,700 seat capacity): \$14.1M
9. Auditorium Addition at Cedar Grove HS: \$5.0M

Elementary School Capacity Additions* (\$88.5 M)

1. Build new John Lewis ES (900 FTE plus land purchase): \$30.0M
2. Build new ES for Cross Keys North (plus land purchase; location TBD in/around Doraville area): \$30.0M
3. Tear-down/re-build of Indian Creek Elementary: \$28.5M

***Note:** Additional elementary school capacity (e.g. additions at Jolly ES, Chesnut ES, and Rowland ES) needs identified under this master planning initiative are not included due to budget constraints. Further exploration of the public's willingness to approve a referendum for a bond backed by property tax millage is recommended.

2017-2022 E-SPLOST Project List (December 5, 2016)

Category 3: Facility Condition Improvements (\$100 Million)

These recommendations are based on prioritized needs as derived from the Facility Condition Assessment (FCA) or Facility Educational Adequacy Assessment (FEAA) scores for each facility.

High School Artificial Turf Installation (\$14.54 M)

Under this new initiative, artificial turf will be installed on the football/soccer practice field to enhance the athletic programming at each high school. Artificial turf has lower maintenance requirements and provides our schools and communities much greater use of the fields. This is the first step in a long-term strategic improvement initiative to enhance the athletic facilities (e.g., ball fields, tracks, tennis courts, field lighting, etc.) throughout the District.

Artificial turf installation on the football/soccer practice field at the following 18 high schools:

- | | | |
|---------------------------------|--|-----------------------------------|
| 1. Arabia Mountain HS: \$0.770M | 7. Dunwoody HS: \$0.790M | 13. Redan HS: \$0.800M |
| 2. Cedar Grove HS: \$0.790M | 8. Lakeside HS: \$0.790M | 14. Southwest DeKalb HS: \$0.800M |
| 3. Chamblee HS: \$0.540M | 9. Lithonia HS: \$0.780M | 15. Stephenson HS: \$0.830M |
| 4. Clarkston HS: \$0.800M | 10. Martin Luther King, Jr. HS: \$0.780M | 16. Stone Mountain HS: \$0.800M |
| 5. Columbia HS: \$0.800M | 11. McNair, Ronald E. HS: \$0.800M | 17. Towers HS: \$0.830M |
| 6. Druid Hills HS/MS: \$1.280M* | 12. Miller Grove HS: \$0.780M | 18. Tucker HS: \$0.780M |

* Since the football/soccer field and the track at the Druid Hills High School campus do not meet the specification requirements of the National Federation of High School Sports, Druid Hills High School is also served by the fields at Druid Hills Middle School

Elementary School Playground Replacement (\$1.311M):

Replace playgrounds with a poor rating (FEAA score) at the following 19 elementary schools (\$69,000 each):

- | | | |
|---------------------|-----------------------|--------------------------|
| 1. Briar Vista ES | 8. Fairington ES | 14. Rainbow ES |
| 2. Briarlake ES | 9. Hambrick ES | 15. Robert Shaw Theme ES |
| 3. Cary Reynolds ES | 10. Henderson Mill ES | 16. Rock Chapel ES |
| 4. Cedar Grove ES | 11. Kelley Lake ES | 17. Stone Mill ES |
| 5. Chapel Hill ES | 12. McLendon ES | 18. Toney ES |
| 6. Columbia ES | 13. Panola Way ES | 19. Woodward ES |
| 7. Evansdale ES | | |

Restroom Fixture Replacement (\$4.239 M)

Bulk purchase and replacement of restroom fixtures at the following 12 schools listed below (each with a plumbing system FCI score greater than 105%).

- | | | |
|--------------------------------|-----------------------------|---------------------------------|
| 1. Bouie Theme ES: \$0.431M | 6. Chapel Hill MS: \$0.347M | 10. Oak View ES: \$0.525M |
| 2. Briar Vista ES: \$0.285M | 7. Druid Hills MS: \$0.362M | 11. Redan MS: \$0.361M |
| 3. Browns Mill ES: \$0.343M | 8. Fairington ES: \$0.299M | 12. Stone Mountain ES: \$0.293M |
| 4. Cedar Grove MS: \$0.365M | 9. Oak Grove ES: \$0.325M | |
| 5. Champion Theme MS: \$0.303M | | |

Set-Aside for Potential Lead/Water Remediation (\$0.923 M)

The District initiated a water quality testing program in September 2016. If extensive remediation is needed due to testing results above the EPA action level of 15 parts per billion of lead in water, this set-aside project will be used to make capital improvements within the affected schools.

Program Procedures Manual (PPM)

2017-2022 E-SPLOST Project List (December 5, 2016)

School Accessibility Improvements (\$3.423 M)

While our schools are “grandfathered” and comply with the Americans with Disabilities Act (ADA) regulations, these projects will provide enhanced school accessibility for our students, staff, and community members. The type of improvements to be completed under this initiative include the installation of stage lifts, accessible connections between buildings, accessible connections between different floors of a building, and/or providing accessible restrooms at the following 24 schools.

- | | | |
|--------------------------------------|-------------------------------|---------------------------------|
| 1. Bethune, Mary McLeod MS: \$0.046M | 9. Druid Hills MS: \$0.408M | 17. Oakcliff Theme ES: \$0.480M |
| 2. Briar Vista ES: \$0.240M | 10. E. L. Miller ES: \$0.033M | 18. Panola Way ES: \$0.033M |
| 3. Canby Lane ES: \$0.033M | 11. Hambrick ES: \$0.033M | 19. Pine Ridge ES: \$0.033M |
| 4. Cedar Grove HS: \$0.240M | 12. Kelley Lake ES: \$0.033M | 20. Rainbow ES: \$0.270M |
| 5. Cedar Grove MS: \$0.085M | 13. Laurel Ridge ES: \$0.033M | 21. Redan ES: \$0.033M |
| 6. Chapel Hill MS: \$0.046M | 14. McLendon ES: \$0.033M | 22. Redan MS: \$0.046M |
| 7. Clarkston HS: \$0.558M | 15. Midvale ES: \$0.306M | 23. Sagamore Hills ES: \$0.033M |
| 8. Druid Hills HS: \$0.276M | 16. Miller Grove MS: \$0.046M | 24. Stephenson MS: \$0.046M |

Capital Renewal Program (Major building system replacements; \$71.415 M)

Many major building systems (e.g., HVAC, roofs, electrical, plumbing, site improvements [including paving/parking], and site utilities) throughout the district are in need of replacement. The building systems at the following schools below represent the District’s highest priority need for system replacements based on the FCA data (i.e., system-level Facility Condition Index (FCI) scores of 90% or greater are being recommended for replacement). The projects noted below are in priority order, based on the school’s modified FCA score (modified based upon the improvements that will be completed under E-SPLOST IV). In summary, we are recommending the replacement of the most deficient priority building systems (i.e., worst condition system) at the schools with the lowest modified FCA scores (i.e., worst condition schools).

- | | |
|--|---|
| 1. Henderson Mill Elementary: Roof, Plumbing, HVAC, Electrical, Site Improvements, Site Utilities: \$7.02M | 9. Livsey Elementary: Plumbing, HVAC, Electrical, Site Improvements \$4.10M |
| 2. Toney Elementary: Plumbing, HVAC, Electrical, Site Utilities \$6.79M | 10. DeKalb High of Technology, South Campus: HVAC, plumbing & Site improvements \$3.86M |
| 3. Kittredge Magnet School at Nancy Creek: Plumbing, HVAC, Electrical, Site Improvements \$5.845M | 11. Fairington Elementary: Roofing and Site Improvements \$2.14M |
| 4. Eldridge L. Miller Elementary: Plumbing, HVAC, Fire Protection, Electrical, Site Improvements \$4.21M | 12. Dresden Elementary: HVAC, Site Improvements, Site Utilities \$3.57M |
| 5. Stoneview Elementary: HVAC, Electrical, Site Improvements, Site Utilities \$4.86M | 13. Kingsley Elementary: HVAC and Site Improvements \$2.40M |
| 6. Cary Reynolds Elementary: Roof, HVAC, Site Improvements, Site Utilities \$5.55M | 14. Hawthorne Elementary: HVAC, Plumbing, Site improvements \$4.51M |
| 7. Briar Vista Elementary: Roof, Electrical, Site Utilities \$3.55M | 15. Salem Middle: HVAC \$4.53M |
| 8. Champion Theme Middle: HVAC, Site Utilities \$5.27M | 16. Rock Chapel Elementary: HVAC and Site Improvements \$3.21M |

School bus pavement upgrades (\$2.57 M)

Due to the size and weight, school buses can take a toll on pavement surfaces. These recommendations below target locations where school buses are regularly parked or are a key location for the bus operations. The two locations with highest priority needs are:

1. East DeKalb Campus: \$1.60M
2. Hallford Stadium: \$0.97M

Parking additions at schools (\$1.579 M)

Create new parking spaces/lots at the following schools. This recommendation is based on the schools with the largest deficit of parking spaces needed for the number of classrooms. The schools are in alphabetical order (not priority).

- | | | |
|-----------------------------|--------------------------------|---------------------------------|
| 1. Canby Lane ES: \$0.153M | 5. Jolly ES: \$0.144M | 8. Snapfinger ES: \$0.168M |
| 2. Columbia ES: \$0.153M | 6. Oakcliff Theme ES: \$0.158M | 9. Stone Mill ES: \$0.153M |
| 3. Flat Shoals ES: \$0.168M | 7. Rainbow ES: \$0.158M | 10. Stone Mountain ES: \$0.144M |
| 4. Hambrick ES: \$0.178M | | |

2017-2022 E-SPLOST Project List (December 5, 2016)

Category 4: Technology (\$65 Million)

The following technology projects will utilize E-SPLOST funds in support of the Board-approved DCSD Technology Plan (July 16, 2015; <http://www.dekalbschoolsga.org/tech-plan/files/2016/06/tech-plan.pdf>).

Enterprise Resource Planning (ERP) software (Finance/HR system replacement) (\$12M)

- The district will replace its legacy Financial and Human Resources system with a new and enhanced 21st century enterprise resource planning (ERP) system, to provide:
 - Enhanced reporting capabilities
 - Higher level of transparency
 - Automation of back-office business functions and processes
 - Further data integration between HR and Finance

Computer Refresh for all Schools (\$22M)

- The District has a refresh cycle of four years to keep school equipment current
- Every school in the District will receive new computer equipment
- All teachers will receive new computer equipment
- All student labs will receive new computer equipment

Telecommunications Upgrade for Middle and High Schools (\$6M)

- Will upgrade outdated telephony system
 - All High Schools will receive new voice over Internet Protocol (VoIP) phones
 - All Middle Schools will receive new VoIP phones
- (Note: All Elementary Schools were upgraded during E-SPLOST IV and currently have new VoIP phones.)*

Safety and Security Technology for all Schools (\$10M)

- All High Schools will receive updated cameras and security equipment
- All Middle Schools will receive updated cameras and security equipment
- All Elementary Schools will receive updated cameras and security equipment

Active Boards Replacement (\$10M)

- All schools that have first generation active-boards will be replaced with new 21st Century boards
 - Approximately 3,400 active boards will be replaced
- (Note: During E-SPLOST IV over 3,600 active-boards were replaced throughout the District.)*

Technology Infrastructure Enhancements (\$5M)

- Will update wiring and technology infrastructure within the schools
- Replacement of outdated cabling and switches
- Address any wireless needs for all district portable classrooms

2017-2022 E-SPLOST Project List (December 5, 2016)

Category 5: School Buses, Vehicles, and Other Capital Equipment (\$40 Million)

School Bus Purchase (\$25.149 M)

The District has an aging fleet (average age greater than 10 years) and has hundreds of buses it needs to replace. The District will use the \$25.149 M to purchase up to 257 buses over the next five years.

Service Vehicle Purchase (\$1.483 M)

The District utilizes various types of service vehicles in support of its public safety, facilities maintenance, school nutrition, and warehouse operations. The District will use the \$1.483 M to purchase approximately 35 support vehicles over the next five years.

Musical Instruments and Equipment (\$10.00 M)

For the first time, the District will join other school district and will utilize E-SPLOST funding to replace outdated musical instruments and equipment. The District will provide a \$2 million allocation per year (over five years) for the purchase of musical instruments and equipment for all schools.

Portable Classroom Purchase (\$2.199 M)

Many of the portable classrooms are beyond their service life and need to be replaced. The District will purchase new portable classrooms to replace outdated units and for enrollment increases throughout the District.

Replacement of Select Kitchen Equipment (\$1.169 M)

Certain pieces of kitchen equipment (e.g., milk boxes, steamers, coolers, skillets, burners, ovens, ice machines, and warmers) at the following 68 schools are in need of replacement:

- | | | |
|---------------------------------|--|---|
| 1. Ashford Park ES: \$22,300 | 24. Dunwoody HS: \$17,000 | 47. Panola Way ES: \$16,800 |
| 2. Avondale ES: \$12,100 | 25. Fairington ES: \$2,200 | 48. Pine Ridge ES: \$4,400 |
| 3. Bouie Theme ES: \$9,100 | 26. Flat Rock ES: \$2,200 | 49. Rainbow ES: \$21,300 |
| 4. Briar Vista ES: \$11,300 | 27. Hambrick ES: \$14,000 | 50. Redan ES: \$4,400 |
| 5. Briarlake ES: \$9,100 | 28. Hawthorne ES: \$14,300 | 51. Rock Chapel ES: \$15,400 |
| 6. Brockett ES: \$21,300 | 29. Henderson Mill ES: \$6,900 | 52. Rockbridge ES (Former Wadsworth): \$2,200 |
| 7. Canby Lane ES: \$4,400 | 30. Hightower ES: \$2,200 | 53. Rowland ES: \$2,200 |
| 8. Cary Reynolds ES: \$23,500 | 31. Idlewood ES: \$23,500 | 54. Shadow Rock ES: \$41,400 |
| 9. Cedar Grove ES: \$3,200 | 32. International Student Center (Former Midway): \$13,200 | 55. Smoke Rise ES: \$35,600 |
| 10. Cedar Grove HS: \$9,100 | 33. Jolly ES: \$4,700 | 56. Southwest DeKalb HS: \$38,300 |
| 11. Chamblee MS: \$9,100 | 34. Kelley Lake ES: \$33,400 | 57. Stephenson HS: \$21,700 |
| 12. Champion Theme MS: \$40,300 | 35. Kingsley ES: \$2,200 | 58. Stephenson MS: \$17,800 |
| 13. Chapel Hill ES: \$15,400 | 36. Laurel Ridge ES: \$12,100 | 59. Stone Mill ES: \$17,900 |
| 14. Chapel Hill MS: \$21,300 | 37. Lithonia MS: \$9,100 | 60. Stone Mountain HS: \$4,700 |
| 15. Clarkston HS: \$32,400 | 38. Margaret Harris School: \$4,400 | 61. Stone Mountain MS: \$21,300 |
| 16. Columbia ES: \$21,300 | 39. Martin Luther King, Jr. HS: \$4,400 | 62. Stoneview ES: \$22,300 |
| 17. Columbia HS: \$47,100 | 40. McNair DLA ES: \$12,100 | 63. Towers HS: \$50,600 |
| 18. Columbia MS: \$21,300 | 41. McNair HS: \$38,300 | 64. Tucker MS: \$12,100 |
| 19. Cross Keys HS: \$21,400 | 42. McNair MS: \$12,100 | 65. Wadsworth Magnet (Former Knollwood): \$21,300 |
| 20. DSA/Avondale HS: \$18,700 | 43. Miller Grove HS: \$21,700 | 66. Woodridge ES: \$4,400 |
| 21. Druid Hills HS: \$41,500 | 44. Miller Grove MS: \$11,300 | 67. Woodward ES: \$36,700 |
| 22. Druid Hills MS: \$26,000 | 45. Montclair ES: \$33,400 | 68. Wynbrooke Theme ES: \$2,200 |
| 23. Dunaire ES: \$5,700 | 46. Narvie J. Harris ES: \$12,100 | |



RFP No. 17-752-026 - Exhibit C
Remaining E-SPLOST 4 PROJECTS

Project	Project No.	Current Phase	Current Budget	Anticipated Construction Start Date	Anticipated Construction Completion Date
Arts School at former Avondale MS: Replacement	510-422	Design	\$9,377,167.00	12/14/2017	12/18/2018
Austin Elementary School Replacement	501-422	Design	\$18,421,279.00	9/1/2017	12/31/2018
Cedar Grove Elementary School Renovation	104-422	Design	\$3,547,477.00	4/11/2017	8/31/2018
Coralwood Diagnostic Center Addition	511-422	Planning	\$9,804,210.00	8/2/2018	4/29/2019
McNair Middle School Replacement	505-422	Design	\$37,292,213.00	3/7/2017	11/21/2018
Pleasantdale Elementary School Replacement	507-422	Design	\$20,421,279.00	5/9/2017	8/29/2018
Smoke Rise Elementary School Replacement	509-422	Design	\$18,421,279.00	3/1/2019	6/22/2020

Program Procedures Manual (PPM)

I. Table 1: Program Management Projects E-SPLOST IV

*This project requires technology infrastructure and equipment upgrade oversight.

SPLOST	Project Name	Project Number	Est. Start	Est. Finish	Est. Budget
IV	Southwest DeKalb HS Addition	002-422	11/15/2012	4/16/2019	\$22,310,246.00
IV	Canby Lane ES - ADA - Capital Renewal - Code Requirements: HVAC, Restroom, Kitchen Equipment, Roofing	102-422	1/1/2014	8/29/2018	\$1,934,571.00
IV	Cary Reynolds ES - ADA - Capital Renewal - Code Requirements: HVAC, Restroom, Lighting, Electrical	103-422	1/27/2014	8/28/2018	\$944,243.00
IV	Cedar Grove ES - ADA - Capital Renewal - Code Requirements	104-422	4/1/2015	9/9/2019	\$2,545,737.00
IV	Chapel Hill MS - ADA - Capital Renewal: Restroom, Lighting, Water Piping	105-422	4/1/2015	11/13/2018	\$158,240.00
IV	Dresden ES - ADA - Capital Renewal: HVAC, Restroom, Kitchen Equipment, Roofing, Lighting	106-422	1/16/2014	9/4/2019	\$1,157,458.00
IV	Fairington ES - ADA - Capital Renewal - Code Requirements: Restroom, HVAC	109-422	4/1/2015	10/16/2018	\$209,439.00
IV	Flat shoals ES - ADA - Capital Renewal - Code Requirements: HVAC, Restroom,	110-422	4/1/2015	8/29/2018	\$184,756.00
IV	Kelley Lake ES - ADA - Capital Renewal - Code Requirements	116-422	1/1/2014	8/30/2018	\$2,094,600.00
IV	Laurel Ridge ES - ADA - Capital Renewal - Code Requirements: HVAC, Restroom	118-422	4/1/2015	10/17/2018	\$283,485.00
IV	Lithonia MS - ADA - Capital Renewal: Roofing, Restroom	119-422	4/1/2015	9/11/2018	\$238,623.00
IV	Miller Grove MS - ADA - Capital Renewal: HVAC, MEP, Restroom, Roofing, Kitchen Equipment	122-422	11/21/2013	3/25/2019	\$7,230,762.00
IV	Murphey Candler ES - ADA - Capital Renewal: HVAC, MEP, Restroom, Water Piping	124-422	4/1/2015	10/16/2018	\$366,100.00
IV	Redan ES - ADA - Capital Renewal: HVAC, Roofing, Restroom, Kitchen Equipment, Cooling Tower	126-422	7/1/2014	8/28/2018	\$2,376,369.00

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IV	Redan ES - ADA - Capital Renewal: HVAC, Roofing, Restroom, Kitchen Equipment, Cooling Tower	126-422	7/1/2014	8/28/2018	\$2,376,369.00
IV	Rowland ES - ADA - Capital Renewal: HVAC, Restroom	127-422	4/1/2015	6/20/2018	\$174,883.00
IV	Allgood ES - Capital Renewal: HVAC,MEP,COOLING TOWER,ROOFING	300-422	11/21/2013	8/29/2018	\$1,449,030.00
IV	Cedar Grove MS - Capital Renewal: HVAC, Plumbing	304-422	1/1/2014	7/2/2018	\$538,455.00
IV	Champion MS - Capital Renewal: New Emergency Utility Shutoffs, HVAC	306-422	7/1/2014	6/8/2018	\$441,131.00
IV	Chapel Hill ES - Capital Renewal: HVAC, Roofing	307-422	11/1/2013	8/29/2018	\$1,312,497.00
IV	Columbia ES - Capital Renewal: HVAC, Roofing	308-422	1/1/2014	7/2/2018	\$415,450.00
IV	Columbia MS - Capital Renewal: New Emergency Utility Shutoffs	309-422	4/1/2015	5/1/2018	\$35,934.00
IV	Doraville Driver's ED - Capital Renewal: Roofing	311-422	1/28/2014	8/1/2018	\$18,787.00
IV	McNair HS - Capital Renewal	318-422	4/1/2015	8/29/2018	\$462,463.00
IV	Narvie Harris ES - Capital Renewal: Roofing	321-422	4/1/2015	10/23/2018	\$271,399.00
IV	Rock Chapel ES - Capital Renewal: HVAC, Roofing, Water Piping, Electrical	323-422	1/1/2014	1/4/2018	\$488,341.00
IV	Stephenson HS - Capital Renewal: Roofing	329-422	1/1/2014	1/19/2018	\$1,192,865.00
IV	Towers HS - Capital Renewal (Doors/Exteriors)	334-422	2/12/2014	6/28/2018	\$462,462.00

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IV	Ashford Park ES - Capital Renewal - Code Requirements: HVAC, Kitchen Equipment	400-422	1/16/2014	9/3/2019	\$409,175.00
IV	Cedar Grove HS - Capital Renewal - Code Requirements: Water Piping	404-422	1/1/2014	6/13/2018	\$557,700.00
IV	Henderson Mill ES - Capital Renewal - Code Requirements: HVAC, Kitchen Equipment	415-422	3/20/2015	10/16/2018	\$384,494.00
IV	Livsey ES - Capital Renewal - Code Requirements: Roofing, HVAC	418-422	3/20/2015	11/27/2018	\$350,495.00
IV	Margaret Harris Comprehensive School - Code Requirements: Replace Grease Trap	419-422	1/16/2014	2/6/2019	\$29,618.00
IV	McLendon ES - Capital Renewal - Code Requirements: HVAC	420-422	4/1/2015	10/19/2018	\$160,074.00
IV	Oakcliff ES - Capital Renewal - Code Requirements: HVAC, Roofing, MEP	423-422	1/16/2014	9/3/2019	\$907,195.00
IV	Pine Ridge ES - Capital Renewal - Code Requirements: HVAC, Roofing, Lighting	424-422	7/1/2014	10/31/2017	\$2,084,983.00
IV	Snapfinger ES - Capital Renewal - Code Requirements: HVAC	428-422	4/1/2015	6/18/2018	\$160,074.00
IV	Woodridge ES - Capital Renewal - Code Requirements: HVAC	430-422	4/1/2015	10/15/2018	\$135,392.00
IV	Austin ES Replacement	501-422	3/15/2013	10/30/2019	\$18,421,279.00
IV	Early Learning Center	502-422	7/13/2017	9/27/2019	\$2,682,284.00
IV	McNair MS Replacement	505-422	11/2/2015	9/4/2019	\$34,592,213.00
IV	Pleasantdale ES Replacement	507-422	3/29/2013	5/15/2020	\$18,421,279.00
IV	Rockbridge ES Replacement	508-422	3/15/2013	1/25/2018	\$18,421,279.00
IV	Smoke Rise ES Replacement	509-422	3/29/2013	7/31/2020	\$18,421,279.00
IV	Comprehensive Arts School at former Avondale MS	510-422	2/3/2014	2/13/2020	\$3,977,167.00
IV	Coralwood Diagnostic Center Addition	511-422	3/1/2017	3/31/2020	\$9,804,210.00
IV	Stone Mountain HS - Renovations	515-422	3/3/2014	8/27/2018	\$5,919,523.00
IV	John R. Lewis Elementary School Design	516-422	10/1/2012	4/1/2018	\$1,250,000.00
IV	Demolition - Demolition	905-422	10/1/2012	4/1/2018	\$2,312,309.00
				E-SPLOST IV	
				Total:	\$186,200,348.00

Table 2: Program Management Projects E-SPLOST V

SPLOST	Project Name	Project Number	Est. Start	Est. Finish	Est. Budget
V	Sprinkler Installation A	101-423	2/15/2021	2/21/2024	\$1,230,000.00
V	Sprinkler Installation B	102-423	4/15/2021	4/1/2024	\$1,250,000.00
V	Sprinkler Installation C	103-423	6/15/2021	6/14/2024	\$1,420,000.00
V	Life, Safety Set-aside	109-423	8/1/2017	5/10/2019	\$3,530,000.00
V	Fence Installation A	111-423	4/3/2020	8/24/2021	\$803,000.00
V	Fence Installation B	112-423	5/28/2020	9/8/2021	\$916,000.00
V	Fence Installation C	113-423	9/16/2020	2/24/2022	\$751,000.00
V	Security Vestibules A	115-423	6/1/2020	12/14/2022	\$917,000.00
V	Security Vestibules B	116-423	3/16/2020	8/29/2022	\$1,069,000.00
V	Druid Hills HS - Security Vestibule, Fire Sprinkler, Accessibility Improvements	121-423	6/3/2019	2/8/2022	\$616,000.00
V	Hambrick ES - Security Vestibule, Fire Sprinkler, Special Ed Restroom	122-423	3/2/2020	10/21/2022	\$370,000.00
V	New Cross Keys MS (at Cross Keys HS)	201-423	3/1/2017	6/30/2020	\$10,005,000.00
V	Freedom MS - 17-Classroom Addition, Security Vestibule	202-423	1/2/2020	4/3/2023	\$8,485,000.00
V	Peachtree MS - 26-Classroom Addition	203-423	10/1/2019	5/29/2023	\$14,100,000.00
V	Cedar Grove HS - Auditorium Addition and Turf Installation at Football Practice Field	211-423	10/2/2017	1/7/2021	\$6,030,000.00
V	Chamblee HS - 30-Classroom Addition, Synthetic Turf at Football Practice Field	212-423	3/1/2017	11/3/2020	\$21,540,000.00
V	Clarkston HS - 32-Classroom Addition, Synthetic Turf, Security Vestibule, Accessibility Improvements	213-423	2/1/2018	10/4/2021	\$18,040,000.00
V	New Cross Keys HS	214-423	8/1/2017	1/10/2022	\$84,800,000.00
V	Dunwoody HS - 29-Classroom Addition and Synthetic Turf at Football Practice Field	215-423	2/1/2019	10/4/2022	\$17,690,000.00
V	Lakeside HS - 38-Classroom Addition and Synthetic Turf at Football Practice Field	216-423	11/1/2018	7/22/2022	\$26,990,000.00
V	John Lewis ES - New 900-Seat Prototype ES	221-423	6/23/2017	7/12/2019	\$31,500,000.00
V	New ES for Cross Keys North - New 900-Seat Prototype ES	222-423	8/1/2017	7/31/2020	\$30,500,000.00
V	Indian Creek ES - Tear Down and Rebuild of New 1200-Seat Prototype ES	223-423	3/1/2017	1/2/2019	\$28,500,000.00
V	Turf Installation A	301-423	4/8/2021	12/13/2022	\$5,320,000.00

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V	Turf Installation B	302-423	11/16/2020	10/17/2022	\$5,510,000.00
V	Playground Replacement	311-423	3/6/2017	10/2/2018	\$1,311,000.00
V	Plumbing Fixture Replacement	321-423	6/15/2021	10/5/2023	\$1,917,000.00
V	Redan MS - Restroom and Plumbing Fixture Replacement, Fire Sprinkler Install	322-423	6/1/2020	2/8/2023	\$807,000.00
V	Lead-in-Water Testing Set-Aside	331-423	8/1/2017	5/10/2019	\$923,000.00
V	Accessibility Improvements and Plumbing Fixtures at Four (4) Schools	341-423	3/15/2021	7/31/2023	\$1,593,000.00
V	ADA Restroom Upgrades	342-423	6/15/2020	6/15/2022	\$402,000.00
V	Druid Hills MS - Security Vestibule, Plumbing Fixture Replacement, Accessibility	343-423	4/1/2021	12/1/2023	\$855,000.00
V	Midvale ES - Accessibility Improvements and Fire Sprinkler Installation	344-423	3/2/2020	11/1/2022	\$516,000.00
V	Henderson Mill ES - Replace Roof, Plumbing, HVAC, Electrical	351-423	11/2/2020	10/31/2023	\$7,020,000.00
V	Toney ES - Replace Plumbing, HVAC, Electrical, Site Utilities	352-423	2/1/2019	2/8/2022	\$6,790,000.00
V	Kittredge Magnet - Replace Plumbing, HVAC, Electrical, Site Improvements, Sprinkler	353-423	12/1/2020	12/1/2023	\$6,045,000.00
V	Eldridge Miller ES - Replace Plumbing, HVAC, Fire Protection, Electrical	354-423	2/1/2019	2/8/2022	\$4,243,000.00
V	Stoneview ES - Replace HVAC, Electrical, Site Improvements, Site Utilities	355-423	4/1/2020	4/4/2023	\$4,860,000.00
V	Cary Reynolds ES - Replace Roof, HVAC, Security Vestibule, Site Utilities	356-423	12/1/2020	12/1/2023	\$5,635,000.00
V	Briar Vista ES - Replace Roof, Electrical, Site Utilities, Plumbing Fixtures, Security Vestibule	357-423	1/4/2021	1/1/2024	\$4,160,000.00
V	Champion Theme MS - Replace Site Utilities, HVAC, Plumbing Fixtures, Install Sprinklers	358-423	5/1/2020	5/3/2023	\$6,063,000.00
V	Livsey ES - Replace HVAC, Plumbing, Site Utilities	359-423	2/1/2021	1/31/2024	\$4,100,000.00
V	DeKalb HS of Technology South - Replace HVAC, Plumbing & Site Improvements	360-423	7/1/2020	7/3/2023	\$3,860,000.00
V	Fairington ES - Replace Roofing and Plumbing Fixtures; Site Improvements	361-423	7/1/2020	3/8/2023	\$2,439,000.00
V	Dresden ES - Replace HVAC and Site Utilities; Site Improvements	362-423	3/1/2021	3/1/2024	\$3,570,000.00

J. Capital Project List as/of: July 2021

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E-SPLOST V Project List Based on Board Approved New Projects and Budget Adjustments (July 12, 2021)

Project Name	Project Scope of Work	Project Budget	Anticipated Overall Start Date	Anticipated Construction Start Date	Anticipated Construction Finish Date	Anticipated Overall Finish Date
101. Sprinkler Installation A	Sprinkler installation at 5 schools: Columbia HS, Dunaire ES, Former Wadsworth Facility (Temporary Rockbridge ES), International Student Center (Midway), and Wadsworth Magnet (Knollwood)	\$8,676,915	Feb. 2021	Feb. 2022	Feb. 2024	May. 2024
102. Sprinkler Installation B	Sprinkler installation at 7 schools: Allgood ES, Brockett ES, Evansdale ES, John Lewis ES (temporary/Druid Hills), Margaret Harris Comprehensive School, Stone Mill ES, Stone Mountain ES	\$9,671,848	Apr. 2021	Apr. 2022	Apr. 2024	Jul. 2024
103. Sprinkler Installation C	Sprinkler installation at 6 schools: Chesnut ES, Huntley Hills ES, Montgomery ES, Sequoyah MS, Vanderlyn ES, and Woodward ES	\$10,090,355	Jun. 2021	Jun. 2022	Jun. 2024	Sep. 2024
109. Life Safety Set-aside	Set-aside funds for other fire and life safety improvements, which could include enhancements to fire alarm systems, emergency lighting, and other life safety improvements to support our partnership with the DeKalb Fire Marshal's office.	\$3,530,000	Aug. 2017			Sep. 2022
111. Fence installation A	Fence installation at 12 schools: Arabia Mountain HS, Bob Mathis ES, Cedar Grove ES, Cedar Grove HS, Fairington ES, Flat Shoals ES, International Student Center (Midway), Lithonia HS, Rainbow ES, Redan ES, Wadsworth Magnet (Knollwood), and Woodridge ES	\$862,459	Apr. 2020	Aug. 2020	Aug. 2021	Nov. 2021
112. Fence installation B	Fence installation at 12 schools: Allgood ES, Clarkston HS, Druid Hills MS, Dunaire ES, E. L. Miller ES, Freedom MS, Hambrick ES, Idlewood ES, Laurel Ridge ES, Margaret Harris Comprehensive School, Stephenson MS, and Stoneview ES	\$776,115	Jun. 2020	Oct. 2020	Oct. 2021	Jan. 2022
113. Fence installation C	Fence installation at 12 schools: Briar Vista ES, Cary Reynolds ES, Chesnut ES, Cross Keys HS, Dresden ES, Henderson Mill ES, Kingsley ES, Kittredge Magnet, Oak Grove ES, Sequoyah MS, Vanderlyn ES, and Woodward ES	\$1,126,957	Oct. 2020	Feb. 2021	Feb. 2022	May. 2022
114. Athletic Field Fencing	Installation of fencing around athletic fields for all District HS and MS receiving new artificial turf and tracks	\$1,200,000				
115. Security Vestibules A	Installation of security vestibules at 10 schools: Bob Mathis ES, Cedar Grove ES, Columbia ES, International Student Center (Midway), McNair HS, Rainbow ES, Stephenson MS, Stone Mountain HS, Wadsworth Magnet (Knollwood), and Woodridge ES	\$1,930,902	Jun. 2020	Oct. 2021	Oct. 2022	Jan. 2023
116. Security Vestibules B	Installation of security vestibules at 10 schools: AIC/DeKalb Early College Academy, AIC/Elizabeth Andrews HS, Ashford Park ES, Briarlake ES, Chesnut ES, Henderson MS, Idlewood ES, Oak Grove ES, Sequoyah MS, and Vanderlyn ES	\$1,930,902	Mar. 2020	Jul. 2021	Jul. 2022	Oct. 2022

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E-SPLOST V Project List Based on Board Approved New Projects and Budget Adjustments (July 12, 2021)

Project Name	Project Scope of Work	Project Budget	Anticipated Overall Start Date	Anticipated Construction Start Date	Anticipated Construction Finish Date	Anticipated Overall Finish Date
121. Druid Hills HS	Security vestibule installation, fire sprinkler installation, and accessibility improvements between floors	\$2,358,566	Jun. 2019	Oct. 2020	Oct. 2021	Jan. 2022
122. Hambrick ES	Security vestibule installation, fire sprinkler installation, and one special education restroom upgrade	\$1,812,972	Mar. 2020	Jul. 2021	Jul. 2022	Oct. 2022
201. Cross Keys HS	Installation of security vestibule and sprinkler installation and installation of synthetic turf field at practice field	\$3,080,000	Aug. 2021	May. 2022	July. 2023	Dec. 2023
202. Freedom MS	Installation of security vestibule	\$250,000	June. 2020	Oct. 2020	Jan. 2021	Apr. 2021
203. Peachtree MS	Site work to support access to City of Dunwoody ball fields	\$350,000	Oct. 2019	Dec. 2019	May. 2020	Aug. 2020
211. Cedar Grove HS	Auditorium addition and improved accessibility between levels (possibly light duty elevator) and turf installation at football practice field	\$12,778,250	Oct. 2017	April. 2020	July. 2021	Jan. 2021
212. Chamblee HS	Installation of synthetic turf at football practice field	\$1,150,000	Mar. 2017	Nov. 2020		Nov. 2021
213. Clarkston HS	Installation of synthetic turf at football practice field, installation of security vestibule, and accessibility improvements (elevator(s), lift for stage, and improved assisted toileting area)	\$1,650,000	Feb. 2018	July. 2020	Dec. 2020	March. 2021
214. New Cross Keys HS	Project Deferred	\$1,250,000				
215. Dunwoody HS	Installation of synthetic turf at football practice field	\$2,300,000	Feb. 2019	July. 2020	Nov. 2020	April. 2021
216. Lakeside HS	Installation of synthetic turf at football practice field	\$1,600,000	Nov. 2018	Jul. 2020	Mar. 2022	Jun. 2022
221. John Lewis ES	New 900-seat prototype elementary school, including land purchase	\$31,700,000	Mar. 2017	Jul. 2017	July. 2019	Jul. 2020
222. New ES for Cross Keys North	New 900-seat prototype elementary school, including land purchase	\$38,660,472	Aug. 2017	Dec. 2018	Apr. 2020	Mar. 2021
223. Indian Creek ES	Tear-down and re-build of new 1200-seat (expanded) prototype elementary school on-site	\$42,840,000	Mar. 2017	June. 2019	Sept. 2021	Feb. 2022
224. New Dunwoody / Chamblee ES	New 950 seat prototype elementary school	\$35,000,000	Dec. 2019	April. 2021	July. 2022	Jan. 2023
301. Turf Installation A	Turf installation at football practice field at 7 schools: Druid Hills HS, Druid Hills MS, Redan HS, Stephenson HS, Stone Mountain HS, Towers HS, and Tucker HS	\$7,206,111	Oct. 2020	Feb. 2021	Oct. 2021	April. 2022
302. Turf Installation B	Turf installation at football practice field at 7 schools: Arabia Mountain HS, Columbia HS, Lithonia HS, Martin Luther King, Jr. HS, McNair, Ronald E. HS, Miller Grove HS, and Southwest DeKalb HS	\$7,206,111	May. 2020	Aug. 2020	May. 2021	Oct. 2021
303. Set aside for Track with Turf Installation	Set aside for adding or resurfacing rubber tracks for all HS & MS fields having artificial turf installed	\$4,500,000	Feb. 2020			Sep. 2022

E-SPLOST V Project List Based on Board Approved New Projects and Budget Adjustments (July 12, 2021)

Project Name	Project Scope of Work	Project Budget	Anticipated Overall Start Date	Anticipated Construction Start Date	Anticipated Construction Finish Date	Anticipated Overall Finish Date
304. Baseball Facilities Improvements at Druid Hills MS and Redan HS	Baseball facilities improvements at Druid Hills MS and Redan HS	\$2,000,000				
311. Playground replacement	Replacement of playground at 19 schools: Briar Vista ES, Briarlake ES, Cary Reynolds ES, Cedar Grove ES, Chapel Hill ES, Columbia ES, Evansdale ES, Fairington ES, Hambrick ES, Henderson Mill ES, Kelley Lake ES, McLendon ES, Panola Way ES, Rainbow ES, Robert Shaw Theme ES, Rock Chapel ES, Stone Mill ES, Toney ES, Woodward ES	\$1,311,000	Mar. 2017	Aug. 2017	Aug. 2018	Nov. 2018
321. Plumbing fixture replacement	Plumbing fixture replacement at 5 schools: Bouie Theme ES, Browns Mill ES, Oak Grove ES, Oak View ES, Stone Mountain ES	\$1,917,000	Mar. 2020	Aug. 2020	July. 2021	Jan. 2022
322. Redan MS	Restroom and plumbing fixture replacement, fire sprinkler installation, and improved assisted toileting area	\$3,280,587	Jun. 2020	Oct. 2021	Oct. 2022	Jan. 2023
331. Water Quality Set-Aside	Set-aside funds for facility improvements in support of water quality improvement	\$923,000	Sep. 2017			Sep. 2019
341. Accessibility improvements and plumbing fixtures at 4 schools	Accessibility improvements at 4 schools: Cedar Grove MS (accessibility improvements and plumbing fixtures), Chapel Hill MS (accessibility improvements and plumbing fixtures), Oakcliff Theme ES (accessibility improvements only), and Rainbow ES (accessibility improvements only)	\$1,593,000	Mar. 2021	Jul. 2022	Jul. 2023	Oct. 2023
342. ADA restroom upgrades	Improved assisted toileting area in one special needs classroom at 11 schools: Bethune MS, Canby Lane ES, Kelley Lake ES, Laurel Ridge ES, McLendon ES, Miller Grove MS, Panola Way ES, Pine Ridge ES, Redan ES, Sagamore Hills ES, and Stephenson MS	\$402,000	Jun. 2020	Oct. 2021	Oct. 2022	Jan. 2023
343. Druid Hills MS	Security vestibule installation, plumbing fixture replacement, and accessibility improvements (new light duty elevator, new lifts, improved assisted toileting area)	\$1,560,667	Apr. 2021	Aug. 2022	Aug. 2023	Nov. 2023
344. Midvale ES	Accessibility improvements (light duty elevator in new exterior shaft, platform lift for stage, and improved assisted toileting area) and installation of fire sprinklers	\$1,984,549	June. 2020	Jul. 2021	Jul. 2022	Oct. 2022
345. Former John Lewis Facility	Improvement to former John Lewis ES facility to accommodate Kittredge Magnet	\$1,482,790	Jan. 2020	Mar. 2020	July. 2020	Dec. 2020
351. Henderson Mill ES	Major building system replacement with emphasis on Roof, Plumbing, HVAC Components	\$7,020,000	May. 2021	Sep. 2022	Jan. 2024	June. 2024
352. Toney ES	Major building system replacement with emphasis on HVAC	\$6,790,000	May. 2021	Sep. 2022	Jan. 2024	June. 2024
353. Former Nancy Creek	Major building system replacement with emphasis on HVAC and Fire sprinkler installation	\$8,500,000	Dec. 2020	Apr. 2022	Aug. 2023	Nov. 2023

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E-SPLOST V Project List Based on Board Approved New Projects and Budget Adjustments (July 12, 2021)

Project Name	Project Scope of Work	Project Budget	Anticipated Overall Start Date	Anticipated Construction Start Date	Anticipated Construction Finish Date	Anticipated Overall Finish Date
354. E. L. Miller ES	Major building system replacement with emphasis on, HVAC and Fire Protection	\$7,200,000	Feb. 2019	May. 2021	Mar. 2021	Sept. 2021
355. Stoneview ES	Major building system replacement with emphasis on Roof, HVAC Components	\$4,860,000	Apr. 2020	Aug. 2021	Dec. 2022	Mar. 2023
356. Cary Reynolds ES	Major building system replacement with emphasis on Roof, HVAC Components and Installation of security vestibule	\$5,635,000	Dec. 2020	Apr. 2022	Dec. 2023	April. 2024
357. Briar Vista ES	Major building system replacement with emphasis on Roof, Accessibility improvements between levels; and Installation of security vestibule	\$4,160,000	Jan. 2021	May. 2022	Sep. 2023	Dec. 2023
358. Champion Theme MS	Major building system replacement with emphasis on HVAC Components and Fire sprinkler installation	\$6,063,000	May. 2020	Sep. 2021	Jan. 2023	Apr. 2023
359. Livezey ES	Major building system replacement with emphasis on HVAC	\$6,000,000	Feb. 2021	Jun. 2022	Oct. 2023	Jan. 2024
360. DeKalb HS of Technology-South	Major building system replacement with emphasis on HVAC Components, Plumbing & Site improvements	\$3,860,000	Jul. 2020	Nov. 2021	Mar. 2023	Jun. 2023
361. Fairington ES	Major building system replacement with emphasis on Roofing and Site Improvements; and Plumbing fixture replacement	\$2,439,000	Jul. 2020	Nov. 2021	Nov. 2022	Feb. 2023
362. Dresden ES	Major building system replacement with emphasis on HVAC Components	\$3,570,000	Mar. 2021	Jul. 2022	Nov. 2023	Feb. 2024
363. Kingsley ES	Major building system replacement with emphasis on HVAC Components and Fire sprinkler installation	\$2,610,000	Apr. 2021	Aug. 2022	Aug. 2023	Nov. 2023
364. Hawthorne ES	Major building system replacement with emphasis on HVAC Components, Plumbing	\$4,510,000	May. 2021	Sep. 2022	Jan. 2024	June. 2024
365. Salem MS	Major building system replacement with emphasis on HVAC Components	\$4,530,000	Aug. 2020	Dec. 2021	Apr. 2023	Jul. 2023
366. Rock Chapel ES	Major building system replacement with emphasis on HVAC	\$3,210,000	Sep. 2020	Jan. 2022	May. 2023	Aug. 2023
367. Set-aside for Additional Contingency for Capital Renewal Projects	Set aside for additional contingency for E-SPLOST V capital renewal projects	\$3,600,000	Feb. 2020			Sep. 2022
368. Laurel Ridge ES	Major building system replacement with emphasis on HVAC and Windows	\$8,300,000				
369. Woodridge ES	Major building system replacement with emphasis on HVAC	\$7,300,000				
370. Chesnut ES	Major building system replacement with emphasis on HVAC	\$6,400,000				
371. Bus Parking Pavement	Pavement upgrades at East DeKalb Campus and Hallford Stadium	\$2,570,000	Mar. 2017	Aug. 2017	Aug. 2018	Nov. 2018
372. Ashford Park ES	Major building system replacement with emphasis on Roofing	\$1,400,000				
373. Montgomery ES	Major building system replacement with emphasis on Roofing	\$1,600,000				
374. Brockett ES	Major building system replacement with emphasis on Roofing	\$1,300,000				
375. Wynbrooke ES	Major building system replacement with emphasis on Roofing	\$2,500,000				

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E-SPLOST V Project List Based on Board Approved New Projects and Budget Adjustments (July 12, 2021)

Project Name	Project Scope of Work	Project Budget	Anticipated Overall Start Date	Anticipated Construction Start Date	Anticipated Construction Finish Date	Anticipated Overall Finish Date
376. Brown Mill ES	Major building system replacement with emphasis on Roofing	\$1,900,000				
377. DeKalb Alternative/East Campus	Major building system replacement with emphasis on Roofing	\$3,400,000				
378. Oak Grove ES	Major building system replacement with emphasis on Roofing	\$1,300,000				
379. Update HVAC Controls	Ensure all DCSD school facilities meet minimum standard for HVAC Controls	\$4,500,000				
380. Green Forrest Drive	Renovation of Green Forrest Drive Facility (former location of Wadsworth ES) to act as swing space to schools undergoing a major capital improvement project	\$3,000,000				
381. Parking Addition	Add parking spaces at 10 schools (number of parking spaces shown): Canby Lane ES (31), Columbia ES (31), Flat Shoals ES (34), Hambrick ES (36), Jolly ES (29), Oakcliff Theme ES (32), Rainbow ES (32), Snapfinger ES (34), Stone Mill ES (31), and Stone Mountain ES (29)	\$2,433,026	Mar. 2020	July. 2020	July. 2021	Jan. 2022
382. Set aside or resurfacing existing parking at parking addition schools	Set aside to resurface existing lots at 10 schools (number of parking spaces shown): Canby Lane ES (31), Columbia ES (31), Flat Shoals ES (34), Hambrick ES (36), Jolly ES (29), Oakcliff Theme ES (32), Rainbow ES (32), Snapfinger ES (34), Stone Mill ES (31), and Stone Mountain ES (29)	\$7,500,000	Mar. 2020	July. 2020	July. 2021	Jan. 2022
401. Technology: ERP/Finance/HR System (Bond, Initial Capital)	Replace legacy Financial and Human Resources system with a new and enhanced 21st century enterprise resource planning (ERP) system. This is bond-funded.	\$2,048,860	Mar. 2017			Mar. 2019
402. Technology: ERP/Finance/HR System (Sales Tax and State Reimbursements)	Replace legacy Financial and Human Resources system with a new and enhanced 21st century enterprise resource planning (ERP) system.	\$15,451,140	Oct. 2017			Oct. 2020
411. Technology: Computer Refresh A (Bond)	Every school in the District will receive new computer equipment. All teachers will receive new computer equipment. All student labs will receive new computer equipment. This is bond-funded.	\$13,000,000	Mar. 2017			Mar. 2019
412. Technology: Computer Refresh B (Sales Tax and State Reimbursements)	Every school in the District will receive new computer equipment. All teachers will receive new computer equipment. All student labs will receive new computer equipment.	\$13,641,600	Jan. 2019			Jan. 2023
421. Technology: Telecommunications Upgrade	Upgrade outdated telephony system, including: All High Schools will receive new voice over Internet Protocol (VoIP) phones; and All Middle Schools will receive new VoIP phones	\$4,950,000	Jan. 2018			Jan. 2022
431. Technology: Safety and Security	All schools will receive updated cameras and security equipment	\$9,580,000	Jan. 2018			Jan. 2022

E-SPLOST V Project List Based on Board Approved New Projects and Budget Adjustments (July 12, 2021)

Project Name	Project Scope of Work	Project Budget	Anticipated Overall Start Date	Anticipated Construction Start Date	Anticipated Construction Finish Date	Anticipated Overall Finish Date
441. Technology: Active Boards A (Bonds)	All schools that have first generation active-boards will be replaced with new 21st Century boards (approximately 3,400 active boards will be replaced)	\$1,821,400	Mar. 2017			Mar. 2019
442. Technology: Active Boards B (Sales Tax and State Reimbursements)	All schools that have first generation active-boards will be replaced with new 21st Century boards (approximately 3,400 active boards will be replaced)	\$6,007,000	Jan. 2019			Jan. 2023
451. Technology: Infrastructure	Update wiring and technology infrastructure within the schools; Replacement of outdated cabling and switches; Address any wireless needs for all district portable classrooms	\$5,000,000	Jan. 2018			Jan. 2022
501. School Bus Purchase A (Bond)	Purchase school buses	\$20,452,710	Mar. 2017			Mar. 2019
502. School Bus Purchase B (Sales Tax and State Reimbursements)	Purchase school buses	\$4,696,290	Dec. 2019			Jun. 2020
511. Support Vehicle Purchase	Purchase service vehicles for public safety, facilities maintenance, school nutrition, and warehouse operations	\$1,558,000	Mar. 2017			Sep. 2017
521. Music Instruments	Replace outdated musical instruments and equipment	\$10,000,000	Aug. 2017			Aug. 2022
531. Portables	Purchase new portable classrooms to replace outdated units and for enrollment increases	\$2,436,169	Mar. 2017			Sep. 2017
541. Small Kitchen Equipment	Purchase small kitchen equipment (e.g., milk boxes, steamers, coolers, skillets, burners, ovens, ice machines, and warmers) for 68 schools	\$1,169,000	Aug. 2020			Feb. 2021
601. Bond Costs	Set-aside for bond financing of the E-SPLOST program	\$8,400,000	Aug. 2017			Sep. 2022
602. Program Contingency	Set-aside for unforeseen conditions	\$14,884,277	Aug. 2017			Sep. 2022
603. DCSD Salary	Salary for District employees in support of the E-SPLOST program	\$5,000,000	Aug. 2017			Sep. 2022
604. General Services	Miscellaneous expenses in support of the E-SPLOST program	\$1,000,000	Aug. 2017			Sep. 2022
605. Program Consultants	Management of the E-SPLOST program by third party management as well as other consultants, as required.	\$15,000,000	Aug. 2017			Sep. 2022
606. Revenue Reserve	Reserve fund to protect against revenue into E-SPLOST V being less than expected	\$13,000,000	Aug. 2017			Sep. 2022
Total		\$561,000,000				

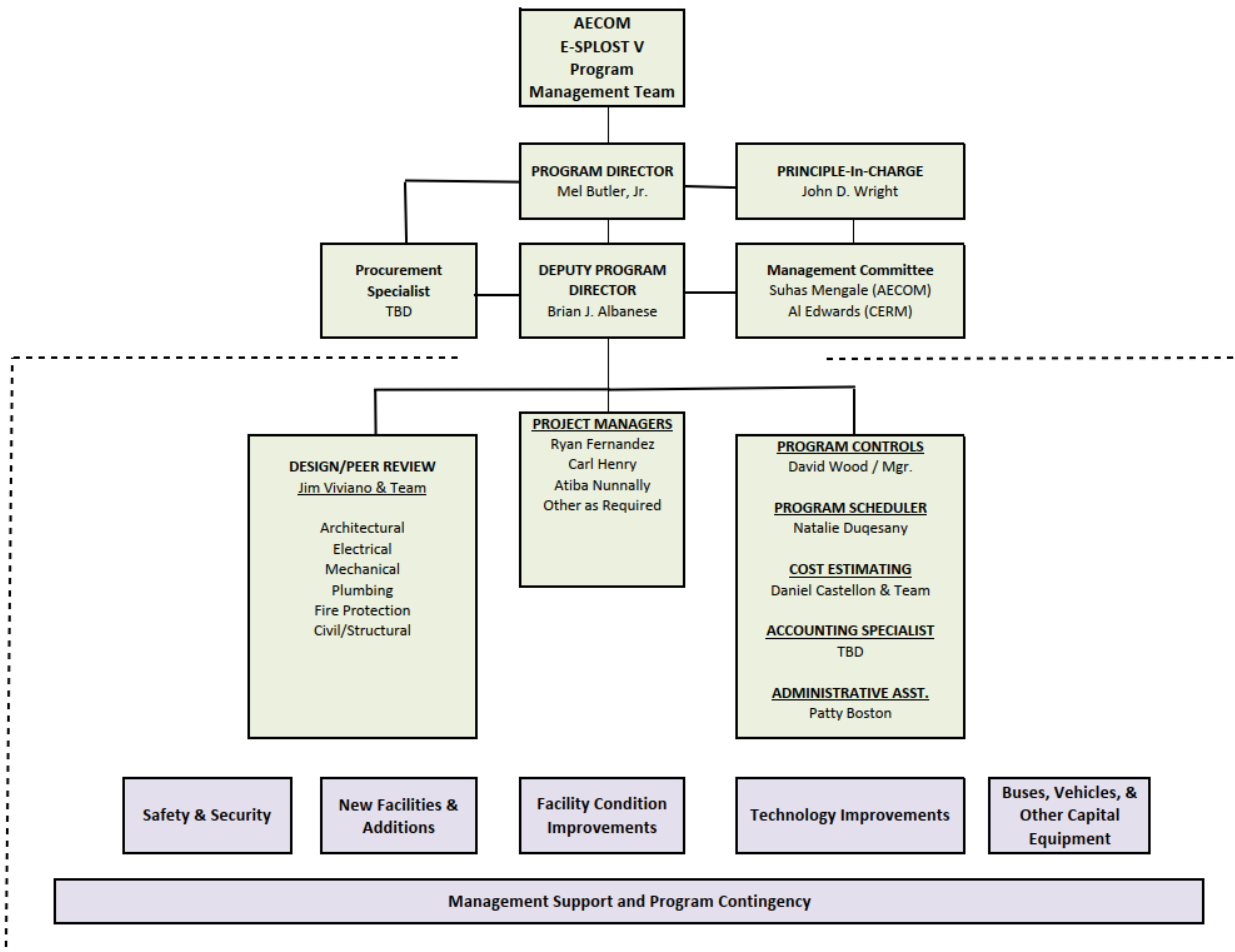
1-PPM-0020 Organization & Staffing

The CIP Team is comprised of two distinct groups, the DCSD Accountability Team (DAT) and the Program Management Team (PMT). The DAT includes several staff members from the DCSD Facilities Management Department and Administration. The PMT is made up of AECOM Corporation (AECOM), which holds the contract with DCSD, and one minority-owned firm which is based in DeKalb County, Corporate Environmental Risk Management (CERM). Both teams are defined further throughout the remainder of Chapter 1.

- PMT = AECOM Program Management Team
- DAT = DCSD Accountability Team
- CIP Team = PMT & DAT

1-PPM-0030 PMT Organizational Chart

The organizational chart below shows the key personnel, administrative structure, project responsibilities, and working relationships of the AECOM Program Management Team.



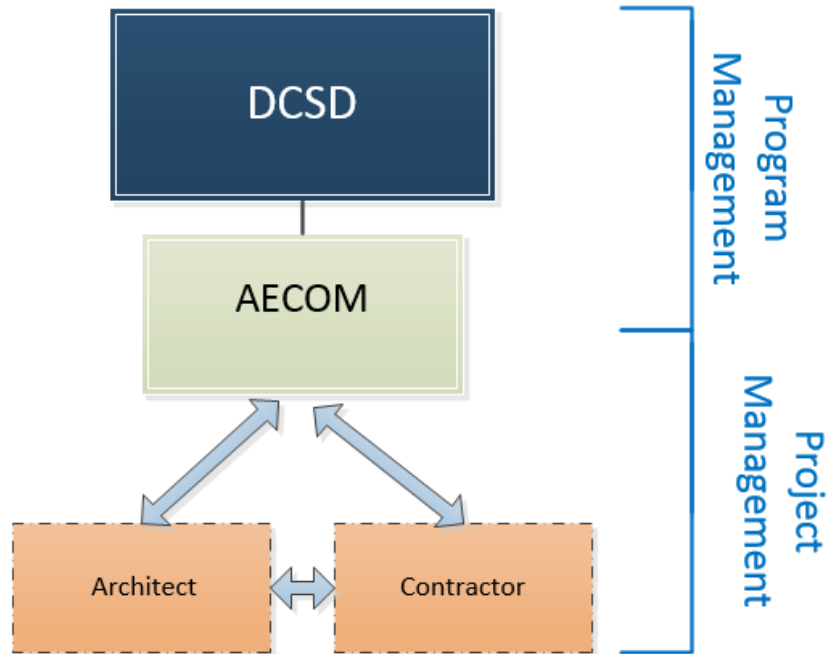
1-PPM-0035 PMT Project Listing with Current PM Assignments

Tables 8 and 9 in the Monthly Status Report (MSR) depict all the projects for which AECOM has either full responsibility or oversight responsibility. Appendix A and Appendix B in the MSR identify the PMT Project Manager responsible for each project. These tables are updated periodically, but no less than every month.

1-PPM-0050 SPLOST V CIP Organizational Chart

Primary Communications are as follows:

- DCSD directs AECOM/ AECOM recommends to DCSD
- AECOM directs A/E/ A/E recommends to AECOM (copies DCSD)
- A/E directs Contractor/ Contractor recommends to A/E
- Contractor directs communications to A/E (copies AECOM and DCSD)



1-PPM-0060 CIP Team Roles and Responsibilities

PMT ROLES AND RESPONSIBILITIES

Program Director

- Single point of responsibility for the PMT
- Develop Program-wide processes and policies
- Develop Program-wide delivery strategy
- Works directly with DCSD leadership on Program direction
- Primary voice for the PMT
- Interaction with E-SPLOST Advisory Committee

Deputy Program Director

- Direct management of project managers/ project delivery
- Direct management of project controls/ reporting
- Relays and the directives from Program Director to CIP Team
- Coordination of design/peer review
- Coordination of estimating services
- Reports to the Program Director

NOTE: All of the following staff will report to the Deputy Program Director with the exception of the Procurement Specialist, who reports to the Program Director.

Project Managers/ Asst. Project Managers

- Ultimate responsibility for management of their individual projects from inception to end of warranty period
- Primary role is to manage the A/E, contractors, specialty consultants, and other project participants
- Develop and maintain production budget in order to complete assigned projects within the SPLOST Master Budget
- Develop and maintain project schedules in order to complete the projects within the SPLOST Master Schedule

- Responsible for all documentation and reporting at the project level

Program Scheduler

- Develop the Master Schedule based on the Board Approved Master Project Listing
- Maintain the Master Schedule throughout the Program
- Perform “what if” exercises as requested by DCSD and PMT managers
- Develop Project-level schedules for designated projects
- Assist PMs with reviewing contractors’ project schedules

Estimating

- Provide check estimates for minor projects
- Provide check estimates for major change orders
- Provide detailed estimates for major projects at the end of each design phase and prior to solicitation for construction

Procurement Specialist

- Lead procurement for PMT
- Assist the PMT PMs with providing information required for procurement in a timely manner
- Track all steps in the procurement process until contracts are executed and Notice to Proceeds (NTP) are issued
- Facilitate Project Kickoff with PM and A/E and Preconstruction Conferences with PM, A/E, and GC
- Assist with Monthly Status Report
- Reports to Program Director

Document Control Specialist

- For hard copy files, develop and maintain filing system
- For electronic files, develop and maintain filing system
- Lead effort in progressing all projects to “paperless” PCM program
- Maintain the PPM
- Lead all reporting efforts - Monthly Status Report

PMIS Administrator (Program Controls Mgr.)

- Develop and implement Proliance system
- Develop basis for the CIP Team technology system
- Assist in producing the Monthly Status Report
- Provide training for PMT and DAT personnel on PMIS
- Provide training for A/E's and contractors as requested
- Provide orientation to Proliance for A/Es and contractors

Design Review Team

- Perform full design reviews on major projects and additions/ renovations
- Assist PMs with design reviews where subject is complex or extraordinary
- Provide expert design review support as appropriate
- Provide reports and recommendations as appropriate

Project Administrator

- Coordinate, transcribe and proofread weekly team meeting agendas/minutes and action items for accuracy, prior to distribution to AECOM team
- Maintain, update, and track various financial documents (pay apps, invoices, change orders, purchase orders, expense reports etc.) for payment
- Monitor and control various filing system for confidential and other files (school projects/ personnel)
- Assist AECOM Team with uploading of various schools' project documents (contracts, financials, meeting minutes, etc.) to Proliance
- Schedule meetings and coordinate with team members
- Assist with office supplies, faxing, copying, and scanning of various correspondence and other such office documents as necessary; various other administrative duties as assigned.

1-PPM-0061 CIP Team Work From Home Protocol

PMT WORKING FROM HOME

PMT personnel should plan on being in the office at least 4 days per week and work an 8-hour day with an hour lunch break. Working From Home (WFH) should be clearly indicated on all personnel's Outlook calendar and the Team Calendar maintained by the Project Administrator.

The Project Administrator should be provided access to all personnel's Outlook calendar. Personnel should be logged into the system when working from home. Status will be displayed through the 'Chat' function in Teams.

Personnel should have a workspace that is free from noise and distractions, i.e., doorbells, dogs, children, for work calls. It is expected that personnel have child-care arrangements for after-school, teacher workdays, vacations, etc. when working from home.

It is understandable that unexpected circumstances arise that may necessitate being at home for family issues. Personnel shall use their best judgment whether to take Personal Time Off (PTO). If work cannot be focused on, PTO should be taken.

Working From Home is a privilege that may be suspended or revoked.

Also, please reference Section 9, Safety, for additional guidelines related to COVID-19.

1-PPM-0070 Contact List

DeKalb County School District E-SPLOST CIP Contact List							
August 1, 2022							
AECOM Program Management Team							
Contact Name	Firm	Program Role	Office Phone	Cell Phone	Fax	Firm Email	DCSD Email
Al Edwards	CERM	AECOM Management Committee	(678) 999-0173			aedwards@cerm.com	
John Wright	AECOM	Principal-in-Charge	(678) 676-xxxx	(404) 202-1537	(678) 676-1449	john.d.wright@aecom.com	john_wright@dekalbschoolsga.org
Melvin Butler	AECOM	Program Director	(678) 676-1326	(267) 304-4717	(678) 676-1450	mel.butler@aecom.com	mel_butler@dekalbschoolsga.org
Brian Albanese	AECOM	Deputy Program Director	(678) 676-1561	(404) 242-4582	(678) 676-1451	balbanese@cerm.com	brian_albanese@dekalbschoolsga.org
Patty Boston	AECOM	Project Administrator	(678) 676-1445	(678) 676-1445	(678) 676-1452	patty.boston@aecom.com	patty_boston@dekalbschoolsga.org
Ryan Fernandez	AECOM	Project Manager	(678) 676-1417	(770) 880-1978	(678) 676-1453	ryan.fernandez@aecom.com	ryan_fernandez@dekalbschoolsga.org
Willie (Carl) Henry	AECOM	Project Manager	(678) 676-1415	(404) 702-1398	(678) 676-1454	carl.henry@aecom.com	carl_henry@dekalbschoolsga.org
Atiba Nunnally	CERM	Project Manager	(678) 676-1555	(404) 723-1681	(678) 676-1455	anunnally@cerm.com	atiba_nunnally@dekalbschoolsga.org

2

Proliance

Program Management Controls Strategy

- 0: Background/ Introduction
- 1: Program Staffing: Organization and Roles
- 2: Program Management Controls Strategy
- 3: Program/ Project Communications Plan
- 4: Procurement
- 5: Pre-Design
- 6: Design
- 7: Construction
- 8: Closeout
- 9: Safety/Security

Included in this Chapter are:

- 2-Proliance-0010: Program Management Controls Strategy (PMCS)
- 2-Proliance-0020: Document Control (using Proliance)
- 2-Proliance-0030: Cost Control (using Proliance)
- 2-Proliance-0040: Accounting Transmittal Process
- 2-Proliance-0050: CPM Schedule Control Primavera – P6
- 2-Proliance-0060: Meetings
- 2-Proliance-0070: Reporting
- 2-Proliance-0071: DOE Reimbursement Reporting
- 2-Proliance-0073: Procedure for Responding to Open Records Requests
- 2-Proliance-0080: Posting to e-Board Agenda Items DCSD BOE
- 2-Proliance-0090: Proliance User Setup & Training
- 2-Proliance-0100: P6 User Setup & Training

2-Proliance-0010: Program Management Controls Strategy (Proliance™)

The purpose of this section is to provide a general overview of the Proliance system and the general procedures that are used to develop and implement Proliance for a specific project.

1.0 GENERAL

The Proliance system consists of schedule management, cost/ budget forecast management, QA/QC management, communications management, scope creep management, and risk management modules for management of all phases of the project, including pre-design, design, procurement, construction, closeout, and warranty. The Proliance system is used to forecast potential budget overruns early in the design process and during construction so that solutions can be developed to mitigate adverse effects on

the project.

The PMT Project Manager (PMT PM) is responsible for utilizing the systems as required each of his specific projects, tailoring it for the size of the project. The system is structured to report detailed and summary information at three management levels within the Program: executive level, regional level, and project level.

2.0 PRIMAVERA P6 SCHEDULE CONTROL SYSTEM

The Primavera P6 schedule control system uses the construction industry-standard Critical Path Method (CPM) with tasks tied to costs through the work breakdown structure (WBS). Different levels of scheduling are developed over the course of each project; they are discussed below.

Program Master Schedule – The Program Master Schedule developed by the PMT shows all projects in the Program at a high level. Typically, projects are organized by 'Phase', as follows:

- Planning
- Design Procurement
- Design
- Construction Procurement
- Construction
- Closeout on Documents (CD)
- Estimating and reconciliation at each stage
- Approvals from the CIP Team and GaDOE
- Establishment and preparation of swing space, as necessary

The Program Master Schedule is monitored continually and updated at least monthly to reflect current Program status. This updated schedule information is then included in the Monthly Status Report (MSR).

Project-Level Schedule – Depending on a project's size and/or complexity, an individual project schedule may be developed to expand on the milestones dictated by the Program Master Schedule. A Project-level Schedule may consist of 20-40 to 80 interrelated activities. These include:

- Design procurement
- BOE Approval Process – at all appropriate procurements
- Schematic Design Documents (SD), Design Development Documents (DD), and Construction Documents (CD)

- Estimating and reconciliation at each stage
- Approvals from the CIP Team and GaDOE
- Establishment and preparation of swing space, as necessary
- Demolition procurement
- Demolition
- Construction procurement
- Construction
- FF&E
- Technology
- Construction closeout
- Warranty

All Project-level Schedules are monitored continually and updated at least monthly to reflect current project status. The updated information is then consolidated in the Program Master Schedule for inclusion in the Monthly Status Report (MSR).

Design Schedule – The PMT PM will develop a milestone-level Design Schedule specifically for each project that will be an integral part of the RFP for Architect/Engineer (A/E) services and the A/E's contract. After the award of the contract, the PMT PM collaborates with the design professional in order to develop a detailed Project-level Design Schedule. The schedule will identify in detail all major milestones and intermediate checkpoints and deliverables that the A/E will have to meet during the design process. These milestones include: submittal of drawings; specifications; detailed cost estimates; Value Engineering (VE) studies; for Schematic Documents (SD), Design Documents (DD), 30%/80%/100% Construction Documents (CDs); reviews; and reconciliations and approvals of each submittal. In the event of budget overruns at any design phase, the A/E will provide redesign in accordance with their contract, in order to keep the project on schedule. A design recovery schedule will be developed by the A/E as necessary.

Construction Schedule – The Construction Schedule will be developed by the Builder (i.e., General Contractor (GC), Construction Manager-at-Risk (CMAR), or Design-Builder) and will show all activities required to construct and turnover the project. It will show logical relationships between the major activities, material supply, procurement, construction, and turn-over and occupancy anticipated for each project. The Builder will submit the schedules per the requirements of its contract. Generally, the following applies:

1. The Builder will procure a scheduling consultant to perform the technical scheduling required on this Program. (This requirement can be waived in writing, by the District, if the contractor shows in-house expertise for this function).
2. The Builder, within seven (7) days of Notice to Proceed, will submit a schedule to the A/E and PMT PM for approval. A preliminary schedule outlining significant activities for the first 60 days of the contract. This preliminary schedule will incorporate all significant milestones issued to the Builder in his contract.
3. Within 15 days, the Builder will submit to the A/E and Owner a full CPM, cost and resource loaded schedule for the entire project for review and approval.
4. Construction Schedules will display both the current and baseline schedule for comparison.
5. The PMT PM and the A/E will monitor the Builder's schedule continuously throughout construction.

Look Ahead Schedules – The contractor is required to submit a Look Ahead Schedule at each weekly meeting. On large projects, a two-month look ahead and a one-month look behind is recommended. On smaller projects, it can be adjusted accordingly.

3.0 PROLIANCE COST CONTROL SYSTEMS

To mitigate budget and/or cost overruns, a cost control system must be implemented that specifically addresses funding, budgeting, cost accounting, Change Order (CO) control, payment, and potential cost disputes. This system integrates with the schedule control system.

Specific information pertaining to several of the cost control system components is provided below.

Financial – AECOM has implemented Trimble's Proliance Program Management Information System. Proliance tracks all budgets, forecasts, commitments, and invoicing. When SPLOST V was adopted by DCSD, a Master Budget was developed. That Master Budget is the baseline for all projects going forward. DCSD previously used the accounting system "TERMS." DCSD has implemented a new financial control system, "Munis", which replaced all previous functions carried out by TERMS. Munis currently tracks budgets and expenditures, but not commitments. The PMT is now tracking commitments and revenues in Proliance through its budget/forecast system.

Accounts – A code of accounts has been established by the DCSD that consists of a capital cost code, a project budget code, and a finance account code.

Full accounting codes are as follows:

EXAMPLE 423.71.01.00.301422.752.0000

- 423 represents the SPLOST V Program and is used consistently for all accounting codes related to the Program
- The next six digits, in this case 71.01.00, represent the Cost Code pertaining to the type of expense:
 - 71.01.00 Pre-construction services
 - 71.03.00 A/E services
 - 71.04.00 General contractor
 - 71.05.00 Construction Services
 - 72.00.00 FF&E
 - 73.00.00 Technology
 - 99.99.00 Contingency

These codes are used uniformly on all SPLOST V projects.

- The next six digits, in this case 301423, represents the project number - a discrete number for each project.
- 752.0000 represents the DCSD accounting code for code for all CIP work.

NOTE: DCSD has transitioned to a new code system for the new Munis software.

New accounting code breakdown is as follows:

EXAMPLE - SP5FACCON.35935.ARCHITECT

- SP5 represents the E-SLOSPT V Program and is used consistently for all accounting codes related to the Program (SP4 is used to represent E-SPLOST IV)
- The next six digits, in this case FACCON, represent the type of project (FACILITY CONDITIONS IMPROVEMENTS)
- The next five digits, in this case 35935, represent the project number.
- ARCHITECT represents the DCSD budget accounting line

Budget – The District has developed a baseline budget for each project. Once a project becomes active, the PMT PM will perform a detailed budget review with DCSD and develop a “Production Budget” that will be used for managing the project.

Cost Control – There are three phases where costs can be controlled to the greatest extent. The first is during design, where a great deal of effort is expended to keep the design within the design criteria and budget through estimate reconciliations, design review, value engineering, and redesigns. The second is during the procurement of the Builder. The PMT Project Managers will use their experience and expertise to minimize gaps in the design and the BUILDER buyout. The third is during construction, by closely reviewing all change order requests (CORs) for merit and reasonableness.

Critical to effective contract and budget management is the reporting of committed costs, forecasts and actual cost and payments. The cost system will compare the original budget to the actual expenditures. The total program estimate, budget, and finance/cost control includes reporting that tracks the estimates, the actual budgeted amount, funding commitments, change orders and payments. The system also forecasts over- and under-budgeting or funding. Reports containing this information will be provided to various levels of management.

4.0 PROLIANCE MATERIAL AND SYSTEMS CONTROL

At times, the PMT PM will track District-furnished and installed items such as furniture, fixtures, and equipment (FF&E); school buses; and technology. For the transportation and technology type activities, the CIP Team's PMs will meet with both departments on a consistent basis to coordinate DCSD with the contractor. For the "School Bus Purchase" activity, the PMT PMs will contact the responsible DCSD individual for updates on a monthly basis. This information will be uploaded to the Proliance cost reporting system and will be included in the Monthly Status Report (MSR).

5.0 REPORTING

- **Daily:** The Builder is required to submit daily reports to the A/E and District. The PMT PM will review the Builder's daily report for general compliance ensure that the daily report is uploaded and archived in the PMIS.
- **Weekly:** The PMT Project Managers will provide a weekly status report on each of their active projects to the Deputy Program Director for transmittal to the District on Wednesday by 2:00 PM each week.
- **Monthly Status Report (MSR):** A Monthly Status Report will be issued to the District in hard copy and electronic copy by the 5th of every month to report on activities thru the end of the prior month. If the 5th falls on a weekend or holiday, the report will be submitted on the next business day. This report is formatted to report on all active projects in the Program. This report will include the following sections:
 - Program Funding & Expenditures Summary
 - Regional Project Budget/Cost Status Reports
 - Regional Project Schedule Status Reports
 - SPLOST V Sales Tax Revenues by Month
 - SPLOST V Total Revenue by Month
 - SPLOST V Project Scope / Budget Schedule Summary

- **Monthly Status Report (MSR) Executive Summary:** The PMT Program Director will generate an Executive Summary of the Monthly Status Report information for transmittal to the Chief Operating Officer, with copies to the Office of the Superintendent, the Chief of Staff, and the Chair of the E-SPLOST Advisory Committee within 5 days of publication of the Monthly Status Report.

6.0 DOCUMENT CONTROL

Trimble's Proliance Program Management Information System has been implemented. All drawings, documents, correspondence, reports, and invoices produced or received during the course of the project are identified in accordance with an established index. The system is used to track the issuance and receipt of all documents. Policies, procedures, and standards have been developed for the document control system and are included in Section 3 of this manual.

7.0 COMMUNICATION MANAGEMENT

Each project has a comprehensive and effective system and procedure for maintaining program documentation, reporting, and communicating status information within the team, as well as to the District and other external parties. This manual (PPM) is the basis for consistent reporting and communications. The Communications Management System provides for the timely collection and dissemination of information; comprehensive, secure, and accessible program documentation; facilitation of informed decision making; a traceable history; and integration of information from any sources. It includes the management information system, and the office automation and telecommunication infrastructure used to support the project. Totally comprehensive communications among project team members is the key to the success of the team approach. Communication is structured using the framework of the WBS. Communication elements include the following:

- Meetings (Virtual or In-person)
- Telephone conversations
- Memorandums
- Correspondence
- Reports and studies
- Contract documentation
- Electronic communications

8.0 SCOPE MANAGEMENT

The District has developed a general scope for all projects based on the project list and information approved by the Board of Education for the SPLOST Program. These scopes of work are documented in the District's Local Facility Plan. Upon Notice to Proceed, the A/E will meet with the District and PMT to review the planned scope, and then will develop a preliminary report identifying the scope of work that the A/E believes can be designed for the Stated Cost Limitation (SCL). The PMT and A/E will meet with the District to agree on the exact scope of work the A/E will be asked to design; the A/E will take this scope of work and develop drawings and specifications to meet the budget. The A/E will design to the SCL and, if it exceeds the SCL, it will revise the design at no cost to the District.

2-Proliance-0020: Document Control - Proliance

The purpose of the Document Control System is (1) to confirm that project documentation is complete for historical purposes, (2) to identify documents that require follow-up or status tracking to confirm timely response, and (3) to provide a method for document retrieval. This section contains the procedures for the control of the documents.

The Document Controls Specialist (DCS), in conjunction with the Proliance Administrator, is responsible for the set-up and maintenance of the documentation and tracking system that confirms items are adequately documented, tracked for timely response, and able to be retrieved in a timely manner.

The PMT Project Manager is responsible for making sure the project team is using the Proliance system properly by submitting information into the system timely and accurately. The PM is the focal point for administering the PCM program on the project level.

The Proliance system is totally dependent on the participation of the entire project team – A/E, contractor, Owner, Program Manager, consultants, etc. Each entity is responsible for processing their documentation in accordance with the agreed-to workflows.

1.0 REPORTS

Reports can be generated using database queries in response to District or stakeholder questions. These reports are organized in such a way that the requestor can select the exact information required from a simple review of the documents presented.

2.0 FILING OF PAPER COPIES

4.1 General Storage

All Program and project document hard copies will be stored in a secure location as dictated by the District. The secure storage location will be a controlled access space that serves as the repository of the original, or best copy, of the particular contract-related documents.

3.0 TYPES OF COMMUNICATION AND RECORD KEEPING

3.1 General

Different types of project deliverables will require different documentation and lines of communication.

Strong, effective, and constant communication within the entire management team (District, PM, design consultant, and contractors) is the backbone of success for every project. With the use or application of state-of-the-art information technology (web-based information flow) this task has become much more effective and simplified.

Because the PMT is ultimately held accountable, it is essential that all communications, instructions, and decisions be documented. The types of communications include, but are not limited to:

- Correspondence
- Faxes
- E-mails
- Memos
- Transmittals
- Meeting notes (Minutes)
- Telephone communication records
- Diaries

3.2 Correspondence

All correspondence must include the following:

- Project number and name
- File number
- Subject matter
- Date
- Letter number (e.g., Letter # 1 to DCSD = DCSD001)

3.3 Faxes

All faxes must include the following:

- Project number and name

- File number
- Subject matter
- Date

Faxes will be filed in a chronologically ordered “Fax” file. Faxes will be limited, and are not intended to replace formal letters. They will be used to transmit information that is not available electronically, but with the use of E-mail and a web-based information flow, the use of faxes will be limited.

3.4 E-mail

E-mail will be carefully examined for content and considered as a letter if sending or receiving instructions and directions. All e-mails will be retained electronically, logged, and saved to appropriate file. Note that e-mail can create risk to the District if it is not treated as one would treat a letter.

3.5 Transmittals

Transmittals should only be used to transmit information that cannot be sent electronically (material samples, shop drawings, etc.). All such transmittals will be filed chronologically by the Project Administrator.

3.6 Meeting Notes (Minutes)

During the design management and/or pre-construction period the following types of meetings will most likely occur:

- Design meetings (programming, design, progress, budget, and scheduling)
- Owner/A/E/Contractor (OAC) meetings with the PM
- Meetings with permitting authorities or authorities having jurisdiction

As moderator, the PM maintains the agenda, keeps the discussion focused, obtains commitments related to completion of action items, underscores decisions as they are made, and summarizes the meeting results.

Minutes of the meeting will be distributed promptly, with action items highlighted, and should include assigned responsibilities and deadlines.

The meeting minutes indicate the date, purpose, place, number, and attendees (see Attachment A for Sample Meeting Minutes Form).

The following closing paragraph shall be placed on all meeting notes:

“The meeting minutes above reflects the author’s understanding of the discussions that occurred in this meeting and are believed to be accurate and complete. Each attendee is requested to review these meeting minutes within 24 hours of the distribution of these minutes, and to provide any additional comments if they believe that the above meeting

minutes do not adequately represent the full discussion. After this 24-hour period, all comments will be added, and these meeting minutes will be recorded in the permanent record as an accurate and complete representation of the proceedings in the meeting.”

3.7 Telephone Communication Records

Items discussed and decided upon and instructions received or given during telephone conversations will be recorded and chronologically filed in the appropriate folder of the project file.

3.8 Program Manager's Daily Log

Per Article 4.41 of the PMT contract with DCSD, during construction of a large project, the Program [Project] Manager will ensure that a daily log of events and job site conditions, including descriptions of any adverse weather, specific Work accomplished, equipment breakdowns and failures, procurement and delivery problems, accidents and injuries, safety violations and citations, and any other events or circumstances impacting the progress, cost, or quality of the Project is produced and cataloged.

2-Proliance-0030: Cost Control - Proliance

The CIP Team shall confirm that all project costs are uploaded, managed effectively, and reported accurately using the Proliance software system.

The purpose of this section is to provide procedures for developing budgets, making changes to existing project budgets, requesting funding and changes to funding for contracts, and specifics regarding cost management processes.

1.0 OBJECTIVES

The cost management objectives of a project or program are to:

- Establish procedures and systems to collect, manage, and report on all program/project cost data
- Organize all costs for each project into one system for cost reporting, cost management, and management of the project/program
- Accurately track budgeted, contracted, forecasted, and invoiced costs for the project/program, and measure performance against the approved program/project budget
- Provide the District with the data required to make informed decisions on cost management issues
- Provide the District's Finance Division with cost information related to project funding, bond issuance, encumbrance, cash flow requirements, and demand on contingencies.

The Cost Management System consists of the hardware, software, coding structures and procedures established to accomplish the cost management objectives of the program. The approach to project/program cost management is the following:

1. If one has a program, it will be managed as a group of projects.
2. Costs are budgeted based on projects, not contracts. A project normally contains several contracts that cover design, construction, and a variety of other costs. Invoiced cost data is collected at the contract level.
3. A program budget is developed and monitored based on costs compiled at the project level.
4. The project/program cost management system relies on the PM compiling invoiced and forecasted costs and forwarding this data in a project/program cost report at regular intervals to the District.
5. Changes to the project/program budget are managed by the PM and approved by the District.
6. Project/program cost reports are prepared to share cost information, to identify cost issues and trends, and to provide the information needed to resolve those issues.

2.0 COST CODING STRUCTURES

2.1 General

Due to complexity of projects/programs and the cost-reporting requirements, codes are used to identify many elements within the project/program, such as projects, consultants or contractors, and contracts. This subsection describes an example of these coding systems.

2.2 Project

All work defined under the project/program must be coded against a cost center such as utilities, buildings, phases, projects, etc. The District's Finance Division, with the assistance of the PM, will allocate the project/program budget to the various cost centers, and will code all projects in the project/program to the appropriate cost center. The PM is responsible for the collection of project cost data by District cost center.

2.3 Cost Components

In order to organize project/program costs in parallel with the District's existing cost management systems, the PM will establish cost components. The budget of each project in the project/program consists of one or more of the cost components. If the design or construction work in a project is divided between two or more contracts, the design or construction cost components of that project will equal the sum of the estimated or contracted values of all design or all construction contracts in the project. The cost component codes and descriptions will be defined and increased in the monthly program Cost Report.

Construction. The designator for estimated or contracted construction work cost. It may include one or more contracts.

Construction Contingency. An amount of approximately 5-10% of the estimated or contracted construction cost of each construction contract defined within a project.

Owner Controlled Insurance Program . The cost of insurance provided by the District which replaces that normally provided by design consultants, construction management consultants, and contractors.

Design. The estimated or contracted design cost of the project. It may include costs by District inhouse staff and/or by one or more contracts with outside consulting firms.

District Administration. The cost of District staff.

Construction Management. The cost of Project/Construction Management provided by a project/construction management firm.

Management Reserve. All project/program-level contingency that has not been assigned to a specific project. With approval of the Change Control Committee, the Management Reserve may be used to cover overruns in design, administration, or construction; or it may become allocated to a project's construction contingency.

2.4 Work Breakdown Structure (WBS)

To facilitate budget development, management, and accounting for the program, the PM will develop a detailed WBS. The hierarchical nature of the WBS allows cost data to be summarized at various levels to produce cost reports.

2.5 Project Numbers

DCSD has assigned a unique project number to each project in the program. It is important to note that there are may be more than one project at a facility, so use of the project number is critical in identifying a particular project.

2.6 Contract Numbers

The DCSD Procurement Dept. will assign a unique Contract Number to each contract.

2.7 Contractor ID Codes

Each consultant or contractor is assigned a unique, Vendor ID Code. This code is used to link consultant and contractor information to cost and correspondence records within a project.

3.0 PROJECT MANAGEMENT SOFTWARE

A cost management software system is used to organize, collect, summarize, and report on all program and project information in a relational database system. Through the use of the system, the PMT compiles detailed cost data, which can then be summarized and reported on in a variety of data sorts, including the following: cost by project, cost by contract, and cost by District cost code.

The use of a single, relational database confirms that all District contract, a COs, invoice, and cost trend information is cross-referenced between the various database tables that contain the program cost data.

The Proliance database has the following modules:

01. Integration and Scope
 02. Time Schedule
 03. Cost and Budget
 04. Quality
 05. Human Resources
 06. Communication
 07. Risk
 08. Procurement
 09. Design
 10. Construction
 11. Safety
- Supporting Documentation
Other Documentation

4.0 GENERAL COST MANAGEMENT PROCEDURES

4.1 Construction Contract Changes

Typical types of documents to bring about and document construction contract changes are discussed below:

- **Change Order:** A change order (CO) is a document signed by an authorized representative of the District and an authorized contractor representative, to authorize new work, delete previously agreed upon work, or change the contract time or selected conditions.

4.2 Budget Changes

The term “Budget Change” refers to any change made within a project’s budget. The PM is responsible for entering the budget change data into the database system.

4.3 Budget Transfer

A Budget Transfer is a formal transfer of project/program funds between two or more projects or elements within the program or between a project and program Management Reserve.

Budget Transfers may be initiated by the Project Manager and must be approved by the Program Director and the District. The Program Manager is responsible for the development and maintenance of the program-wide budget Transfer Log (Transfer Log), which will include the transfer number, transfer title, short description of the transfer, initiator of the transfer, amount transferred, and the appropriate approval signatures. The PM will publish the transfer log monthly in the program MSR.

4.4 Forecast

The following forecasts are used to manage the program: cash flow projections, cost trends, cost issues, estimated future commitment, forecast to complete, and forecast at completion. Each of these forecasts is explained below.

4.4.1 Cash Flow Projections

Cash flow projections are detailed projections to plan when cash is required for payment. Cash flow projections must be established early in the project and updated monthly to provide accurate information for budgeting. The following sub-section describes the development of steps are performed at the project and program levels.

At the Project level, Proliance is used to capture all actual and potential ‘cost events’, such as trends, potential contract amendments/change orders, and allocations for known events but uncertain costs. These are discussed further, below.

The Proliance system is programmed to compile all of the ‘cost events’ and produces an Estimate to Complete (ETC) cost that can be used as a comparison forecast versus the known baseline cost. The system calculates the Estimate At Completion (EAC) based on the forecast ETC, and ‘flags’ those projects by calculating a ‘Cost Performance Ratio’

The Cost Performance Ratio (CPR) is defined as: $EAC / \text{Current Budget}$.

- If the EAC is less than or equal to the current budget, then projects read green;
- If the EAC is between the current budget and the current budget plus 5%, projects show amber;
- If the EAC is greater than the current budget plus 5%, projects show red

Program Cash Flow Report: The Program Controls Manager will compile the project cash flow projection data monthly to develop and update the program cash flow tables. This report is included in the Monthly Status Report (MSR).

4.4.2 Cost Trends

Cost trends reflect the worst-case scenario and are defined as the earliest recognition by the District of a condition or problem that may result in a change to the cost. Cost trends may include anticipated claims, market conditions, or material cost increases. Cost trends are order-of-magnitude estimates only and are subject to change. Their effect may be limited to a single project, may span several projects, or may impact the entire program. All cost trends are resolved by the Change Control Committee, typically, through use of a budget transfer or scope adjustment.

Cost trends may be identified by the District, consultant and/or the PM. The identifier of the trend creates a Trend Data Sheet. The PM collects the Trend Data Sheets and submits them to the District monthly for review and incorporation into the master trend log, published by the PM in the program Cost Report.

Trend Data Sheets are reviewed. Once a trend is resolved, the Trend Data Sheet is signed by the approving party and published by the PM in the next project/program Cost Report.

4.4.3 Cost Issues

Cost issues include any issues or problems that may result in a cost change to a contract, such as an RFI, an unforeseen site condition, an error or omission in the Contract Documents, a claim, or a delay. All cost issues are logged into Proliance, which totals the most accurate known costs for all open cost issues at any time to determine the total demand on budget at both the project and program levels.

4.4.4 Estimated Future Commitment

The Estimated Future Commitment for a given contract includes budgeted work that may become a contract commitment plus any cost trends over the allocated contingency and budget transfers.

The Estimated Future Commitment for a project is the sum of the Estimated Future Commitments for all contracts within that project. The Estimated Future Commitment for the program is the sum of the Estimated Future Commitments for all projects in the program.

4.4.5 Estimate To Complete

The Estimate To Complete (ETC) for a given contract represents the projected dollar

amount required to complete the contract's scope of work. The Forecast To Complete equals the sum of (1) the remaining contract amount that has not been expended to date, (2) the remaining budgeted contingency for that contract, and (3) the Estimated Future Commitment for that contract.

The Estimate To Complete for a given project is the sum of the Estimates To Complete for all contracts within that project. The Estimate To Complete for the program is the sum of the Forecasts To Complete for all projects in the program.

4.4.6 Estimate At Completion

The Estimate At Completion (EAC) for a given contract represents the projected total cost of the contract when it is complete. The Estimate At Completion equals the sum of the Invoiced To Date cost and the Estimate To Complete.

The Estimate At Completion for a given project is the sum of the Estimates At Completion for all contracts within that project. The Estimate At Completion for the program is the sum of the Estimates At Completion for all projects in the program.

4.4.7 Reconciliation with Accounting

No less frequently than quarterly, the PMT shall reconcile the Proliance Cost Data with the District's Munis accounting data. The reconciliation will be performed at the project level and will include both contract and in-house costs. A memorandum summarizing the results will be sent by the Program Director to the District.

4.5 Reporting

4.5.1 General

Program-wide cost reporting will be done on a monthly cycle, as described below:

- Each PM is responsible for maintaining the up-to-date status of each contract within the database system, including updating the monthly invoices, COs and PCOs, Cost Trends, Estimated Future Commitments, Estimates To Complete and Estimates At Completion.
- Once each month, each PM will prepare the required contract and project reports listed in PPM.
- The PM will validate each file to confirm conformance with the program Master Project file. Validation will consist of a visual inspection of the hard-copy reports and the electronic files to verify that (1) they are the same and (2) they conform with the Stated Cost Limitation (SCL). If any changes need to be made to a subproject file, the changes will first be agreed upon by the District.
- Following the receipt and validation process described above, the PM will compile all the input and will publish and distribute the monthly program Cost Report.

4.5.2 Program/Project Reporting

The PMT must submit a Monthly Status Report (MSR) to the District each month. The “data date” for all information presented within the MSR is the last day of the prior month, with acceleration for holidays and as required by the District. The MSR includes the following information:

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2-Proliance-0040: Accounting Transmittal Process

1.1 Processing Invoices

The party requesting payment must be setup in the DCSD Munis accounting system. If not, the party will need to visit the DCSD web site Vendor Self-Service System and create an account.

The PMT Project Manager will notify the Invoicing Party to submit three (3) invoices:

- Send invoice via mail to:
 - Sam A. Moss Service Center, DeKalb County School DCSD
ATTN: Patty Boston, PMT Project Administrator
1780 Montreal Road
Tucker, GA, 30084-6706
- Send via email to the A/E, and “cc” the PMT Project Manager

Once received the Sam Moss Service Center Receptionist shall deliver the invoice to the PMT Project Administrator for processing. The PMT Project Administrator shall date stamp the invoice and distribute the invoice to the appropriate PMT Project Manager. The PMT Project Manager shall complete the DCSD Accounting Transmittal populating only the information below:

- Project
- Project Manager
- Payee
- Cost Code
- Invoice number
- Current Period Request
- Balance to Finish
- Percent Complete
- Notes: Include a brief statement of the type of services provided.

They will also review the transmittal for accuracy, sign, date, and return to the PMT Project Administrator. The PMT Project Administrator shall review and give the invoice to the PMT Program Director. The PMT Program Director shall review and sign the invoice then give the invoice to the PMT Project Administrator. The PMT Project Administrator shall make two (2) additional copies of the invoice if (3) copies do not currently exist and submit completed Accounting Transmittal and, one (1) original plus two (2) copies of the invoice

to DCSD Accounting Department.

DCSD Accounting Department shall process the invoice in Munis and return a copy of the fully executed invoice to the PMT Project Administrator. The PMT Project Administrator shall then scan the fully executed invoice, distribute the electronic copy by email to the appropriate PMT Project Manager, file the hard copy, and finally record the executed transaction in Proliance.

1.2 Processing Pay Applications

For processing pay applications reference the above invoice procedures up until the accounting transmittal. The PMT Project Manager shall then complete the DCSD Accounting Transmittal populating only the information below:

- Project
- Project Manager
- Payee
- Cost Code
- All pay application information
- Current Period Request
- Balance to Finish
- Percent Complete

The PMT PM will review the transmittal for accuracy then add signature and the date. The PMT Project Manager will review and submit the transmittal and appropriate A/E or Builder pay application checklist and return to the PMT Project Administrator. Once done they can repeat the remaining invoice steps that precede the accounting transmittal completion.

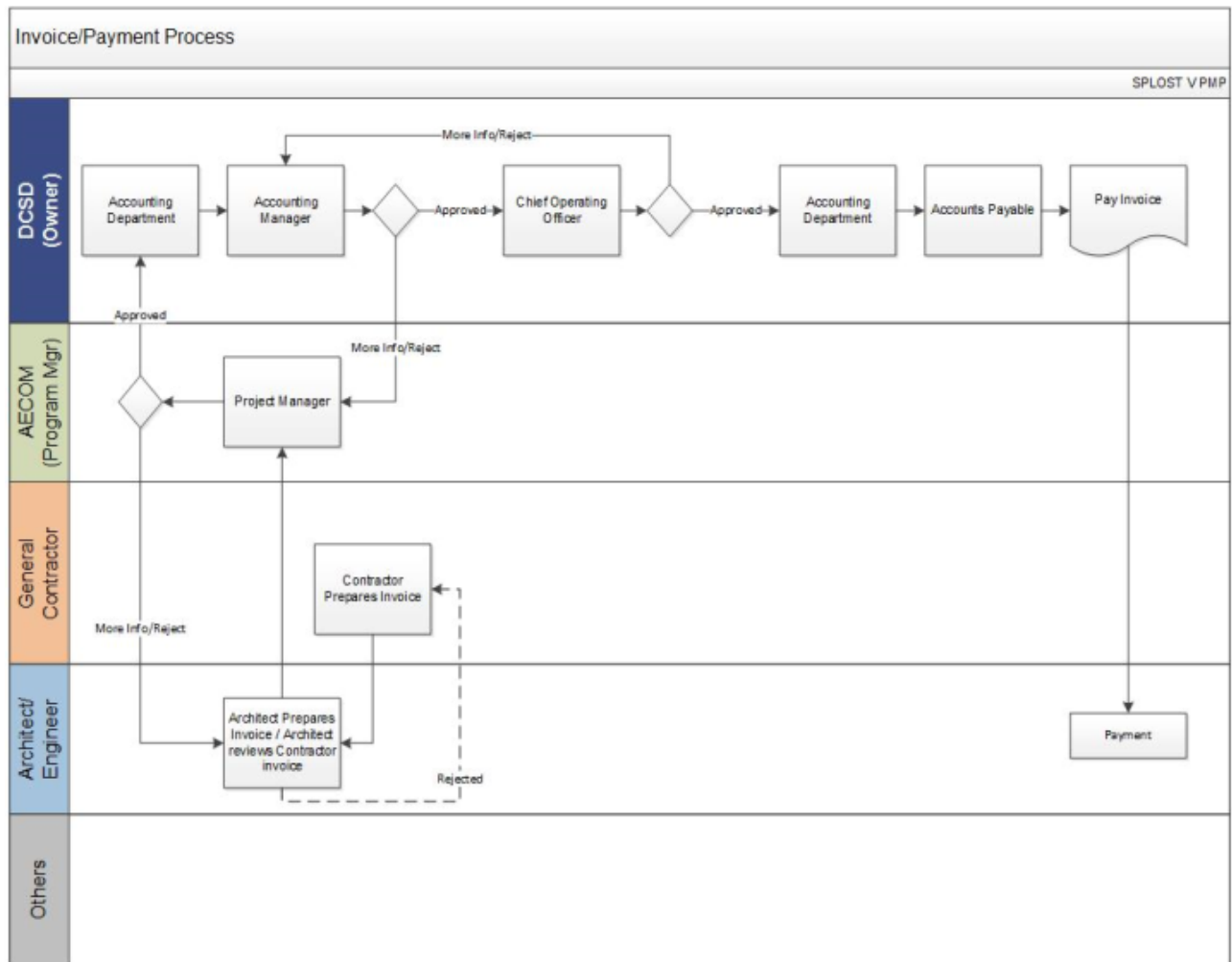
1.3 Processing Purchase Orders

For processing purchase orders reference the above invoice procedures up until the accounting transmittal. The PMT Project Manager shall then complete the DCSD Accounting Transmittal populating only the information below:

- Checking the purchase order request box.
- Include in the notes section a brief description of the purchase order request.
- Include the appropriate backup for the submitted purchase order request.

Once done they can repeat the remaining invoice steps that precede the accounting transmittal completion.

Program Procedures Manual (PPM)



2-Proliance-0050: CPM Schedule Control - Primavera P6

1.0 PROGRAM MASTER SCHEDULE

The purpose of this section is to provide the procedures for developing, modifying, and updating the Program Master Schedule.

The Program Director is responsible for managing the development of the Program Master Schedule with the client; the Program Master Schedule is maintained on the Primavera P6 platform by the PMT Program Scheduler.

The Program Scheduler is responsible for development, implementation, and maintenance of the Program Master Schedule.

The following list outlines the responsibilities for the individuals who will provide input to the Master Schedule.

1.1 DCSD

1. Review and acceptance of the Baseline Program Master Schedule
2. Approve/disapprove changes to the Program Milestones
3. Approve/disapprove changes to the Program Master Schedule Interface Milestones
4. Approve/disapprove program schedule forecasts, resolution of interface conflicts, and special studies

1.2 Program Director

1. Recommending approval/disapproval of program schedule management procedures
2. Recommending approval/disapproval of the Baseline Program Master Schedule
3. Recommending approval/disapproval of updates, changes, and cost loading of the Program Master Schedule
4. Approval/disapproval of special schedule studies
5. Directs preparing special scheduling studies
6. Providing monthly reports assessing program progress
7. Recommending approval/disapproval of all time-related changes to the Program Master Schedule
8. Preparing informational reports

1.3 Program Scheduler

1. Preparing and maintaining the Program Master Schedule
 2. Identifying conflicts in the Program Master Schedule
 3. Monitoring Program Master Schedule progress to detect adverse trends
 4. Publishing a list of approved/disapproved time-related changes to the Program Master Schedule
1. the Master Schedule

2.0 PROGRAM MASTER SCHEDULE INPUT SOURCES

The following are the input sources for the Program Master Schedule.

Master schedule input sources include:

- Board of Education approved Project Lists
- Board of Education approved special initiatives
- Board of Education specific or special instructions

3.0 THE PROGRAM MASTER SCHEDULE

The Program Master Schedule is the schedule for the entire Program.

The Program Master Schedule is the primary tool for assessing overall project/program status and is used to identify and manage the interfaces between various projects on the Program. It is organized to align with the Munis WBS by project phase.

The Program Scheduler will be responsible for integrating the Program Master Schedule with the PMIS in collaboration with the Program Controls Manager.

4.0 BASELINE PROGRAM MASTER SCHEDULE

4.1 Preparation of Baseline Program Master Schedule

The Baseline Program Master Schedule is based on the following:

- Board of Education approved Project Lists
- Board of Education approved special initiatives
- Board of Education specific or special instructions

4.2 Review and Approval of Baseline Program Master Schedule

The Program Scheduler will prepare the Baseline PMS for review and approval by the

Program Director for submittal to the District for its review and approval.

The PD will distribute the Baseline Program Master Schedule (as the Draft Baseline Program Master Schedule), in a Gantt chart format to the program participants listed below. The PD will present the schedule to these Program participants within one week after distributing the draft. All recipients will send their written comments to the PD within two weeks. These Program participants include:

- Director of Design & Construction
- Director of Planning & SPLOST Programming
- Deputy Chief Operations Officer

The PD will schedule a meeting with the appropriate client representative(s) to identify and resolve any significant issues. The PD will seek to produce a realistic document that accurately reflects Board of Education direction and that all Program participants can understand and agree upon. Although other minor issues may exist, they should not be allowed to delay the finalization and approval of the Baseline Program Master Schedule.

At the end of the comment period, the PD and Program Scheduler will meet with the District Program participants to identify any remaining significant issues and develop a plan to resolve those issues. Significant issues include a change in a date controlled by non-program organizations, a change in existing contract schedules, or a change in existing contract scope. If a significant issue affecting the Baseline Program Master Schedule cannot be resolved within one week following this meeting, the PD will include a reasonable time allowance for the significant issue and publish the Baseline Program Master Schedule.

Two weeks following the close of the comment period, the PM will revise and forward the Baseline Program Master Schedule to the District for approval. The PD will also prepare a summary of any significant changes with a brief explanation of the reason for each change. The District shall coordinate the review of the Draft Baseline Program Master Schedule with the District's staff. After obtaining District approval, the PD will issue the Baseline Program Master Schedule to all program participants to document the approval.

Program Milestones may not be changed unless there is a client-approved change due to a significant change in funding, timing or scope which has been authorized by the Board of Education. Intermediate Milestones may be changed, providing that the revision does not modify a Program Milestone. Each revision to the schedule must be denoted in the title block with the revision number, date, and brief description of the revision. Any changes that might impact the critical path dates must be approved by the District before input of the changes by the PM.

The PD will distribute the approved Baseline Program Master Schedule.

4.3 Program Master Schedule Updates

4.3.1 Preparation of Updates

Following issuance of the Baseline Program Master Schedule, the Program Master Schedule will be updated on a monthly basis to show actual progress and any variance from the Baseline Program Master Schedule. The Updated Program Master Schedule is considered the 'Current Schedule' for purposes of reporting and the PMIS.

The PMT PM will include these current updates as the Current Program Master Schedule (Current Schedule) in the Monthly Status Report (MSR). The MSR report will be distributed in accordance with the Communication Matrix in Chapter 3. The time-scaled logic diagram and Gantt chart will also be distributed by the PMT PD when requested.

The purpose of the Current Program Master Schedule update is to present an accurate picture of the progress achieved at the program level and to show the effect of this progress on the program milestones (over a monthly period).

The Program Scheduler has primary responsibility for gathering project status information. All program participants will provide information to the Program Scheduler in accordance with the PPM. Schedule status information will also be acquired from other sources, such as correspondence, meetings and field verification.

If potential delays or changes become apparent, the PD will notify the client to determine the actions that should be taken. The PD may initiate a special schedule study to determine whether or not the lost time can be recovered or how changes to the originally anticipated schedule logic and sequence could mitigate the delay. The PD will enlist the aid of the responsible project participants to research and analyze the delay and to develop strategies to recover time and costs.

The Program Master Schedule update will include:

- The date and current approved revision of the Program Master Schedule used
- The cutoff date for data used for the update (also known as the "data date")
- The following data for each milestone
 - Target (Baseline) Schedule
 - Current Schedule
 - Total Variance
- New or modified constraints between activities
- New or modified constraints with other projects

An updated MSR report will accompany the Master Schedule update. This report will include the following items:

- A summary of progress achieved and activities completed
- A summary of program and project status
- Variances between the Baseline and Current schedules
 - Scope changes
 - Milestone or completion date changes and
- A description and analysis of trends and changes
- Significant assumptions or uncertainties
- The data date used in the narrative report

The Program Scheduler will verify, analyze, and consolidate the project's identified changes and incorporate those changes into the Program Master schedule update. The PD will use the updated schedule data as the basis for the monthly status reports schedules.

4.3.2 Review and Approval of Updates

The PD will lead an independent review of project schedule updates as well as an assessment of the effects on the program/project as a whole. The Program Scheduler will integrate the (project) schedule updates into the Program Master Schedule monthly update. When appropriate, logic ties to reflect changed relationships among the various project schedules and Interface Milestones will be established. Both project and program float will be evaluated, adjusted, and re-evaluated to determine trending and to develop recommended actions.

The PD will transmit the Program Master Schedule update to the client monthly. The PM will also provide the Program Master Schedule Gantt chart and Program Master Schedule narrative report in accordance with the PPM.

4.4 Revised Program Master Schedule

4.4.1 Revision Preparation

Subsequent to the approval of the Baseline Program Master Schedule, the Program Master Schedule may be revised to incorporate approved changes in scope, funding or milestone dates as directed by the District and approved by the Board of Education. Once approved, Revised Master Schedule is referred to as the Revised Baseline Master Schedule. The process for review of proposed revisions to the Master Schedule is intended to confirm that a comprehensive review and evaluation is completed before significant changes are incorporated into the Revised Program Master Schedule.

When additional information is required from a Program participant, the Program

Scheduler will prepare a RFI in writing. Information required from organizations outside the Program will be requested through the District's PM. Each inquiry will state that the information is requested by a specific date.

The Program Scheduler will prepare a proposed revision to the Baseline Program Master Schedule based on the considerations listed below:

- Project construction and design schedules provided by the client and/or design consultant
- Facility occupancy dates established by the client
- Dates established by existing project contracts
- Estimates of start and completion dates of projects and/or contracts
- Logical constraints of project design and construction
- Interface requirements between different projects
- Changes in resource requirements
- Significant project scope or milestone changes
- Changes in funding
- Project narrative descriptions or other information

Each revision to the Program Master Schedule must be denoted in the title block, by a revision number and date. Each Program Master Schedule revision will include a Gantt chart and a time-scaled logic diagram. The format and content will be similar to the Baseline Master Schedule.

The Program Scheduler will compile a narrative report based the proposed revision to the Program Master Schedule. Project-specific narratives will be provided by the program participants contractor to the Program Scheduler. The narrative report for the proposed revision will include:

- A succinct introductory description of the program scope and schedule
- An explanation and description of the proposed revision to the Master Schedule including:
 - Why the change was necessary
 - The overall effect on the program
 - A brief description of the effect on each project
 - Changes between the Baseline and Current Program Master Schedules due to the proposed revision
 - Changes in logic or phasing associated with the proposed revision

- Impact on resources
- A description of the program critical path and any activities with negative float
- The data date for the schedule and the narrative report
- A brief description of each affected project within the Program including:
 - Important assumptions used to develop the Revised Program Master Schedule
 - Impacts to other projects
 - Significant uncertainties that could adversely affect the Program Master Schedule

4.5 Periodic Evaluations

The PMT PM will periodically evaluate the PMT's contractor's compliance with the contract requirements. The evaluations will review:

- Timeliness of schedule submissions
- Timeliness of schedule updates
- Thoroughness of schedules
- Accuracy of the schedules
- Management use of the schedule
- Measurement of progress

5.0 PROJECT-LEVEL SCHEDULE RESPONSIBILITIES

The purpose of this section is to provide the procedures for developing, monitoring/ updating, and coordinating the individual project schedules, hereinafter described as Project-level Master Schedules. This procedure applies to all projects administered by the CIP PMT.

The CIP Project Manager will manage the Contractor, A/E, Vendor, etc. in submitting all project schedules to in a format acceptable to the Program Scheduler. The Program Scheduler shall track and monitor the uploaded project schedules received from the various project participants and develop a Project Master Schedule for that particular Project.

Project-level Master Schedule data sources include:

- Design Schedules
- Designer's Project Schedules
- Designer's Construction Schedules

- Project Schedules
- Current Project Schedules
- Pre-construction Schedules
- Special Schedules and Special Reports
- Occupancy Schedules
- Schedule Studies
- Initial CPM Schedules
- Contractor CPM Schedules
- CPM Schedule Updates
- Weekly Look-Ahead Schedules
- Recovery Schedules
- Time Impact Evaluations for COs

The Project-level Schedule updates will include milestones and activities from the Program Master Schedule that are sufficiently detailed to allow for a status update of the schedule on a monthly basis; including, but not limited to:

- Bid and award dates of contracts
- Dates for approvals
- Vacancy dates of existing facilities
- Construction start dates
- Tenant occupancy dates
- Key discussion and review dates
- Dates for starting and finishing major construction activities
- Key dates for submitting applications and obtaining permits

The Program Scheduler is responsible for reviewing and managing the Project-level Schedules submitted by A/E and contractors against the Program Master Schedule. Responsibilities for individual personnel are detailed below.

5.1 DCSD

- Approving/disapproving changes to Project Schedules
- Approving/disapproving special schedule studies by PM
- Providing input to program schedule forecasts

- Monitoring and resolving schedule interface conflicts between projects for client activities

5.2 Program Scheduler

- Reviewing all contractor-supplied schedules and analyzing the durations, logic assumptions and providing feedback
- Analyzing and incorporating design consultant, and contractor schedule data into the Project Master Schedule
- Analyzing the project monthly updates for impacts to the project/program's critical path
- Auditing the progress of scheduled activities to validate reporting inputs
- Providing project control guidelines
- Reviewing designer's and contractor's schedule submittal and incorporating them into the Project Schedule
- Preparing the Project Schedule for each assigned project
- Confirming all design and construction schedules contain adequate and appropriate activities and milestones to measure progress
- Confirming that the contractor complies with all schedule-related requirements of contract documents
- Reviewing, approving, monitoring, and verifying the contractor's schedule submittal represents a viable plan for construction and accurately describes progress
- Providing the Project-level Master Schedule, Current Project Schedules, and required scheduling reports to the client
- Developing and maintaining resource loaded preliminary, baseline, pre-construction, construction, and as-built activities to be incorporated into the project schedules
- Confirming that the project schedules incorporate the contractor's schedule and status of work
- Identifying changes to the Current Project Schedule and requesting approval
- Developing Recovery Schedules with the contractors
- Identifying activities requiring acceleration to avoid delays
- Developing estimated resource requirements

5.3 PMT Project Manager

- Reviewing all contractor-supplied schedules and analyzing the durations, logic assumptions and providing feedback

- Analyzing the project monthly updates for impacts to the project/program's critical path
- Auditing the progress of scheduled activities to validate reporting inputs
- Preparing the Project Schedule for each assigned project
- Confirming all design and construction schedules contain adequate and appropriate activities and milestones to measure progress
- Managing project float
- Confirming that the contractor complies with all schedule-related requirements of contract documents
- Reviewing, approving, monitoring, and verifying the contractor's schedule submittal represents a viable plan for construction and accurately describes progress
- Providing the Master Project Schedule, Current Project Schedules, and required scheduling reports to the client
- Confirming that the project schedules incorporate the contractor's schedule and status of work
- Identifying changes to the Current Project Schedule and requesting approval
- Developing Recovery Schedules with the contractors
- Identifying activities requiring acceleration to avoid delays
- Developing estimated resource requirements

5.4 Design Consultant

- Complying with the requirements of the contract documents
- Complying with the project control guidelines
- Accelerating design activities to maintain the design schedule
- Providing design schedules and monthly status updates
- Developing designer's Construction Schedules when required

5.5 Construction Contractors

- Complying with the requirements of the contract documents
- Complying with the project control guidelines
- Employing, at the field project office, a full-time scheduler or full-time scheduling consultant for the project duration
- Providing cost and resource loaded construction schedules in accordance with the requirements of Contract

- Notifying PMT representatives immediately of any delays
- Known constraints outside the control of the project
- Facility occupancy dates established by the client
- Procurement process
- Utility or third parties
- Permitting
- Estimates of start and completion dates of active contracts and projects not yet awarded
- Logical constraints of project design and construction
- Interface requirements between different projects
- Project descriptions or work statements
- Project narrative descriptions and assumptions provided by the client
- Program budget and scope
- An estimate of available resources

The PMT PM will request additional information in writing from the contractor. Information required from organizations outside the program should be requested through the client. Each inquiry will specify the date by which the information is required.

Schedules for activities outside the scope of individual projects will be developed by the organization responsible for that work element. Schedule updates for these activities will be handled in the same manner as the project schedule updates.

6.0 DESIGN SCHEDULE

6.1 Design Schedule Requirements

Various individual project schedules will be developed by the PMT PM and/or contractors, design consultants, or suppliers during the design phases. These schedules must be properly aligned with the Program Master Schedule and will be provided to the Program Scheduler for review and incorporation into the Project-level Master Schedule. If any of these project schedules cannot meet the constraints of the Program Master Schedule, the PM will request a change to the Project-level Master Schedule from the project participant.

6.2 Schedules Prepared by Design Consultants

The designer will develop a Design Schedule showing design activities and a designer's Project Schedule in accordance with the requirements of the designer's contract. These schedules will be compatible with the Project-Level Master Schedule and will contain all

known design-related activities required to complete the project.

6.3 Project-level Master Schedule and Current Project-level Schedule

The PMT PM will use the schedules prepared by the designer(s) and contractor(s) as a basis for developing individual Project-level Master Schedules. The project schedules shall be critical path method (CPM) schedules that incorporate the milestones, agency and permitting activities, bid activities for all contracts, and construction activities. The level of detail must be adequate to define all critical interface activities between contracts within the project, as well as any interface with other projects. For large projects, the PMT PM will submit the Project Schedule to the District for review and approval/disapproval by the conclusion of the Planning Phase. The District will review and approve/disapprove this schedule within two weeks after submittal. Once approved, this schedule will be referred to as the Baseline Project-level Master Schedule. Subsequent updates to the Project-level Schedule for the specific date approval will be completed on a monthly basis and described as the Current Project-level Schedule. Changes to the Current Project-level Schedule that impact Interface of Program Milestones and require changes to the Program Master Schedule will require District approval.

7.0 OTHER CONSULTANTS' SCHEDULES

Outside consultants may be required to develop and submit work schedules and special schedules covering topics, such as permitting, environmental remediation, testing, and geotechnical services. Detailed networks will be developed according to the consultant contract specifications and submitted to the District for review and approval. Upon approval by the District, the various consultant schedules will be integrated into the Project-level Baseline Master Schedule by the Program Scheduler.

8.0 OCCUPANCY SCHEDULES

Occupancy Schedules are used to plan and coordinate the District's move into completed facilities. This move often involves partial or phased occupancy, and the schedule must coordinate the requirements for the District's operations with those for construction completion. When requested by the District, the Program Scheduler will prepare an Occupancy Schedule to assist the District in planning for occupancy.

9.0 SCHEDULE STUDIES

Schedule studies and time impact analyses may be conducted by the Program Scheduler throughout all phases of the project when requested by a PMT PM or the District.

10.0 SPECIAL SCHEDULES

During the progress of the program, special scheduling and related reports may be required to plan activities, to assess performance or to study alternative solutions to solving a problem. In these instances, special schedules will be developed.

11.0 CONTRACT CONSTRUCTION SCHEDULES

Contract Construction Schedules shall be developed by the construction contractor in accordance with contract requirements. The Program Scheduler will forward a copy of the project control guidelines within one week of the pre-construction conference. Compliance with the project control guidelines is a contract requirement and will be strictly enforced by the PMT PM. The Preliminary Schedule (for the first 90 days of work) and contractor schedules are submitted to the PM for review and approval. The PMT PM and Program Scheduler review the contractor's schedule submittal for adherence to the specifications and to validate that the schedule represents a viable plan for construction of the project meeting the objectives of the Project-level Master Schedule. The contractor-provided CPM schedule updates and reports will be submitted to the PMT PM for review and approval on a monthly basis.

11.1 Preliminary Construction Schedule

A preliminary schedule will be submitted to the PMT PM seven days after the NTP is issued. This schedule will serve as the contractor's schedule for up to 60 days after the Notice to Proceed.

11.2 Contractor Schedule

A detailed, proposed contractor schedule will be prepared by the contractor in accordance with contract requirements. Subcontractors and suppliers must provide written certification that their schedules have been properly incorporated in the contractor schedule. These certifications must be submitted with the contractor schedule. The PMT PM and Program Scheduler will compare the contractor schedule to the Current Project Schedule. The contractor will follow the project control guidelines that establish the format and coding for the contractor's schedule. Each variance to milestones and completion dates in the Baseline Project-level Schedule will be identified in a report to the District and will be submitted along with an evaluation of the impact to the Baseline Project-level Schedule. Upon approval by the District, the contractor schedule will be used to revise and update the Project Schedule.

11.3 Schedule Updates

The contractor will monitor construction progress and submit a schedule update each month to reflect actual progress and any changes to planned activities. The contractor's schedule update will be submitted along with the pay request for acceptance/rejection. The contractor will identify all revisions in the schedule and provide a narrative analysis of all proposed changes.

11.4 Three Week Look-Ahead Schedule

At each weekly progress meeting, the contractor will provide and present a time-scaled, Three Week Look-Ahead Schedule as required by the Contract. This schedule is based on the current approved contractor's schedule. The PMT PM will forward the Three Week Look-Ahead Schedule to the Program Scheduler along with the meeting minutes.

11.5 Recovery Schedules

If the Contractor's schedule update shows a substantial completion date of 30 or more days beyond the contract completion date, or any milestone completion date, the contractor will submit a proposed Recovery Schedule showing how it plans to recover the lost time. The PMT PM will evaluate the Recovery Schedule and forward recommendations for any schedule modification to the District. Any resulting proposed changes to the Program Master Schedule will require District approval.

11.6 Time Impact Analysis for Change Orders

When the contractor is directed to price a change in the work, the contractor will prepare and submit a time impact analysis that includes both a written narrative and a schedule outlining the impacts to time and any other project activities due to the proposed change. The schedule must be coordinated with the original project sequence of schedule activities to enable the PMT PM to evaluate the impact of changed work to the original critical path.

11.7 Schedule Reports

In addition to the monthly schedule update, the contractor may be required to provide these additional reports based upon the proposed schedule update:

- Activity listing reports: one sorted by activity number and one by total float
- Cost report sorted by activity number, including each activity's associated cost, percentage of work accomplished, earned value to date, previous payments and amount earned for current update period
- Schedule plots presenting a time scaled network diagram showing activities and their relationships, with the controlling activities or critical path clearly highlighted
- Cash flow report calculated by early start, late start and indicated actual progress
- Planned versus actual resource histogram calculated by early start and late start

11.8 Project Status Report

In addition to the monthly schedule update and required schedule reports, the contractor shall submit a monthly project status report in written narrative form, as required by contract. All of these submittals are provided to the PMT PM who coordinates required reviews and approvals.

2-Proliance-0060: Meetings

The purpose of any meeting is to discuss particular items of concern, note issues, actions and responsibilities, identify processing risk, and to document any agreements made. Minutes and attendance sheets should always be completed, with the minutes distributed to all attendees in a timely manner. The purpose of this procedure is to set forth the

documentation required for specific meetings: pre-bid, pre-construction, weekly progress, and other types of meetings.

With the exception of the pre-proposal/pre-bid conference, the primary responsibility for documenting, coordinating, and chairing meetings rests with the PMT PM. However, this may be delegated to anyone on the CIP Team. Contract documents will indicate the nature and frequency of all regularly scheduled meetings to be conducted by CIP Team.

1.0 PRE-PROPOSAL/PRE-BID MEETINGS

For solicitations relating to the CIP, the CIP Team is involved in the pre-proposal/pre-bid conference. Typical attendees will include the DAT Procurement Specialist, the PMT Procurement Specialist, and the PMT Project Manager. For builder solicitations, the A/E will participate in the meeting. At this meeting all interested vendors are instructed as to the specifics of the job and questions concerning the solicitation and project are discussed. Questions and answers from the meeting are recorded and issued as a part of the Meeting Minutes. Any changes or clarifications to the contract documents must be issued as an addendum. Generally, attendance at this Meeting is mandatory and often a project site visit is also mandatory.

2.0 PRE-CONSTRUCTION MEETINGS

The first meeting that the CIP Team is usually involved in is the pre-construction conference. After the award of the contract, a meeting is conducted with the contractor, CIP Team, A/E, and the District. The purpose of the meeting is to introduce key personnel and to review contract requirements and procedures. Particular emphasis should be on:

- Functions and authority of personnel
- Regularly scheduled progress meetings
- Submittals/shop drawings
- Requests for information
- Field instructions
- Payment applications
- Progress schedules
- Safety and job site security
- Change order procedures
- Subcontractors
- Disputes
- Quality control

- Coordination of contractors
- Access and use of site

The Record of Pre-Construction Conference form provides a good agenda outline and documents the proceedings. Either this form or typed minutes must be completed for each conference.

3.0 PROGRAM STAFF MEETING

This re-occurring meeting takes place each week and includes all members of the PMT. The purpose of the meeting is to provide discussions relating to review of the Master Agreement for Program Management Services, updates on Program status, project status, budgets, schedules, deadlines, document controls, Proliance, major issues, procurement, and administrative issues. The Project Administrator is responsible for taking the meeting minutes, recording action items, and distributing these documents. A Safety Moment and/or a Quality Moment is a recommended Agenda item.

4.0 PROGRESS MEETINGS

A regularly scheduled weekly project progress meeting should be established at the pre-construction conference. Attendees should include PMT PM, the A/E, the contractor, and representatives of each major subcontractor, as appropriate to the progress of the project.

The PMT PM should prepare an agenda (that usually is derived from the previous meeting minutes) for discussion at these meetings. The agenda should include a list of outstanding items that will be reviewed as appropriate. A suggested list of ongoing items for discussion would include:

- Safety and Security
- Submittals/shop drawings
- Requests for Information
- Field Instructions / Directives
- Payments
- Schedule/progress
- Progress payments
- Potential change orders/COs
- Potential claims or existing claims
- Outstanding action Items from previous meetings
- Quality Control

Minutes of the meeting shall be distributed to all attendees in a timely manner to allow review before the next regularly scheduled meeting.

Minutes should be taken by the PMT PM at all progress meetings and special meetings. The minutes will clearly identify all unresolved issues discussed, what action was agreed to, and who is responsible for taking that action. Minutes will be distributed to all attendees in a timely manner, typically within 48 hours of the actual meeting.

3.1 Progress / OAC Meeting

The Owner-Architect-Contractor (OAC) meeting is a mandatory meeting held at a minimum of every two weeks for the duration of the project. Attendees will include the Owner (the District representative, as required), Design Team, Builder, PMT Project Manager, and any design or construction consultant or subcontractor with action items identified on the meeting agenda. The purpose of these meetings is to review project progress and to anticipate, discuss, and mitigate and issues or future concerns that might affect project cost, schedule, or quality.

Typically, the OAC meeting should be prefaced with a tour of the project site, so any items that might be discussed during the meeting can be visually reviewed in the field. At a minimum, the meeting should include a review of the previous meeting minutes, safety, overall schedule and upcoming activities, quality, testing, submittals, request for information, open issues, change request and change order status, pay request, comments, and upcoming meeting calendar. The Builder should submit RFI, submittal, and change request logs for review during the discussion.

4.0 CLOSEOUT MEETING

For closeout of a project to be successful, the process must start with the commencement of the project and continue throughout the duration of the project. All relevant parties must comply with the submittal, review and approval procedures contained in the construction documents in order for the process to go smoothly and be completed properly. Closeout documents must be collected as the submittal process progresses and delivered to the A/E at 75% completion. Once these items have been completed then the PMT PM will host a meeting for all project constituents to verify that all aforementioned and closeout tasks have been completed.

5.0. OTHER MEETINGS

During the course of the project, it may be necessary to schedule additional meetings to review specific issues on topics that require special or more deliberate attention. When a special meeting is required, the PMT PM will coordinate the time and place for all required attendees. The meeting minutes format will be as follows:

- Project
- Contract

- Purpose
- Date
- Time
- Attendees
- Minutes

6.0. MEETING MINUTES

In general, whomever chairs the meeting generates the meeting minutes (with the exception of the District, at its discretion).

- If it is a design meeting of any kind, the A/E prepares and distributes the minutes.
- If it is a construction meeting of any kind, the A/E prepares and distributes the minutes.
- If it is a construction meeting of any kind and there is no A/E assigned to the project, then the PMT PM prepares the minutes.
- If it is a District meeting with the PMT, the PMT prepares and distributes the minutes.
- If it is a District meeting and the PMT attends, the PMT prepares and distributes the minutes.

2-Proliance-0070: Reporting

Reporting is critically important for measuring and assessing the status of the program or projects for a given or specific period. The PMT will submit to DCSD all required reporting information on the reporting delivery date as prescribed in the agreement with DCSD. The PMT will monitor the reporting from the various project participants for contractual compliance with all reporting requirements.

2-Proliance-0073: Procedure for Responding To Open Records Requests

1. The Requestor submits a request to DCSD's Office of Legal Affairs with a detailed Open Records Request.
2. The Office of Legal Affairs contacts the department that maintains the requested record. COO reviews the request internally with DCSD Office of Legal Affairs (as appropriate) and Operations Management.
3. If the request is inappropriate, the COO returns the request to the Office of Legal Affairs with explanation.

4. If the request is appropriate, the COO submits the request to the proper responder. In this procedure, it is assumed that this procedure applies only to Requests sent to the CIP PMT Team. For the CIP Team, this Request should be addressed to the Program Director and copied to the Deputy Program Director and the Document Controls Specialist.
5. The Program Director reviews the Request and if it is deemed inappropriate, it will be returned it to the COO with an explanation.
6. If the Request is appropriate, the Program Director will request that an estimate of the hours and resources required to reproduce the documents requested be prepared by the Document Control Specialist.

No Document Will Be Created – We will only copy documents that already exist.

Answering questions will be addressed under a different forum.

7. The Document Control Specialist reviews the Estimate with the Deputy Program Director and then, upon approval, the Program Director submits it to the COO.
8. The COO submits the Estimate to Office of Legal Affairs, which in turn advises the Requestor of the Estimate. If the Requestor approves the costs, direction will be given to proceed with producing the records.
9. The Requestor pays the estimated fee to the AECOM CIP Team and DCSD through the DCSD for the value of the Estimate.
10. The COO directs the AECOM CIP Team to re-produce the documents in the request.
11. The Document Control Specialist researches the various locations for potential documents.
12. The Document Control Specialist determines the required resources (program management staff, DCSD staff, outside vendors, etc.). With the assistance from the Contract Administrator, the Document Controls Specialist reproduces (copies) the documents.
13. The Deputy Program Director reviews the documents to highlight areas that the CIP Team feels are sensitive and should be reviewed by the DCSD Office of Legal Affairs.
14. The DCSD Office of Legal Affairs redacts the documents as appropriate.
15. The DSCD Office of Legal Affairs issues the documents to the Requestor.

*Also please see below Georgia Open Records Act Process and Procedures:

Program Procedures Manual (PPM)



**DeKalb County School District
Facilities Management Department
Georgia Open Records Act Process and Procedures**

I. What is the Georgia Open Records Act?

A. The Georgia Open Records Act ("GORA") allows all citizens to view the "public records" of state agencies, upon request, and to make copies of such records for a nominal fee.

1. "Public record" means all documents, papers, letters, maps, books, tapes, photographs, computer based or generated information, data, data fields, or similar material prepared and maintained or received by an agency or by a private person or entity in the performance of a service or function for or on behalf of an agency or when such documents have been transferred to a private person or entity by an agency for storage or future governmental use.

B. Applicable Exemptions

1. Personal and confidential information.

- a. Social Security numbers.
- b. Medical information.
- c. Insurance information.
- d. Bank account information.
- e. Credit card and debit card account information.
- f. Financial information.
- g. Utility account information.
- h. Passwords.
- i. Mother's birth name.
- j. Month and day of birth.
- k. Unlisted telephone number if so designated in a public record.
- l. Personal e-mail address or cellular telephone number.
- m. Identity of immediate family members or dependents.
- n. The home addresses and telephone numbers of public employees, judges, and law enforcement officers.
- o. Pending, rejected, or deferred sealed bids or proposals.
- p. Documents subject to the attorney-client privilege or confidential attorney work-product.
- q. Public employee performance evaluations.
- r. Pending investigations of public employees.
- s. Such information as is required to be kept confidential by federal law – FERPA and HIPPA.



2. DeKalb County School System may decide to withhold all or part of a requested record, in that case it shall notify the requester of the specific legal authority exempting the requested record or records from disclosure by Code section, subsection, and paragraph within a reasonable amount of time not to exceed three (3) business days or in the event the search and retrieval of records is delayed.

II. Applicability to DeKalb County School District

A. Georgia Code.

1. The DeKalb County School District complies with the Open Records Act of Georgia, Sections 50-18-70 and 50-18-71; therefore, we are subject to all applicable State and Federal laws, rules, and regulations.

III. DeKalb County School District Open Records Office

A. The Office of Legal Affairs is designated as the central, open records requests office for DeKalb County School District.

1. This designation ensures that requests are handled in a timely manner, and that all disseminated information complies with applicable Federal and State laws, and DeKalb County School District policies and procedures.

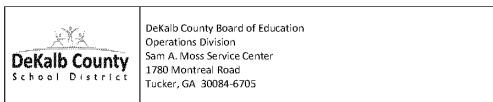
IV. Procedure

A. In accordance with Georgia Code section 50-18-71(b) (2), if an agency elects to designate an open records officer, all open records request must be directed to that person. Since October 2012, in compliance with this requirement, the district requires that all open records request be directed to the Open Records Officer, who is located in the Office of Legal Affairs for DCS.D. This requirement is displayed on our website at the following link: <http://www.dekalb.k12.ga.us/internal-affairs/index/open-records-requests>

B. What happens when the Office of Legal Affairs receives a GORA request?

1. The Office of Legal Affairs will immediately contact the office that maintains the requested record.

a. The maintaining office will estimate and inform the Office of Legal Affairs how long it will take to search for, retrieve, redact, and re-file the records. If it will take time and effort to retrieve and produce the records, you should provide legal with the time and cost estimate prior to producing records.



b. Many requesters do not realize that their requests for documents can be expensive, so the Office of Legal Affairs will inform the requester of the estimated costs of the retrieval. If the requester approves the costs, you will be given the green light to move forward with producing the records.

2. The Office of Legal Affairs will review the material to ensure compliance with the GORA, then either mail the material or inform the requester that the material is available for review.

V. Important Things to Note

A. Subpoenas

1. If this office receives a subpoena, from any source, for DeKalb County School System records, whether the subpoena is delivered by mail or given in person, the receiving office shall immediately contact the Office of Legal Affairs at 678-676-0203.

2. **DO NOT DISPOSE OF ANY DOCUMENTS (INCLUDING ENVELOPES) RECEIVED WITH THE SUBPOENA.**

B. Timeframe

1. DeKalb County School District only has three (3) business days to respond to a written open records request.

a. In those instances where some, but not all, records are available within three business days, an agency shall make available within that period those records that can be located and produced.

2. As the Office of Legal Affairs is the designated request office, the three (3) business day period does not begin to run until such time that the Office of Legal Affairs receives the request.

C. DeKalb County School District is not required to prepare new reports, summaries, or compilations not in existence at the time of the request.

VI. Fees

C. DeKalb County School District is permitted to recover its cost in responding to GORA requests. The hourly rate charged for search and retrieval time may not exceed the rate of the lowest paid full-time employee capable of performing the search. If the expected search and retrieval time will exceed one hour, the maintaining office shall inform the Office of Legal Affairs, who will respond as appropriate.

2-Proliance-0080: Posting to e-board / Agenda Items / DCSD Board Of Education

For issues or concerns that need review and/or approval by the DCSD Board Of Education, the item must be included as an agenda item, which is published on the District's website. Once the item has been identified, then the PMT Team Member needs to formally submit the item to Belinda Quillet, Procurement Specialist, via email at Belinda_Quillet@dekalbschoolsga.org before the published date established by the BOE for the next meeting date to ensure the item is placed on the upcoming agenda. Alternatively, the PMT PM may upload the Agenda Item to the Teams J:Drive at: [Documents>Preconstruction>Board Agenda Items>\[Month\]](#)

2-Proliance-0090: PCM User Setup and Training

A Proliance User Account will need to be created upon contract award. Once the awardee is identified, the PMT Project Manager shall notify the contract awardee to submit a contact person for Proliance access. The contract awardee shall supply full names, phone numbers and email addresses to the PMT Project Manager for transfer to the PMT Proliance Administrator.

The PMT Proliance Administrator shall validate the request through the PMT Project Manager and confirm with DCSD. The PMT Proliance Administrator will then create the new user account, assign the appropriate security profile to the newly created user account, grant the user account access to the relevant project(s), email the contract awardee their username, password, Proliance setup & troubleshooting Instructions, link to setup instructions, and new user training materials and notify the PMT Project Manager that the account has been created and the credentials have been transmitted to the awardee.

Additional specific web-based user training will be scheduled by the PMT Project Manager, through the PMT Proliance Administrator, as requested by the A/E or Contractor.

The PMT Project Manager shall be available to the contract awardee to resolve setup and usability issues. If the PMT Project Manager is unable to resolve the problem, he or she at that point will contact the PMT Proliance Administrator for assistance. The PMT Project Manager, A/E, and Contractor shall proceed with their responsibilities and duties until project completion.

Each project at completion will need the Proliance User Account Removed. The CIP Project Manager shall initiate closeout procedures per the applicable PPM and notify the PMT Proliance Administrator which project is completing, and which users will no longer be accessing Proliance. Once notified the PMT Proliance Administrator shall verify if the users named by the PMT Project Manager are involved in any other active projects. If

the user is involved in other active projects, only their access to the closed project is removed. If the user is not involved in other active projects, the PMT Proliance Administrator disables the user account in Proliance then they will notify by email the account Owner and the PMT Project Manager of the changes to the account.

2-Proliance-0100: P6 User Setup and Training

Team members wishing to utilize P6 for scheduling must make a user request through the Program Scheduler. This request will prompt the Program Scheduler to create a user account to access schedules in the cloud server.

Required reports will be installed at the global level to allow all users access. New users should also request training from the Program Scheduler prior to making changes to any schedules in P6. The software is a live document, and all changes are saved immediately upon completion. For this reason, it is crucial that anyone that is not comfortable with the software or is unsure how to perform any operations seek help from the Program Scheduler to prevent data loss or data corruption.

PROGRAM MASTER SCHEDULE & BUDGET REPORTS

The Program schedule reports for the Monthly Status Report (MSR) are produced from the formatted layouts established in the Proliance database.

The Program budget reports for the Monthly Status Report (MSR) are produced from the formatted layouts established in the Proliance database.

3

PCP

Program/ Project Communications Plan

0: Background/
Introduction

1: Program Staffing:
Organization and Roles

2: Program Management
Controls Strategy

3: Program/ Project
Communications Plan

4: Procurement

5: Pre-Design

6: Design

7: Construction

8: Closeout

9: Safety/Security

Accurate and concise communication is the key to any successful project and/or program. The purpose of our Communications Plan is to create and maintain effective communications within the CIP community. Well-defined communication procedures are an essential tool to facilitate distribution of accurate and complete information to all stakeholders. Along with building trust and goodwill, good communication helps to identify issues and challenges early and to mitigate the impact of those issues or challenges on the Program or Project's cost and schedule.

The Program/Project Communication Plan documents specific procedures for distribution of project information. It incorporates standards for communication and reporting at each level of the management team and between various functional groups. Standards for communication to be addressed include all written communications as well as verbal communications (phone calls/ conference calls).

The Program/Project Communication Plan establishes clear protocols as to individual responsibility and authority for contact and communication between the various internal team members, as well as parties outside of the team. These protocols are aimed at streamlining the communications process and establishing clear understanding of the lines of authority within the management team. It also establishes a standard distribution for the various project documents based on a "need to know" basis.

Included in this Chapter are:

3-PCP-0010: Communications Matrix

3-PCP-0020: Authority Matrix

3-PCP-0030: Responsibility Matrix

3-PCP-0040: Meeting Matrix

3-PCP-0050: Document Distribution Matrix

3-PCP-0060: Document Retention Policy/ Procedure

3-PCP-0070: Project Startup Package

3-PCP-0010: Communication

The Communication Matrix on the following page shows the communications of the CIP Team.

Program Procedures Manual (PPM)

Communications Matrix					
Information to be Communicated	Communication Method	Frequency	Person Responsible for Communicating	Alternate	Recipients of the Information
Project Kickoff Mtg <ul style="list-style-type: none"> Background Goals/ Objectives Approach Project Team 	Meeting or Phone Minutes of meeting issued within 2 days	Once, at project "Active" date	PMT Project Manager	Deputy Program Director	CIP Project Team
Procurement Kickoff Meeting	Meeting Minutes of meeting issued within 2 days	Once prior to Design Procurement Once prior to Construction Procurement	PMT Procurement Specialist	PMT PM	CIP Project Team
Logistics/Management <ul style="list-style-type: none"> Standard Reports Schedule Client Issues Expectations Special Information 	Meeting or Phone Minutes of meeting issued within 2 days	Weekly or more often as needed	Project Manager or Deputy Program Director	Deputy Program Director or Program Director	Varies
Program Monthly Status Report (MSR)	Hard and electronic copy	Monthly	PMT Document Control Specialist	Deputy Program Director	DeKalb County BOE Superintendent Operations Management SPLOST Advisory Committee CIP Team DCSD Website
Project Progress <ul style="list-style-type: none"> Progress to Date New Information Client Requests Information Requests <ul style="list-style-type: none"> Staffing Needs Action Items Change Orders Scope Schedule Budget 	Meeting or Phone/web if remote Minutes of meeting issued within 2 days	Weekly or more often as needed	All (PM lead)	Deputy Program Director	PMT Project Team
Normal Assignments	Discuss at Progress Meeting Minutes of meeting issued within 2 days	Weekly	Project Manager	Deputy Program Director	PMT Project Team

Program Procedures Manual (PPM)

Communications Matrix					
Information to be Communicated	Communication Method	Frequency	Person Responsible for Communicating	Alternate	Recipients of the Information
Critical Assignments	Ad-Hoc meeting Minutes of meeting issued within 2 days	As necessary	PMT Project Manager	Deputy Program Director	PMT Project Team
Technical Direction	Discuss at Progress Meeting Minutes of meeting issued within 2 days	Weekly	PMT Project Manager	Deputy Program Director	PMT Project Team
Major Changes (Regardless of source)	Ad-Hoc meeting	As necessary	PMT Project Manager	Deputy Program Director	PMT Project Team
Client Input	Discuss at Progress Meeting	Weekly	PMT Project Manager	Deputy Program Director	PMT Project Team
Individual Performance	Face-to-face	As necessary	Deputy Program Director	Program Director	Individual Involved
Safety Updates	Phone/e-mail, depending on urgency; follow up at Progress Meeting	Each occurrence	PMT Project Manager	Field Lead or Deputy Program Director	PMT Project Team

3-PCP-0015: Stakeholder Register

At the start of each project, the PM will use the Stakeholder Register Form to collect information about the parties interested in a particular project. This form will be used in conjunction with the Communication Matrix for determining who receives which information and notifications.

Stakeholders will generally include:

- Project Manager
- CIP Team, including the PMT and DAT
- DCSD Operational Managers, including the Chief Operating Officer (COO), Chief Financial Officer (CFO), Chief Information Officer (CIO)
- GaDOE
- Board of Education
- Superintendent
- Principals and teachers
- Construction Advisory Committee (CAC)
- Students and parents
- Parent-Teachers Association (PTA)
- Special Parent Organization
- Taxpayers (other than parents)
- A/Es and contractors
- Other vendors
- DeKalb County Building Department
- DeKalb County Fire & Rescue
- DeKalb County Chamber of Commerce
- Media outlets: newspapers, television, etc.

3-PCP-0020: Authority Matrix

An important aspect of program governance is assigning specific decision-making authority to the appropriate responsible party. This matrix identifies the specific levels of authority for the SPLOST V Program.

KEY	KEY																														
	Contracts	Purchase Orders	Purchase Order Request	Amendments	Change Orders	Change Order Request	Invoices	Pay Applications	Notice Of Award	Notice To Proceed	Work Authorization	Request For Proposal	Drawings	Specifications	Certificate of Substantial Completion	Certificate of Final Completion	Permits	Insurance	Bid Bond	Payment Bond	Performance Bond	Project Scopes	Master Budget	Master Schedule	Construction Schedule	Construction Budget	Transmittals	Procurement	Implementation	Project Closeout	
A - Approval: Responsible for this process																															
R - Responsible: Responsible to initiate and complete the process																															
C - Consulted: must be consulted during this process																															
I - Informed: must be informed of the performance of a specific task																															
N/A - Not Applicable																															
DCSD POSITIONS																															
Board Members (Risk > \$100K)	A	A	A	A	A	A	A	A	A	A	A	A	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	A	A	A	
Superintendent (Risk <= \$100K)	A	A	A	A	A	A	A	A	A	A	A	A	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	A	A	A	
Legal Department	A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	A	N/A	N/A	N/A	N/A	N/A	C	C	C	C	C	C	C	N/A	N/A	N/A	A	A	A
GA DOE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	A	A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	A	A	N/A
COO	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
DCSD	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	A	A	C	C	C	C	C	C	
Director of Design & Construction	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	A	A	C	C	C	C	C	C	C	
Director of Planning & SPLOST Programming	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	C	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	C	C	C	C	C	N/A	N/A	C	C	
Life Safety Specialist	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	C	C	N/A	N/A	N/A	N/A	N/A	N/A	N/A	C	N/A	N/A	N/A	N/A	N/A	N/A	C	C	
Director of Maintenance	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
DCSD PM	C	I	I	I	I	I	I	I	C	C	I	I	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
DCSD PM	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	
DCSD Sr PM	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
Design Manager	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	
Assistant Design Manager	C	I	I	I	I	I	I	I	I	I	I	I	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
Executive Assistant to COO	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
Receptionist	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
Assistant to Dir. D & C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
SPLOST Accounting Manager	C	C	C	C	C	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	C	C	C	
DCSD Accounting	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
DCSD IT	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
DCSD IT	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
DCSD IT	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
DCSD IT	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
DCSD IT	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
School Principal	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
PROPOSED EMPLOYMENT POSITIONS																															
Program Director	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	R	R	
Deputy Program Director	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	R	R	
Principal in Charge	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
Sr PM	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	
Sr PM	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	
Administrative Assistant	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	
Proj Asst / Procurement Spec	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	R	R	
Program Controls Manager	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	R	
Sr PM	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	R	R	
PM	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	R	R	
Asst PM	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	R	R	
Asst PM	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	C	R	R	
OTHER NAMES																															
Architects	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
Engineers	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
Contractors	R	R	R	N/A	R	R	R	R	R	R	R	R	I	I	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	
Geo Tech Firms	C	C	C	C	C	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I		
Testing Firms	C	C	C	C	C	C	C	C	C	C	C	C	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I		
Insurance Agency	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	A	
Bonding Agent	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	A	A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	I	A

3-PCP-0030: Responsibility Matrix

The level of DCSD's involvement should be appropriate to the project and should be determined early in every project to avoid misunderstandings. Complex projects with multiple participants may require that representatives from numerous organizations be involved to confirm that the project meets the objectives. In these instances, a clear process that defines the roles, responsibilities and authority of each party are required for decision making.

This matrix highlights the tasks and responsibilities for each team member to promote accountability. This matrix is not only for the CIP Team organization, but for the CIP Team as a whole. In addition to understanding the overall project requirements, each team member must also know and understand the other member's responsibilities.

The Responsibility Matrix provides a short, concise summary of who will perform essential management tasks. It provides a "road map" that illustrates how the Project Team will work together. How these tasks are performed is defined by each of the Team Members' contracts.

On the following page is the Responsibility Matrix for the 2017-2022 CIP.

During the design phase, generally:

- The A/E is responsible for its design
- The PMT Project Manager is responsible for managing the A/E
- The District has final authority and decision-making responsibility on the project

During construction, generally:

- The contractor is responsible for the building or facility per the design documents from the A/E.
- The A/E is tasked with construction administration and oversight of the contractor
- The Program Manager's project manager is responsible for managing the A/E and contractor
- The District has final authority and decision-making responsibility on the project

Program Procedures Manual (PPM)

Responsibility Matrix – PMT

TASK	RESPONSIBILITY MATRIX											
	PMT											Procurement Specialist
	AECOM CAM	AECOM PIC	AECOM MNGMNT. COMMITTEE	PD	DPD	PM	APM	SCHEDULER	DOCUMENT CONTROLS	PROGRAM CONTROLS - Prolifance		
Program Management												
Program Procedures Manual	I	I	I	D	A	A	A	A	P	A	A	
Program Mngt Plan	I	I	I	D	A	A	A	A	P	A	A	
Master Schedule	I	I	I	D	A	A	A	P	A	A	A	
Master Budget	I	I	I	P	A	A	A	A	A	A	A	
Cost Control	I	I	I	D	A	A	A	P	A	A	A	
Prolifance	I	I	I	D	A	A	A	A	A	P	A	
Status reporting and Communication Management	I	I	I	D	A	A	A	A	P	A	A	
Procurement Planning	I	I	I	D	A	A	A	A	A	A	P	
Other Program Mngt Tasks	I	I	I	P	A	A	A	A	A	A	A	
Design Phase												
Permits/Approvals	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Standardized Design Tools	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Surveys	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Provide detailed written program	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Provide District standard Specs	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Site investigations to gather data on existing conditions	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Discussions with facilities staff regarding existing conditions	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Provide Hazmat data	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Provide Project budgets	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Meeting Minutes	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Preparation of detailed design work plan/schedule	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Bid & Award Phase												
Reproduction & distribution of bid documents	N/A	N/A	N/A	I	I	A	A	A	A	A	P	
Advertising & legal notices	N/A	N/A	N/A	I	I	A	A	A	A	A	P	
Pre-bid meeting	N/A	N/A	N/A	I	I	A	A	A	A	A	P	
Addenda	N/A	N/A	N/A	I	I	A	A	A	A	A	P	
Bid Opening	N/A	N/A	N/A	I	I	A	A	A	A	A	P	
Recommendation for award	N/A	N/A	N/A	I	I	A	A	A	A	A	P	
Draft and issue contracts	N/A	N/A	N/A	I	I	A	A	A	A	A	P	
Review insurance & bonds	N/A	N/A	N/A	I	I	A	A	A	A	A	P	
Issue notice to proceed	N/A	N/A	N/A	I	I	A	A	A	A	A	P	
Pre-Construction meeting	N/A	N/A	N/A	I	I	P	P	N/A	N/A	N/A	N/A	
Construction Phase												
Change Orders below \$100,000	N/A	N/A	N/A	AP	AP	AP	AP	I	I	I	I	
Change Orders above \$100,000	N/A	N/A	N/A	AP	AP	AP	AP	I	I	I	I	
Reports and Project Site Documents	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Furniture, Fixtures and Equipment	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Permits/Approvals	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Construction Schedule Preparation	N/A	N/A	N/A	I	I	RV	RV	r	I	I	I	
Submittal review	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Requests for information response	N/A	N/A	N/A	AP	AP	AP	AP	I	I	I	I	
Progress payments	N/A	N/A	N/A	AP	AP	AP	AP	I	I	I	I	
Site staff interface	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Hazardous materials abatement	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Moving	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Cleanup	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Punchlist preparation	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Punchlist clearance	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Punchlist clearance	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Meeting Minutes	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Close-Out Phase												
Contract closeout documents	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
As-builts	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Warranty follow-up	N/A	N/A	N/A	I	AP	AP	AP	I	I	I	I	
Warranty Site Visit (11-month)	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Labor Compliance Program	N/A	N/A	N/A	I	I	RV	RV	I	I	I	I	
Key:												
P	Primary - Responsible for initiating, leading, managing											
A	Assists - Responsible for Assisting the Primary responsible party											
RV	Review - Responsible for timely review and appropriate action											
AP	Approves - Responsible for timely review and approval											
RC	Receives - Responsible for receipt of information											
I	Informed - Informed of what took place regarding this											
D	Directs - Responsible for providing necessary information or direction											
N/A	Not Applicable											

Program Procedures Manual (PPM)

Responsibility Matrix – DCSD

TASK	RESPONSIBILITY MATRIX													
	DCSD													
	BM	SUPERINTENDENT	COO	Dir of Design & Construction	D&D MGR	DIR PLAN & S/POST PROG	FIRE MARSHALL	MANAGER FACILITIES III	PROCUREMENT SPECIALIST	PM	APM	LEGAL	ACCOUNTING MANAGER	QC SPECIALIST
Program Management														
Program Procedures Manual	I	I	I	RV	AP	I	I	I	I	I	I	I	I	RV
Program Mngt Plan	I	I	I	RV	AP	I	I	I	I	I	I	I	I	RV
Master Schedule	I	I	I	RV	AP	I	I	I	I	I	I	I	I	RV
Master Budget	I	I	I	RV	AP	I	I	I	I	I	I	I	I	RV
Cost Control	I	I	I	RV	AP	I	I	I	I	I	I	I	I	RV
Prolance	I	I	I	RV	AP	I	I	I	I	I	I	I	I	RV
Status reporting and Communication Management	I	I	I	RV	AP	I	I	I	I	I	I	I	I	RV
Procurement Planning	I	I	I	RV	AP	I	I	I	P	I	I	I	I	RV
Other Program Mngt Tasks	I	I	I	RV	AP	I	I	I	I	I	I	I	I	RV
Design Phase														
Permits/Approvals	N/A	N/A	I	I	I	I	RV	I	I	I	I	I	I	RV
Standardized Design Tools	N/A	N/A	I	I	I	I	I	I	I	I	I	I	I	RV
Surveys	N/A	N/A	I	I	I	I	I	I	I	I	I	I	I	RV
Provide detailed written program	N/A	N/A	I	I	I	I	I	I	I	I	I	I	I	RV
Provide District standard Specs	N/A	N/A	I	I	I	I	I	I	I	I	I	I	I	RV
Site investigations to gather data on existing conditions	N/A	N/A	I	I	I	I	RV	I	I	I	I	I	I	RV
Discussions with facilities staff regarding existing conditions	N/A	N/A	I	I	I	I	RV	I	I	I	I	I	I	RV
Provide Hazmat data	N/A	N/A	I	I	I	I	I	I	I	I	I	I	I	RV
Provide Project budgets	N/A	N/A	I	I	I	I	I	I	I	I	I	I	I	RV
Meeting Minutes	N/A	N/A	I	I	I	I	I	I	I	I	I	I	I	RV
Preparation of detailed design work plan/schedule	N/A	N/A	I	I	I	I	I	I	N/A	I	I	I	I	RV
Bid & Award Phase														
Reproduction & distribution of bid documents	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Advertising & legal notices	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Pre-bid meeting	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Addenda	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Bid Opening	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Recommendation for award	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Draft and issue contracts	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Review insurance & bonds	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Issue notice to proceed	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Pre-Construction meeting	I	I	I	RV	RV	I	N/A	N/A	P	I	I	I	I	RV
Construction Phase														
Change Orders below \$100,000	I	I	I	A	A	I	N/A	I	I	I	I	I	I	RV
Change Orders above \$100,000	A	I	I	A	A	I	N/A	I	I	I	I	I	I	RV
Reports and Project Site Documents	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Furniture, Fixtures and Equipment	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Permits/Approvals	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Construction Schedule Preparation	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Submittal review	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Requests for Information response	N/A	I	I	I	I	I	N/A	I	I	I	I	I	I	RV
Progress payments	N/A	I	I	A	A	I	N/A	I	I	I	I	I	I	RV
Site staff interface	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Hazardous materials abatement	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Moving	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Cleanup	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Punchlist preparation	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Punchlist clearance	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Punchlist clearance	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Meeting Minutes	N/A	I	I	I	I	I	I	I	I	I	I	I	I	RV
Close-Out Phase														
Contract closeout documents	I	I	I	I	I	I	I	I	I	I	I	I	I	RV
As-builts	I	I	I	I	I	I	I	I	I	I	I	I	I	RV
Warranty follow-up	I	I	I	I	I	I	I	I	I	I	I	I	I	RV
Warranty Site Visit (11-month)	I	I	I	I	I	I	I	I	I	I	I	I	I	RV
Labor Compliance Program	I	I	I	I	I	I	I	I	I	I	I	I	I	RV
Key:														
P	Primary - Responsible for initiating, leading, managing													
A	Assists - Responsible for Assisting the Primary responsible party													
RV	Review - Responsible for timely review and appropriate action													
AP	Approves - Responsible for timely review and approval													
RC	Receives - Responsible for receipt of information													
I	Informed - Informed of what took place regarding this													
D	Directs - Responsible for providing necessary information or direction													
N/A	Not Applicable													

Program Procedures Manual (PPM)

Responsibility Matrix – Others / Systems

TASK	RESPONSIBILITY MATRIX									
	OTHER PROGRAM PARTICIPANTS					SYSTEMS				
	ARCHITECT	CONTRACTOR	TEST AGENCY	OTHER	DCSD OS COMMITTEE	N DRIVE	J DRIVE	M DRIVE	Proliance	P6
Program Management										
Program Procedures Manual	N/A	N/A	N/A	I	I	N/A	N/A	A	P	N/A
Program Mngt Plan	N/A	N/A	N/A	I	I	N/A	N/A	A	P	N/A
Master Schedule	N/A	N/A	N/A	I	I	N/A	N/A	A	P	P
Master Budget	N/A	N/A	N/A	I	I	N/A	N/A	A	P	P
Cost Control	N/A	N/A	N/A	I	I	N/A	N/A	A	P	A
Proliance	N/A	N/A	N/A	I	I	N/A	N/A	A	P	A
Status reporting and Communication Management	N/A	N/A	N/A	I	I	N/A	N/A	A	P	A
Procurement Planning	N/A	N/A	N/A	I	I	N/A	N/A	A	P	A
Other Program Mngt Tasks	N/A	N/A	N/A	I	I	N/A	N/A	A	P	A
Design Phase										
Permits/Approvals	P	P	P	I	I	I	I	A	P	N/A
Standardized Design Tools	P	N/A	N/A	I	I	I	I	A	P	N/A
Surveys	P	P	N/A	I	I	I	I	A	P	N/A
Provide detailed written program	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Provide District standard Specs	P	N/A	N/A	I	I	I	I	A	P	N/A
Site investigations to gather data on existing conditions	P	P	N/A	I	I	I	I	A	P	N/A
Discussions with facilities staff regarding existing conditions	P	N/A	N/A	I	I	I	I	A	P	N/A
Provide Hazmat data	R	P	P	I	I	I	I	A	P	N/A
Provide Project budgets	R	P	N/A	I	I	I	I	A	P	P
Meeting Minutes	P	P	N/A	I	I	I	I	A	P	N/A
Preparation of detailed design work plan/schedule		N/A	N/A	I	I	I	I	A	P	P
Bid & Award Phase										
Reproduction & distribution of bid documents	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Advertising & legal notices	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Pre-bid meeting	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Addenda	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Bid Opening	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Recommendation for award	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Draft and issue contracts	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Review insurance & bonds	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Issue notice to proceed	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Pre-Construction meeting	N/A	N/A	N/A	I	I	I	I	A	P	N/A
Construction Phase										
Change Orders below \$100,000	R	A	N/A	I	I	I	I	A	P	N/A
Change Orders above \$100,000	R	A	N/A	I	I	I	I	A	P	N/A
Reports and Project Site Documents	R	A	N/A	I	I	I	I	A	P	N/A
Furniture, Fixtures and Equipment	R	A	N/A	I	I	I	I	A	P	N/A
Permits/Approvals	R	A	N/A	I	I	I	I	A	P	N/A
Construction Schedule Preparation	R	A	N/A	I	I	I	I	A	P	P
Submittal review	R	A	N/A	I	I	I	I	A	P	N/A
Requests for Information response	R	A	N/A	I	I	I	I	A	P	N/A
Progress payments	R	A	N/A	I	I	I	I	A	P	N/A
Site staff interface	R	A	N/A	I	I	I	I	A	P	N/A
Hazardous materials abatement	R	P	P	I	I	I	I	A	P	N/A
Moving	I	A	N/A	I	I	I	I	A	P	N/A
Cleanup	I	A	N/A	I	I	I	I	A	P	N/A
Punchlist preparation	P	A	N/A	I	I	I	I	A	P	N/A
Punchlist clearance	P	A	N/A	I	I	I	I	A	P	N/A
Punchlist clearance	P	A	N/A	I	I	I	I	A	P	N/A
Meeting Minutes	P	P	N/A	I	I	I	I	A	P	N/A
Close-Out Phase										
Contract closeout documents	P	P	N/A	I	I	I	I	A	P	N/A
As-builts	P	R	N/A	I	I	I	I	A	P	N/A
Warranty follow-up	P	P	N/A	I	I	I	I	A	P	N/A
Warranty Site Visit (11-month)	P	P	N/A	I	I	I	I	A	P	N/A
Labor Compliance Program	R	P	N/A	I	I	I	I	A	P	N/A
Key:										
P	Primary - Responsible for initiating, leading, managing									
A	Assists - Responsible for Assisting the Primary responsible party									
RV	Review - Responsible for timely review and appropriate action									
AP	Approves - Responsible for timely review and approval									
RC	Receives - Responsible for receipt of information									
I	Informed - Informed of what took place regarding this									
D	Directs - Responsible for providing necessary information or direction									
N/A	Not Applicable									

3-PCP-0040: Meeting Matrix

Program/Project Meetings are an essential part of both the overall Program and the individual projects. Their primary function is the transfer of information and to provide for timely decision making. As a result, meeting minutes are recorded and issued to formally document the discussion points and the decisions that are made.

This matrix assists the CIP Team members in scheduling their time to attend these critical meetings. The matrix identifies those members whose attendance is critical to the progression of the project and those that can attend for informational purposes.

Meeting Matrix – PMT

TASK	MEETING MATRIX											
	PMT											Procurement Specialist
	AECOM CAM	AECOM PIC	AECOM MNGMNT. COMMITTEE	PD	DPD	PM	APM	SCHEDULER	DOCUMENT CONTROLS	PROGRAM CONTROLS-Proliance		
Program Meetings												
Master Budget	I	I	I	MC	MA	I	I	OA	OA	OA	OA	OA
Master Schedule	I	I	I	MC	MA	I	I	MC	OA	OA	OA	OA
Monthly Status Report	I	I	I	MA	MA	I	I	OA	OA	OA	OA	OA
Program Documents	I	I	I	I	OA	I	I	OA	MC	OA	OA	OA
Owner Architect Contractor	I	I	I	I	OA	MA	MA	I	I	I	I	I
School Principal	I	I	I	I	OA	MA	MA	I	I	I	I	I
Owner Coordination	I	I	I	I	OA	MA	MA	OA	OA	OA	OA	OA
Team Building	I	I	I	I	OA	OA	OA	OA	OA	OA	OA	OA
PCM	I	I	I	I	OA	OA	OA	OA	OA	MC	OA	OA
Planning	I	I	I	I	OA	OA	OA	OA	OA	OA	OA	OA
IT Coordinator	I	I	I	I	OA	MA	MA	I	I	I	I	I
FF&E Coordinator	I	I	I	I	OA	MA	MA	I	I	I	I	I
Procurement Coordination	I	I	I	I	OA	I	I	OA	OA	OA	MC	OA
Fire Marshal	I	I	I	I	OA	MA	MA	OA	OA	OA	OA	OA
Job Site	I	I	I	I	OA	MA	MA	OA	OA	OA	OA	OA
Design Progress Meeting	I	I	I	I	OA	MA	MA	OA	OA	OA	OA	OA
Pre-Construction Orientation Meeting	I	I	I	I	OA	MA	MA	OA	OA	OA	OA	OA
Job Coordination	I	I	I	I	OA	MA	MA	I	I	I	I	I
Community Meetings	I	I	I	I	OA	MA	MA	I	I	I	I	I
Project Review Meetings	I	I	I	I	OA	MA	MA	OA	OA	OA	OA	OA
Community Construction Advisory Committee	I	I	I	I	OA	I	I	I	I	I	I	I
SPLOST Oversight Advisory Committee	I	I	I	MC	MA	I	I	I	I	I	I	I
Local Governmental Agencies	I	I	I	I	OA	MA	MA	I	I	I	I	I
Operations Division Staff Meetings	I	I	I	MA	MA	I	I	I	I	I	I	I
Capital Improvement Program Meetings	I	I	I	MC	MC	I	I	MA	MA	MA	MA	MA
School Board Meetings	I	I	I	I	OA	MA	MA	I	I	I	I	I
Key:												
MC	Meeting Chairperson											
MA	Mandatory Attendance											
OA	Optional Attendance											
D	Distribution of Minutes											
I	Informed - Informed of what took place regarding this											
N/A	Not Applicable											

Program Procedures Manual (PPM)

Meeting Matrix – DCSD

TASK	MEETING MATRIX														
	DCSD														
	BM	SUPERINTENDENT	COO	Dir. of Design & Construction	D&D MGR	Dir. Of PLAN & SPLOST PROG	FIRE MARSHALL	MANGER FACILITIES III	PROCUREMENT SPECIALIST	PM	APM	LEGAL	ACCOUNTING MANAGER	QC SPECIALIST	
Program Meetings															
Master Budget	I	I	OA	OA	OA	OA	I	I	I	I	I	OA	OA	OA	
Master Schedule	I	I	OA	OA	OA	OA	I	I	I	I	I	OA	OA	OA	
Monthly Status Report	I	I	OA	OA	OA	OA	I	I	I	OA	OA	OA	OA	OA	
Program Documents	I	I	OA	OA	OA	OA	I	I	I	OA	OA	OA	OA	OA	
Owner Architect Contractor	I	I	I	I	OA	OA	OA	I	I	I	I	OA	OA	OA	
School Principal	I	I	I	I	OA	OA	OA	I	I	I	I	N/A	N/A	OA	
Owner Coordination	I	I	OA	OA	OA	OA	I	I	I	OA	OA	N/A	N/A	OA	
Team Building	I	I	OA	OA	OA	OA	I	I	I	OA	OA	OA	OA	OA	
PCM	I	I	OA	OA	OA	OA	I	I	I	OA	OA	N/A	N/A	OA	
Planning	I	I	I	I	OA	OA	OA	I	I	OA	OA	N/A	N/A	OA	
IT Coordinator	I	I	I	I	OA	OA	OA	I	I	OA	OA	N/A	N/A	OA	
FF&E Coordinator	I	I	I	I	OA	OA	I	I	I	OA	OA	N/A	N/A	OA	
Procurement Coordination	I	I	I	I	OA	OA	I	I	MC	OA	OA	N/A	N/A	OA	
Fire Marshal	I	I	I	I	OA	OA	MC	I	I	I	I	OA	OA	OA	
Job Site	I	I	I	I	OA	OA	OA	I	I	OA	OA	OA	OA	OA	
Design Progress Meeting	I	I	I	I	OA	OA	OA	I	I	OA	OA	OA	OA	OA	
Pre-Construction Orientation Meeting	I	I	I	I	OA	OA	OA	I	I	OA	OA	OA	OA	OA	
Job Coordination	I	I	I	I	OA	OA	OA	I	I	OA	OA	OA	OA	OA	
Community Meetings	I	I	I	I	OA	OA	OA	I	I	OA	OA	OA	OA	OA	
Project Review Meetings	I	I	I	I	OA	OA	OA	I	I	OA	OA	OA	OA	OA	
Community Construction Advisory Committee	I	I	OA	OA	OA	OA	I	I	I	I	I	I	I	I	
SPLOST Oversight Advisory Committee	I	I	OA	OA	OA	OA	I	I	I	I	I	I	I	I	
Local Governmental Agencies	I	I	OA	OA	OA	OA	I	I	I	I	I	I	I	OA	
Operations Division Staff Meetings	I	I	MC	MA	MC	OA	I	I	I	MA	MA	OA	MA	MA	
Capital Improvement Program Meetings	I	I	OA	OA	MC	OA	I	I	I	MA	MA	OA	MA	MA	
School Board Meetings	I	I	MA	MA	MA	OA	I	I	I	I	I	I	I	I	
Key:															
MC	Meeting Chairperson														
MA	Mandatory Attendance														
OA	Optional Attendance														
D	Distribution of Minutes														
I	Informed - Informed of what took place regarding this														
N/A	Not Applicable														

Program Procedures Manual (PPM)

Meeting Matrix – Other Program Participants

TASK	MEETING MATRIX									
	OTHER PROGRAM PARTICIPANTS					SYSTEMS				
	ARCHITECT	CONTRACTOR	TEST AGENCY	OTHER	DCSD OS COMMITTEE	N DRIVE	J DRIVE	M DRIVE	PCM	P6
Program Meetings										
Master Budget	N/A	N/A	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Master Schedule	N/A	N/A	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Monthly Status Report	N/A	N/A	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Program Documents	N/A	N/A	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Owner Architect Contractor	MC	MA	I	I	I	N/A	N/A	N/A	N/A	N/A
School Principal	OA	OA	I	I	I	N/A	N/A	N/A	N/A	N/A
Owner Coordination	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Team Building	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
PCM	MA	MA	I	I	I	N/A	N/A	N/A	N/A	N/A
Planning	N/A	N/A	N/A	I	I	N/A	N/A	N/A	N/A	N/A
IT Coordinator	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
FF&E Coordinator	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Procurement Coordination	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Fire Marshal	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Job Site	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Design Progress Meeting	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Pre-Construction Orientation Meeting	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Job Coordination	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Community Meetings	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Project Review Meetings	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Community Construction Advisory Committee	N/A	N/A	N/A	I	MC	N/A	N/A	N/A	N/A	N/A
SPLOST Oversight Advisory Committee	N/A	N/A	N/A	I	OA	N/A	N/A	N/A	N/A	N/A
Local Governmental Agencies	OA	OA	N/A	I	I	N/A	N/A	N/A	N/A	N/A
Operations Division Staff Meetings	N/A	N/A	N/A	I	OA	N/A	N/A	N/A	N/A	N/A
Capital Improvement Program Meetings	N/A	N/A	N/A	I	OA	N/A	N/A	N/A	N/A	N/A
School Board Meetings	N/A	N/A	N/A	I	OA	N/A	N/A	N/A	N/A	N/A
Key:										
MC	Meeting Chairperson									
MA	Mandatory Attendance									
OA	Optional Attendance									
D	Distribution of Minutes									
I	Informed - Informed of what took place regarding this									
N/A	Not Applicable									

3-PCP-0060: Document Retention Policy/ Procedure

There are two (2) types of documents, electronic and hard copy. Document control of the SPLOST V Program is to be managed electronically with Proliance document control system. The majority of all documentation will be housed electronically within Proliance. The electronic version of documents will be archived in. In instances where hard copies are produced, they will be archived per Article 10, Para. 10.3, "Maintenance Of Project Records", of the Master Agreement for Program Management Services between The DeKalb County Board of Education and AECOM Corporation, dated July 2017. These files will be archived on DCSD property.

Once a project has reached final completion, then the PMT PM will compile all project related documentation into one comprehensive location and then store them in a DCSD-identified location. This archived location will be coordinated by the PMT Document Controls Specialist and the DCSD Director of Design and Construction. All electronic files will be housed inside of Proliance and will remain there for electronic retention purposes. Once the location has been identified by DCSD then the PMT Document Controls Specialist will clearly label and file any associated hard copies to allow for documents that need to be referenced can be found easily.

3-PCP-0070: Open Records Request (ORR) Procedure - FOIA Request

1. The Requestor submits a request to DCSD's Office of Legal Affairs with a detailed Open Records Request.
2. The Office of Legal Affairs contacts the department that maintains the requested record. COO reviews the request internally with DCSD Office of Legal Affairs (as appropriate) and Operations Management.
3. If the request is unreasonable, the COO returns the request to the Office of Legal Affairs with explanation.
4. If the request is reasonable, the COO submits the request to the proper responder. In this procedure, it is assumed that this procedure applies only to Requests sent to the AECOM PMT Team. For the CIP Team, this Request should be addressed to the PMT Program Director and copied to the PMT Deputy Program Director and the PMT Program Controls Manager.
5. The PMT Program Director reviews the Request and determines it to be unreasonable, it will be returned it to the COO with an explanation.

6. If the Request is reasonable, the PMT Program Director will request an estimate be produced by the PMT Program Controls Manager on the hours and resources required to reproduce the documents requested.

No Documents Will Be Created – We will only copy documents that already exist.

Answering questions will be addressed in a different forum.

7. The PMT Program Controls Manager reviews the Estimate with the PMT Deputy Program Director and then the PMT Program Director submits it to the COO.

8. The COO submits the Estimate to Office of Legal Affairs, who in turn advises the Requestor of the Estimate. If the Requestor approves the costs, direction will be given to proceed with producing the records.

9. The Requestor pays the estimated fee to the AECOM PMT Team and DCSD through the DCSD for the value of the Estimate.

10. The COO directs the AECOM PMT Team to re-produce the documents in the request.

11. The PMT Program Controls Manager researches the various locations of potential documents.

12. The PMT Program Controls Manager determines the required resources (program management staff, DCSD staff, outside vendors, etc.). With the assistance from the PMT Administrative Assistant the PMT Program Controls Manager reproduces (copies) the documents.

13. The PMT Deputy Program Director reviews the documents to highlight areas that the PMT Team feels are sensitive and should be reviewed by the DCSD Office of Legal Affairs.

14. The DCSD Office of Legal Affairs redacts the documents as appropriate.

15. The DCSD Office of Legal Affairs issues the documents to the Requestor.

*Also please see DeKalb County School District Facilities Management Department Georgia Open Records Act Process and Procedures in Chapter 2, 2-Proliance-0073

Request For Information Act

Scope of Request for Information (Also see attached formal request (e-mail))

Please allow this letter to serve as a request to receive all documentation for the proposed renovation to Fernbank Elementary. We would like to review the documents that authorize and describe the following:

1. Rational for the Project:
 - a. How old is the old heating and air unit?
 - b. How old is the roof?
 - c. Why this expense instead of mor practical, energy efficient projects, ie replacing the windows:
 - d. Why will the project begin at the start of a new school year?
2. Temporary student displacement plan (10 classroom trailer park???)
3. How long will the trailers be ocated n the front parking lot?
4. Cost?
5. Rationale for classroom trailer park to be placed in front parking lot (over other available areas on property or to relocated students within the building?
6. The project timeline, budget, and funding sources for heating and air project and new roof.
7. Ashford-Dunwoody-Road ppedestrian safety and traffic management plan for school arrival and dismissal. (The front parking lot is used to relieve congestion on Ashford-Dunwoody Road.- We need to be assured that the plan will not un-necessarily cause additional conjection on the road and put pedestrians in danger in the Brenton-Edenton, Chaucer, and Nancy Creek Heights neighborhoods.)
8. Weekend-Evening parking-traffic plan for the soccer fields that are used after school hours. We would like to know that the use of public are being used responsibly and that the project will NOT negatively impacting traffic, pedestrian safety and property values.

On behalf of the Murphy Candler Park homeowners living adjacent to the school.

Estimate to Reproduce Documents

(Note: The estimate for services may be reduced if the scope of requested documents is reduced or more defined.

(Note: This is just an estimate, the number could be higher or lower when the project is completed.)

(Note: These rates are based on Year 1 of the Program Manager's Contract)

Activity	Personnel	Hours	Rate	Fee	Remarks	
Research					\$0.00	Subtotal
	Document Control Spec	0	\$60.47	\$0.00		
	Contract Administrator	0	\$48.69	\$0.00		
	Planning DCSD	0	\$32.00	\$0.00		
	Procurement	0	\$60.86	\$0.00		
	Project Management CIP	0	\$95.00	\$0.00		
	Project Management DCSD	0	\$95.00	\$0.00		
	Sr. Management	0	\$118.91	\$0.00		
	Legal	0	\$185.00	\$0.00		
Locate					\$0.00	
	Document Control Spec	0	\$60.47	\$0.00		
	Contract Administrator	0	\$48.69	\$0.00		
	Planning DCSD	0	\$32.00	\$0.00		
	Procurement	0	\$60.86	\$0.00		
	Project Management CIP	0	\$95.00	\$0.00		
	Project Management DCSD	0	\$95.00	\$0.00		
	Sr. Management	0	\$118.91	\$0.00		
	Legal	0	\$185.00	\$0.00		
Compile					\$0.00	
Information	8 1/2 x 11 pages B&W	0	\$0.10	\$0.00		
	8 1/2 x 11 pages Color	0	\$0.80	\$0.00		

Program Procedures Manual (PPM)

	Construction Dwgs & Specs	0	\$150.00	\$0.00	
Review				\$0.00	
Information	Document Control Spec	0	\$60.47	\$0.00	
	Contract Administrator	0	\$48.69	\$0.00	
	Planning DCSD	0	\$32.00	\$0.00	
	Procurement	0	\$60.86	\$0.00	
	Project Management CIP	0	\$95.00	\$0.00	
	Project Management DCSD	0	\$95.00	\$0.00	
	Sr. Management	0	\$118.91	\$0.00	
	Legal	0	\$185.00	\$0.00	
Legal				\$0.00	
Review	Document Control Spec	0	\$60.47	\$0.00	
	Contract Administrator	0	\$48.69	\$0.00	
	Planning DCSD	0	\$32.00	\$0.00	
	Procurement	0	\$60.86	\$0.00	
	Project Management CIP	0	\$95.00	\$0.00	
	Project Management DCSD	0	\$95.00	\$0.00	
	Sr. Management	0	\$118.91	\$0.00	
	Legal	0	\$185.00	\$0.00	LEGAL PLEASE CONFIRM IF THIS IS REQ'D.
Distribution				\$0.00	Subtotal
	Document Control Spec	0	\$60.47	\$0.00	
	Contract Administrator	0	\$48.69	\$0.00	Federal express to Requester
	Federal Express	0	\$50.00	\$0.00	
	US Mail				
GRAND TOTAL				\$0.00	TOTAL

4

PCR

Procurement

0: Background/
Introduction

1: Program Staffing:
Organization and Roles

2: Program Management
Controls Strategy

3: Program/ Project
Communications Plan

4: Procurement

5: Pre-Design

6: Design

7: Construction

8: Closeout

9: Safety/Security

Included in this Chapter are:

4-PCR-0010: Pre-Procurement Coordination Meeting with DCSD Departments

4-PCR -0020: Project Kickoff Process

4-PCR -0030: Project Procurement Process for Design & Similar Consultants

4-PCR -0040: Project Procurement Process for General Construction

4-PCR -0050: Award Recommendations

4-PCR -0060: Contract Execution Process

4-PCR -0070: DCSD BOE Policy Document

4-PCR-0010: Pre-Procurement Coordination Meeting with DCSD Departments

One of the responsibilities of the PMT, and specifically the Program Director and Deputy Program Director, is to initiate quarterly procurement coordination meetings with DCSD department managers. The proposed attendance for these meetings is as follows:

- Chief Operating Officer (COO)
- Deputy Chief Operating Officer (DCOO)
- Director of Planning and SPLOST Programming
- Director of Facility Maintenance
- Director of Design & Construction
- Chief Financial Officer (CFO)
- Chief Information Officer (CIO)
- Procurement Manager
- PMT Program Director
- PMT Deputy Program Director

- PMT Procurement Specialist

Typical agenda items for the quarterly meetings are as follows:

- Orientation to the SPLOST V Program (initial meeting only)
- Continued improvement to the procurement process
- Coordination between departments
- Continued cooperation/ issue resolution
- Updates to Program schedule and budgets

4-PCR-0020: Project Procurement Kickoff Meeting

This procedure is to provide an overall approach to providing procurement services for DCSD's 2017 – 2022 CIP. It includes information regarding methods of procurement and contractual strategies in order to provide comprehensive bidding and procurement services.

In cooperation with the various District functional managers, the PMT will assist DCSD Procurement Specialist in the procurement process and issuance of all contracts for a project. In conjunction with the DCSD Procurement Specialist, the PMT will review the District's standard A/E and construction documents and submit recommendations for improvements to these documents.

The Process to make a project "active":

1. The Program Master Schedule developed by the PMT and approved by DCSD's Director of Design & Construction depicts Project Start and Finish Dates as provided by the District and later updated via the 'E-SPLOST V Project List Based on the Board approved "New Projects and Budget Adjustments (July 12, 2021)" document.
2. The "Start Date" shown on the Program Master Schedule is the day the project becomes "Active."
3. Within the first ten (10) days of the project becoming active, the PMT Program Director assigns a PMT Project Manager to manage the Project.
4. Once the PMT PM is assigned, the Procurement Specialist prepares a Project Activation Package for the PM to analyze the project. This Package includes the Facility Condition Assessment report, project budget, and baseline schedule. It also includes a Scope Development Form that can be used in determining priorities from the work outlined in the Facility Condition Assessment.

5. After the PMT PM reviews the Project Activation Package, the Procurement Specialist coordinates a meeting the “PMT Scope Development Meeting” with the PMT Program Director and Deputy Program Director, the PM, and the Scheduler to discuss project specific scope, budget, and scheduling.
6. After the District has confirmed the intended scope of work, the PMT Project Manager initiates the project delivery process with a CIP Team Project Procurement Kickoff Meeting.

Meeting Invitees include, but are not limited to:

- | | |
|--|---|
| a) PMT Program Director | j) DCSD Procurement Specialist |
| b) PMT Deputy Program Director | k) DCSD Compliance Specialist |
| c) PMT Project Manager – Chair | l) DCSD Design Manager |
| d) PMT Procurement Specialist | m) DCSD Director of Facilities Maintenance |
| e) PMT Program Controls Manager | n) DCSD QA Specialist |
| f) PMT Design Review Representative (as appropriate) | o) DCSD Technology Project Manager |
| g) PMT Estimator Representative (as appropriate) | p) DCSD FF&E Coordinator |
| h) DCSD Director of Design & Construction | q) DCSD Fire Marshal/Life-Safety Specialist |
| i) DCSD Director of Planning & SPLOST Programming | r) DCSD Indoor Air Quality Coordinator |
| | s) DCSD Regional Maintenance Supervisor |

Project Procurement Kickoff Meeting Agenda:

- | | |
|----------------------------|--|
| a) Contract Review | e) Funding Approval/ Reimbursement Process |
| b) Project Analysis/ Scope | f) Special Funding |
| c) Design Criteria | g) Design Schedule |
| d) Project Budget | h) Project Schedule |

- | | |
|----------------------------|------------------------------|
| i) Project Delivery Method | q) GA BOE Approval Process |
| j) Project Bundling | r) GaDOE Requirements |
| k) Swing Space | s) Special Needs |
| l) Demolition | t) Special Permitting |
| m) Technology | u) Applicable Laws |
| n) FF&E | v) Channels of Communication |
| o) Abatement | w) Proliance |
| p) Salvage | x) Other |

7. The PMT PM then schedules a procurement specific meeting with the DCSD Procurement Specialist and the PMT Procurement Specialist to discuss specific assignments and target dates for:

- a) Geotech (as necessary)
- b) Land Survey (as necessary)
- c) Abatement (as necessary)
- d) Risk Assessment Survey (as necessary)
- e) Other Initial Investigative Services (as necessary)
- f) Procurement of A/E Services (or Design/Build)
- g) Procurement of Builder Services (General Contractor, Construction Manager at Risk (CMAR), or Design-Builder)

Attendees are: PMT PM (Chair), Program Director (Optional), Deputy Program Director, DCSD Procurement Specialist, and the PMT Procurement Specialist.

4-PCR-0030: Project Procurement Process for Design (and Similar Consultants)

Below is a detailed step by step process for procuring architectural, engineering, and other consultant services. Included at the end of Chapter 4 is DCSD's Solicitation Matrix, which outlines timeframes and minimum requirements.

1. The PMT PM and Program Director determine the Stated Cost Limitation (SCL) for the project. The A/E will use the SCL when developing the design.
2. The PMT PM develops scope narratives (as appropriate for his specific project) for specific services for the following:
 - Geotechnical
 - Land surveys
 - Traffic Studies
 - Hazardous Materials Abatement
 - Risk assessment survey
 - Other initial services
 - A/E services
 - Contractor services (swing space, demolition, etc.)
3. The PMT Program Director reviews and approves the scope of work narrative.
4. The PMT PM refines the Project Master Schedule and Project Budget for the project for all services identified in 2., above.
5. For each of the services identified in 2., above, the PMT Procurement Specialist compiles solicitation documents, including:
 - Instructions for proposal/bid, Request for Proposals, and Invitations to Bid
 - Scope Narratives (developed by PMT PM)
 - Design Guidelines and Specifications
 - Facility Assessments
 - Aerial Images
 - Floor Plans
 - Land surveys
 - Geotech reports
 - Abatement information

Program Procedures Manual (PPM)

- As-built documents
 - Proposal/Bid forms
 - Schedule (by PMT PM)
 - Sample Contract
 - School and Testing Calendars
 - Required Forms, including Conflict of Interest Disclosure and Consent to Release Information
 - Other documents as may be required
6. Along with the Procurement Specialist, the PMT Project Manager and the PMT Program Director review the final procurement documents and packages for accuracy, attachments, language, scope, pricing breakdown, schedule, etc.
 7. The DCSD Procurement Specialist posts the solicitation on the DCSD website and notifies by email all vendors known to the District to be interested in submitting for the solicitation. If pre-qualified vendors are available, the DCSD Procurement Specialist will select three vendors to submit proposals for the work in question
 8. The PMT PM, in conjunction with the DCSD Procurement Specialist, holds the Pre-Proposal/Pre-Bid Meeting as appropriate, no sooner than five (5) days from the date of the design RFP/ITB issuance.

NOTE: The Pre-Proposal/Pre-Bid Meeting is a mandatory meeting for parties interested in submitting a proposal/bids for the project. The purpose of the meeting is to confirm that potential offerors/bidders have the correct documents and understand the scope of work they are pursuing. The potential bidders/proposers have the opportunity to ask questions, and to confirm that they are aware of the services expected of them. Generally, whenever possible, potential bidders/proposers are also provided an opportunity to visit the project site to review the location and existing conditions. Failure to attend a mandatory Pre-Proposal/Pre-Bid Meeting and/or a mandatory site visit will result in the proposal/bid from that vendor being rejected; therefore, a sign-in sheet must be posted and a verbal reminder given during the meeting to sign in.

9. The DCSD Procurement Specialist and the PMT Procurement Specialist work together to develop the meeting minutes, which are then posted on the District's website (along with the sign-in sheet and any documents issued at the meeting) as part of an addendum.
10. Within the RFP or RFQ, the final date and time for questions from potential bidders/proposers is identified. Generally, this will be at least 72 hours prior to the final addendum being issued, although there are no state regulations relating to professional services solicitations. Therefore, exceptions to this timeframe can be

made at the discretion of the PMT Procurement Specialist with approval from the DCSD Procurement Specialist. Questions must be submitted in writing and addressed to the DCSD Procurement Manager.

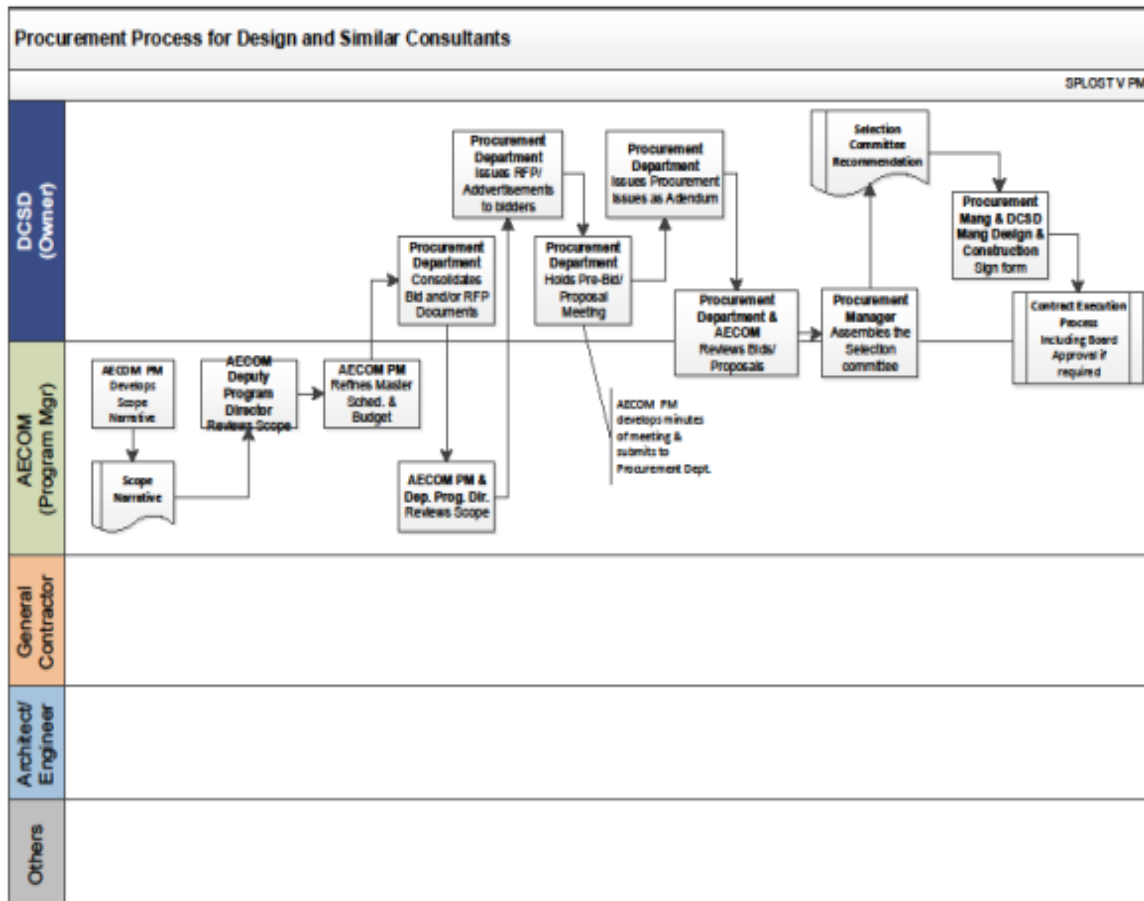
11. Questions are submitted by the proposers to the designated email address as stipulated in the RFP or ITB documents.
12. The DCSD Procurement Specialist receives questions and distributes them to the PMT Procurement Specialist who coordinates developing the answers with the PM and others, as appropriate.
13. The DCSD Procurement Specialist issues answers to potential bidders/proposers by addendum.
14. For proposals/bids that require hard copy submissions, the proposers/bidders are required to time stamp the receipt card provided by the District using the official time clock. Bidders/proposers must then affix the card to their proposal package prior to submission.
15. The DCSD Procurement Specialist will log all proposals received (name of firm, date and time received). Proposals not received by the specified time will not be accepted. A minimum of two (2) DCSD employees and one (1) PMT member must be in attendance when the bids/ proposals are opened and logged in. The Proposal Receipt Log must be signed by all three (3) attendees.
16. The DCSD and/or PMT Procurement Specialist facilitates and review of the proposals:
 - a) The DCSD and/or PMT Procurement Specialist files the original copy of all submittals (in Proliance and hard files).
 - b) The DCSD and/or PMT Procurement Specialist reviews each submittal for compliance with the minimal RFP requirements and notes those that do not comply.
 - c) The DCSD and PMT Procurement Specialists, the PMT Project Manager, the PMT Program Director, and DCSD's Director of Design and Construction review the non-compliant submittals to determine if the omissions reach the level of disqualification.
 - d) The DCSD and/or PMT Procurement Specialist assembles the selection committee (which rotates with each solicitation) to explain the review process.
 - i. The Selection Committee is typically comprised of five (5) members.
Three of the following:
 - DCSD Director of Design & Construction
 - DCSD QA Specialist
 - DCSD Contract Specialist

- DCSD Design Manager
- DCSD Project Manager
- DCSD Other

And two of the following:

- PMT Project Manager (assigned to project)
 - PMT Project Manager (rotating, not assigned to project)
 - PMT Program Director
 - PMT Deputy Program Director
 - PMT Other
- ii. The Selection Committee will be administered by the DCSD and/or PMT Procurement Specialist.
 - iii. Additional Selection Committee Members can be added at the discretion of the DCSD Procurement Specialist or the PMT Program Director.
 - iv. The DCSD and/or PMT Procurement Specialist distributes one (1) copy of the RFP with all addenda, the evaluation form, and one (1) copy of each compliant submittal.
 - v. The DCSD and/or PMT Procurement Specialist then reviews each line item of the evaluation form with the Committee members and answers any questions.
- e) Committee Members review and grade all the qualified submittals and record their assessment on the standard (but customized for each project) proposal evaluation form.
 - f) After the Committee Members grade each proposal, the DCSD and/or PMT Procurement Specialist tallies the evaluation forms.
 - g) The DCSD Executive Manager Design and Construction reviews the results with the PMT Deputy Program Director and/or Program Director to determine if interviews/ presentations are desired.
 - h) If desired, two (2) to four (4) proposers are asked to participate in an interview/ presentation taking between 30 minutes and two (2) hours at the discretion of DCSD.
 - i) The interview can and often does impact the rankings, and when applied, is a key part of the procurement process.
 - j) The Committee meets, discusses the scoring, and recommends an award. The final, tallied recommendation form is signed by all Committee Members. The DCSD Procurement Specialist signs as the administrator and the PMT Program Director and DCSD Executive Manager Design and Construction sign the form as reviewers.

- k) If the Committee can't come to a clear agreement and recommendation, then the DCSD Director of Design & Construction and the PMT Program Director will get involved to assist with the award selection.
 - l) If a clear recommendation still cannot be reached, the DCSD Procurement Specialist will select a new review committee and repeat steps 16.d. to 16.j. as described above.
17. DCSD and AECOM make recommendations and contact the first-ranked firm to negotiate the fee.
- a) If the award recommendation is under \$100,000, then the contract does not require DCSD Board of Education approval.
 - b) If the award recommendation is over \$100,000, then the contract requires DCSD Board of Education approval.



4-PCR-0040: Project Procurement Process for General Construction

Below is a detailed step by step process for procuring construction, and other construction-type consultant services. Included at the end of Chapter 4, is DCSD's Solicitation Matrix, which outlines timeframes and minimum requirements.

1. The PMT, the A/E, and the DCSD Procurement Specialist hold Kickoff Meeting specifically for the General Construction Phase Procurement to **discuss assignments and target dates for this procurement.**
2. The PMT PM refines the Project Master Schedule and Project Budget for the project.
3. The PMT PM reviews the drawings and specifications developed by the A/E to confirm completeness and submits them the DCSD Procurement Specialist .
4. The PMT PM reviews the scope summary written by the A/E and incorporates it into the RFP.
5. The PMT PM creates the Owner's Criteria and Scope of Work Narrative for incorporation into the RFP.
6. The PMT PM creates the Construction Delivery Method Letter for signature by the DCSD Director of Design & Construction. Once signed, the PMT PM issues the letter to the A/E for incorporation into Georgia Department of Education submittal.
7. The DCSD Procurement Specialist consolidates bid and/or RFP documents, bid list, etc..
8. The DCSD Procurement Specialist may issue (but is not required to) RFP/ Advertisements to pre-qualified bidders list for projects under \$1 million or to general/ open bid list for projects over \$1 million.
9. The DCSD Procurement Specialist issues complete package to DCSD Legal Department for review and approval to issue the RFP.
10. Notify the Newspaper of record (*Champion*) on a Thursday of intent to advertise the next Thursday.

NOTE: If approval is not received back from the DCSD Legal Department prior to advertisement in *Champion*, the listing is cancelled.
11. The DCSD Procurement Specialist issues advertisements to newspaper (*Champion*) and website.
12. The PMT PM and the Program Director review final procurement documents and packages for accuracy, attachments, language, scope, pricing breakdown, schedule, etc.

13. The DCSD Procurement Specialist holds Pre-Bid/Proposal Meeting, with assistance from the PMT and the A/E.
14. NOTE: The Pre-Bid/Proposal Meeting is a mandatory meeting for parties interested in submitting a proposal for this project. The purpose of the meeting is to confirm potential bidders have the correct documents, understand the scope of work they are pursuing, potentially visit the project site, ask questions, and to confirm all potential bidders are aware of the services expected of them. The Pre-Bid/ Proposal Meeting will be held no sooner than 10 calendar days after the issuance of the RFP. If the site is accessible, a mandatory site visit should be made to review the location and existing conditions. Failure to attend a mandatory Pre-Proposal/Pre-Bid Meeting and/or a mandatory site visit will result in the proposal/bid from that vendor being rejected; therefore, a sign-in sheet must be posted and a verbal reminder made to sign in during the meeting. The sign-in sheet, agenda, and meeting minutes will be included in the next addendum.
15. The DCSD Procurement Specialist will develop the minutes of the meeting and submit them to the PMT PM and the PMT Procurement Specialist .
16. The DCSD Procurement Specialist issues minutes of the meeting (along with any documents issued in the meeting) by addendum.
17. Questions from bidders must be submitted in writing to the Procurement Manager at least 72 hours prior to the final addendum being issued.
18. Questions are submitted by the proposers to the designated email address as stipulated in the RFP or ITB documents.
19. The DCSD Procurement Specialist receives questions and distributes them to the PMT, DCSD, and the A/E team
20. The PMT, the A/E and DCSD review and answer questions.
21. The DCSD Procurement Specialist issues answers to proposers by addendum.
22. The final addendum must be issued at least 72 hours prior to the bid date and time. Addenda issued less than 72 hours prior to the bid date and time must move the bid date and time by a minimum of 24 hours and maintain the 72-hour requirement.
23. All addenda must be emailed to the Proposers from the sign-in sheet and posted on the DCSD website and bulletin board.
24. Sealed bids/ proposals will be accepted by the receptionist at the front desk of the Sam Moss Service Center.
25. Bids received as a result of an Invitation To Bid (ITB) solicitation must be publicly read aloud. A minimum of two (2) DCSD employees and one (1) PMT member must attend the bid opening and signify by signing the bid evaluation form that the bids were received and opened according to the state law and board policies.

26. The DCSD Procurement Specialist , the A/E, and the PMT review bids/proposals:
- a) The DCSD Procurement Specialist files original copy of all submittals (in Proliance and hard files)
 - b) The DCSD Procurement Specialist reviews each submittal for compliance with the minimal RFP requirements and notes those submittals that don't comply
 - c) The DCSD Procurement Specialist , the PMT Project Manager, the PMT Program Director and DCSD's Director of Design & Construction review the non-compliant submittals to determine if the omissions reach the level of disqualification
 - d) DCSD Procurement Specialist assembles the selection committee (which rotates with each solicitation) to explain the review process.
 - i. The Selection Committee is generally comprised of five (5) members.

Three of the following:

 - DCSD Director of Design & Construction
 - DCSD QA Specialist
 - DCSD Contract Specialist
 - DCSD Design Manager
 - DCSD Project Manager
 - DCSD Other

And two of the following:

 - PMT Project Manager (assigned to project)
 - PMT Project Manager Rotating (not assigned to project)
 - PMT Program Director
 - PMT Deputy Program Director
 - PMT Other
 - ii. The Selection Committee will be administered by the DCSD Procurement Specialist.
 - iii. Additional Selection Committee Members can be added at the discretion of the DCSD Director of Design & Construction or the PMT Program Director.
 - iv. DCSD Procurement Specialist distributes one (1) copy of the RFP with all addenda, the analysis sheet, content of the Intent form, and one (1) copy of each compliant submittal to each member of the Committee.
 - v. DCSD Procurement Specialist then reviews each line item of the analysis sheet with the Committee Members and answers questions.

- e) Each Committee Member reviews and grades all the qualified submittals and records their assessment on the standard (but customized for each project) bid/proposal analysis form.
 - f) After the committee members grade each proposal, the DCSD Procurement Specialist tallies the analysis form.
 - g) The DCSD Director of Design & Construction reviews the results with the PMT Deputy Program Director and/or Program Director to determine if interviews/ presentations are desired.
 - h) If desired, two (2) to four (4) proposers are asked to participate in an interview/ presentation taking between 30 minutes and two (2) hours at the discretion of DCSD.
 - i) The interview can and often does impact the scoring, and when applied, is a key part of the procurement process.
 - j) DCSD requests the Best and Final Offer (BAFO) as appropriate.
 - k) The Committee meets, discusses, and recommends an award. The final, tallied recommendation form is signed by all Committee Members. The DCSD Procurement Specialist signs as the administrator and the PMT Program Director and DCSD Director of Design & Construction sign the form as reviewers.
 - l) If the Committee can't come to a clear agreement and recommendation, then the DCSD Director of Design & Construction and the PMT Program Director will get involved to assist with the award selection.
 - m) If a clear recommendation still cannot be reached, the DCSD Procurement Specialist will select a new review committee and repeat steps 17.d. to 17.l. as described above.
27. DCSD and the PMT make recommendations.
- a) If the award recommendation is under \$50,000, then the contract does not require DCSD Board of Education approval.
 - b) If the award recommendation is over \$50,000, then the contract requires DCSD Board of Education approval.

DeKalb County School District Solicitation Matrix

Program Procedures Manual (PPM)

DeKalb County School District Solicitation Matrix					
	General Notes	Construction (including C/Is, P/Is)		A/E Firms & Consultants	
		Less Than \$100K	\$100K or Greater	Less Than \$100K	Greater Than \$100K
Advertisement Submitted to Newspaper	Due to Champion by Noon on Thursday for the following week	1 week prior to edition in which ad will run (must run ad at least two times) (must run ad at least two times) Also post on DCSD website	1 week prior to edition in which ad will run (must run ad at least two times, 14 days apart) Also post on DCSD website -- continuously 4 weeks	NR	NR
Advertisement Duration	Dictated by GA Law & DCSD Board Policy	2 Weeks	4 Weeks	1 Week	2 Weeks
Pre-Proposal/Bid Meeting	Mandatory for all Offerors/Bidders	1 day (minimum) after 2nd Advertisement (i.e. third week)	1 day (minimum) after 2nd Advertisement (i.e. third week)	NR	NR
Questions Due	Must be Submitted in Writing to Stephen Wilkins	3 business days (72 hours) prior to Final Addendum Date	3 business days (72 hours) prior to Final Addendum Date	2 days (48 hours) prior to RFP Due Date	2 days (48 hours) prior to RFP Due Date
Final Addendum Posted	Posted on DCSD's website Courtesy email notification to all Mandatory Pre-Proposal/Bid Meeting Attendees	3 days (72 hours) prior to RFP/Bid Due Date (excluding weekends and holidays)	3 days (72 hours) prior to RFP/Bid Due Date (excluding weekends and holidays)	1 day (24 hours) prior to RFP Due Date	1 day (24 hours) prior to RFP Due Date
RFP/Bid Due	Due on Tuesday, Wednesday, or Thursday only	at least 4 weeks plus 1 day after advertisement first posts	at least 4 weeks plus 1 day after advertisement first posts	1 week after notification to Pre-Qualified Firms	2 weeks after notification to Pre-Qualified Firms
RFP/Bid Opening	Confidential Proposal Review or Public Bid Opening	Depends on Solicitation Method	Depends on Solicitation Method	Proposal Review	Proposal Review
Discussion, Negotiation and Revisions	RFP Only	2 days (minimum) after RFP Due Date	2 days (minimum) after RFP Due Date	NR	2 days (minimum) after RFP/Bid Due Date if Required
BAFO	RFP Only	1 day response (minimum) after Interviews	1 day response (minimum) after Interviews	N/A	1 day response (minimum) after Interviews
Approval Requirements	NR, Staff, BOE	Requires BOE Approval for \$50K or Greater	Requires BOE Approval for \$50K or Greater	Requires BOE Approval \$50K or Greater	Requires BOE Approval
BOE Agenda Item due to EBoard	Wednesday Prior to Pre-Agenda	Submit AI for attorney and COO approval Friday before eBoard due date	Submit AI for attorney and COO approval Friday before eBoard due date	Submit AI for attorney and COO approval Friday before eBoard due date	Submit AI for attorney and COO approval Friday before eBoard due date
Pre-Agenda	Last Monday of the Month Prior to BOE Work Session	Final AI with all attachments will be presented to Cabinet	Final AI with all attachments will be presented to Cabinet	Final AI with all attachments will be presented to Cabinet	Final AI with all attachments will be presented to Cabinet
Agenda Setting	Last Tuesday of the Month Prior to BOE Work Session	Final AI with all attachments will be presented to Board Chair AI and attachments presented to BOE for questions/comments	Final AI with all attachments will be presented to Board Chair AI and attachments presented to BOE for questions/comments	Final AI with all attachments will be presented to Board Chair AI and attachments presented to BOE for questions/comments	Final AI with all attachments will be presented to Board Chair AI and attachments presented to BOE for questions/comments
BOE Work Session	1st Monday of the Month	BOE for questions/comments	BOE for questions/comments	BOE for questions/comments	BOE for questions/comments
BOE Business Meeting	1st Monday of the Month	BOE Vote	BOE Vote	BOE Vote	BOE Vote

Additional Items to Note
1. Prior to issuing an RFP or Inv. to Bid: Legal Counsel must review Checklist and related documents. A letter must be received from Legal Counsel stating that the RFP or Inv. to Bid has been review and meets all criteria in OCGA 36-91-20 and 36-91-21. (GDOE Rule 160-5-4-.15)
2. On Hard Bid Construction Related Solicitations: alternates cannot be utilized to determine the lowest bidder unless specifically stated in the bid documents. Deductive alternates must be taken in the order in which they are listed (with most important work omitted last), but must recalculate for all bidders. Additive alternates may be taken in any order but must recalculate.
3. The Prequalification Process for Construction Related Solicitations must follow the same rules and regulations as the all other Construction Related Solicitations. Prequalification is the first step in two part process for selection and must be advertised separately for 4 weeks.
4. On a Hard Bid Related Solicitation, negotiations may only occur if the lowest, responsive, responsible bid exceeds the funds budgeted for the project.

4-PCR-0050: Award Recommendations

1. The DAT and PMT make a joint recommendation
 - a. Review Committee signs recommendation
 - b. PMT Program Director signs recommendation as reviewer
 - c. DCSD Director of Design & Construction signs recommendation as reviewer
 - d. Executive Director of Facilities Management signs recommendation as approver
2. The signed package is submitted to DCSD's Legal Department for review and approval.

4-PCR-0060: Board of Education Approval

- DCSD and PMT make award recommendation.
- If the award recommendation is under \$100,000, then the contract does not require DCSD Board of Education (BOE) approval. With COO approval, Notice of Award is given.
- If the award recommendation is under \$100,000, then the contract requires DCSD Board of Education approval.

4-PCR-0070: Contract Execution Process

Execution of the contract is the culmination of the selection of the A/E, general contractor, or other consultants, vendors, or contractors. The executed contract is the binding agreement between the District and the A/E, or the contractor, or the vendor for the project. This procedure outlines this process following the Notice of Award:

- DCSD Procurement Specialist or PMT Procurement Specialist assembles the required number of contract packages.
- After approval by the Board of Education and issuance of the Board Directive, the DCSD Procurement Specialist or PMT Procurement Specialist notifies the A/E, the contractor, or the vendor to pick up the contracts for signature.
- The A/E, contractor, or vendor returns the signed contract along with associated required documents (bonds, insurance certificates, etc.)
- The DCSD Contract Specialist prepares the contract package for routing and transmits the package to the District Legal Dept. for review and approval.

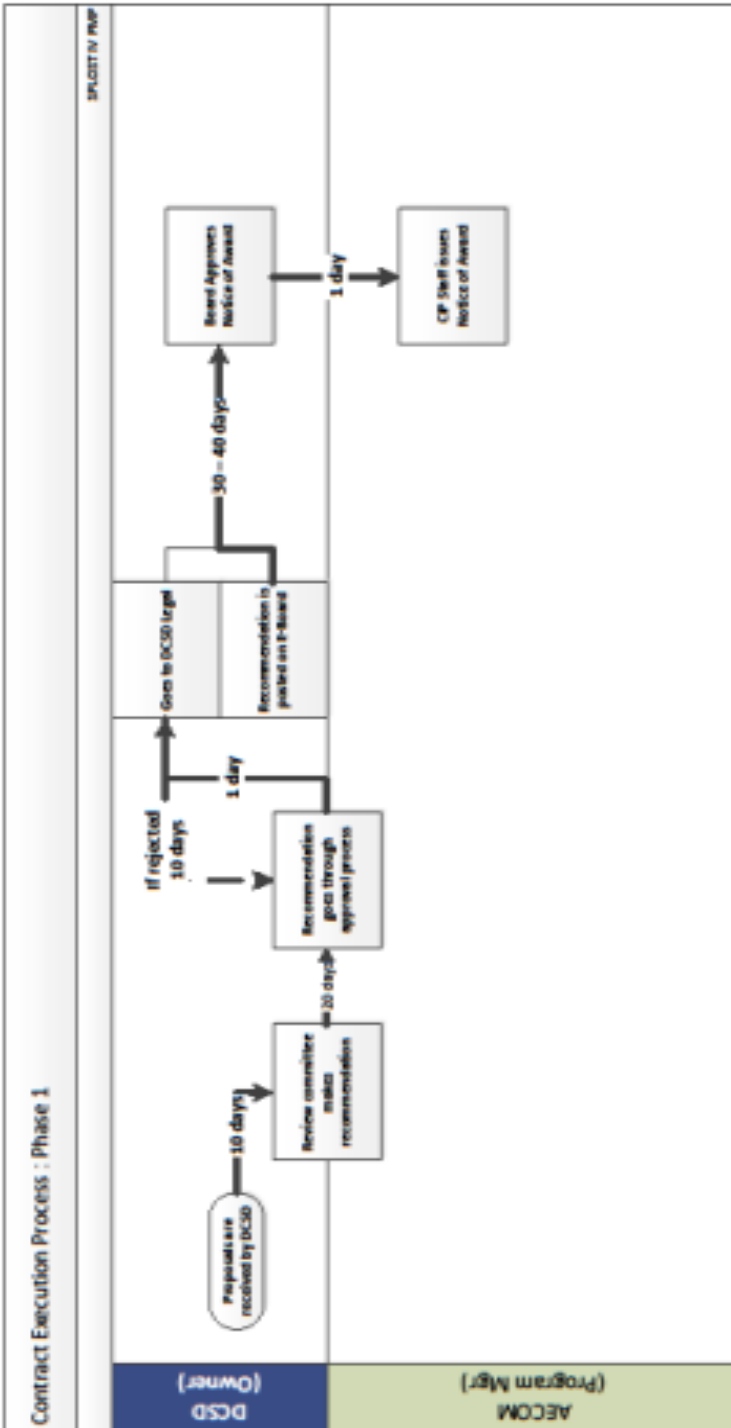
- Upon approval the contract package is returned to the DCSD Contract Specialist who transmits the contract package to the DCSD Office Specialist of Executive Assistant to the COO, who will sign the transmittal form and forward the documents for signature by the DCSD Superintendent and Board of Education Chairperson (as appropriate).
- The approved contract package is then returned to the Contract Specialist who will notify the DCSD Procurement Specialist, the PMT Procurement Specialist and the PMT PM.
- The PMT PM prepares the Notice To Proceed and transmits it to the DCSD Director of Design & Construction for signature.
- The PMT Procurement Specialist sets up a meeting with the PMT PM, DCSD PM (if applicable), DCSD Procurement Specialist and the A/E, contractor, or vendor. At the meeting, the A/E, contractor, or vendor will be issued the fully executed contract along with the Notice To Proceed and any additional documents required by the new contract.

On the following pages, please find flow charts for:

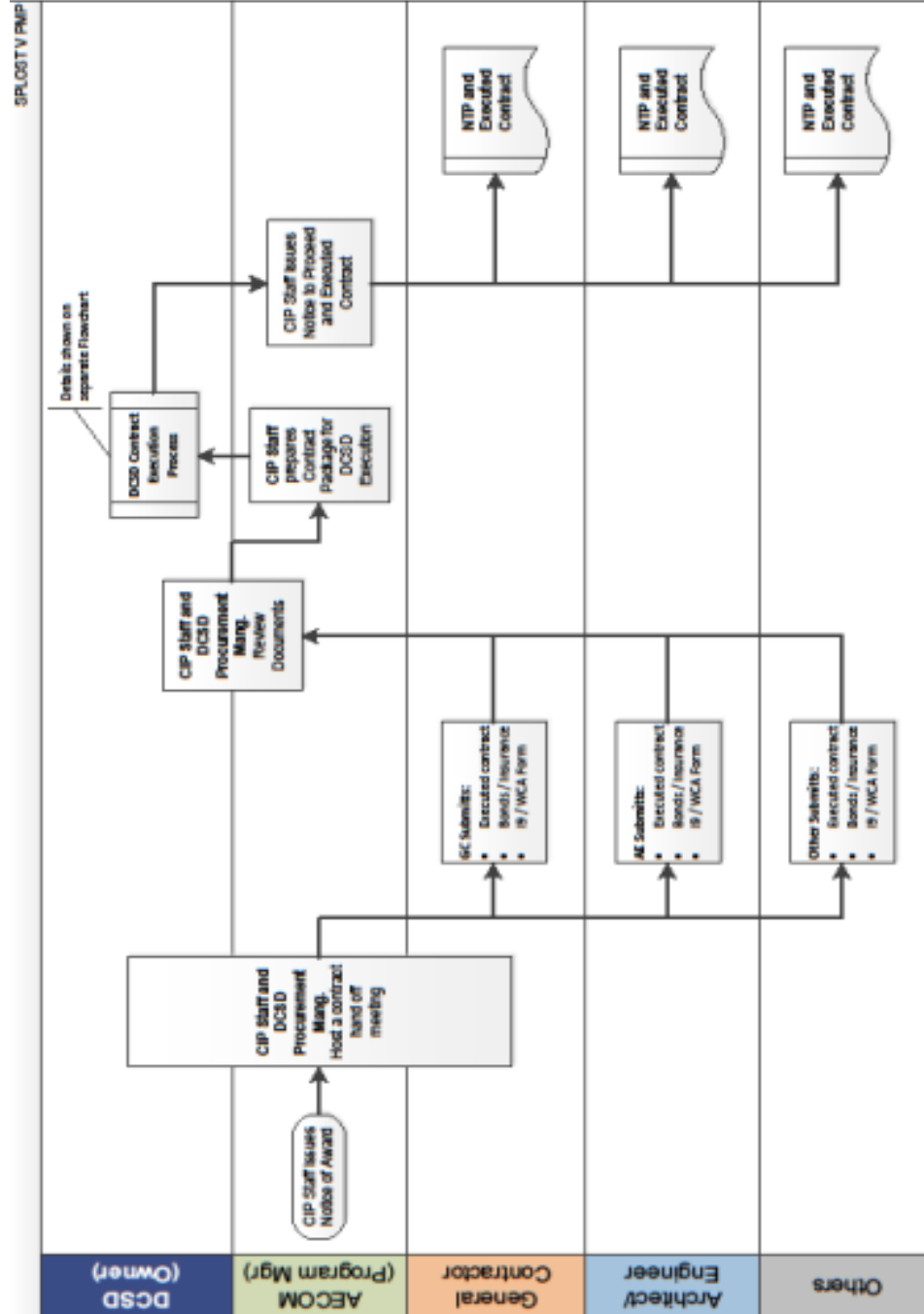
- Phase 1 of the contract execution process – Notice of Award (NOA)
- Phase 2 of the contract execution process – Notice to Proceed (NTP)
- Five Year Local Facilities Plan

Program Procedures Manual (PPM)

Contract Execution Process: Phase 1 (Notice of Award through Notice To Proceed for Contract > \$100,000)



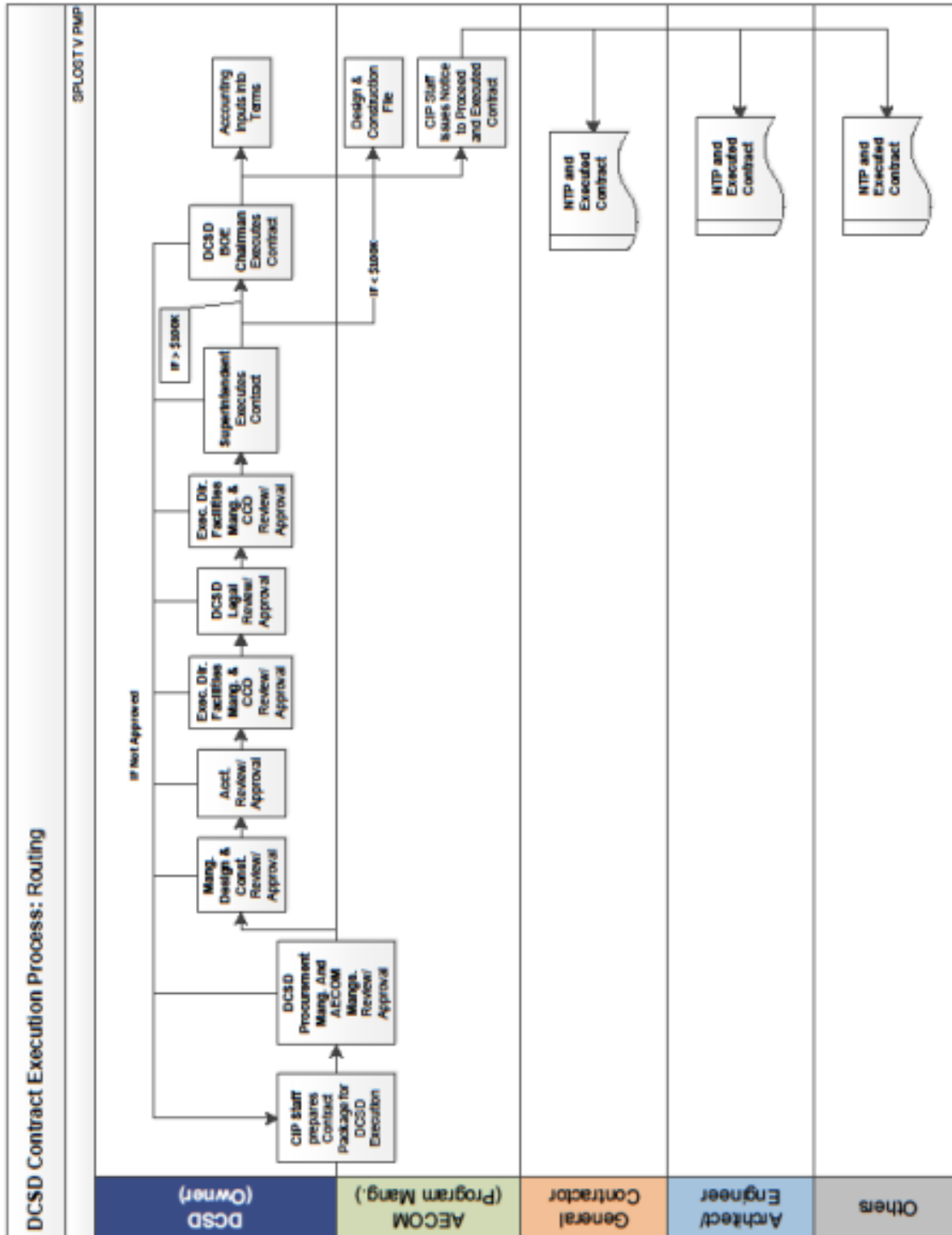
Contract Execution Process: Phase 2 (Notice of Award through Notice To Proceed for Contract > \$100,000)



The following is a sub-process for approval of a contract for the A/Es, or the contractors, or vendors with the DCSD system alone.

1. Proposals are received by DCSD
2. Review Committee makes recommendations
3. Recommendations go through approval process
4. Recommendations package submitted to the DCSD Legal Department
5. Recommendation is posted on E-Board
6. Board approves award
7. Issue Notice of Award
8. Contractor/ A/E/ Vendor executes contract
9. DCSD internal contract execution process (after execution by the contractor, vendor, A/E)

Program Procedures Manual (PPM)



4-PCR-0080: DCSD Board Of Education Policy Document

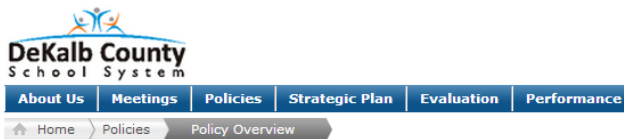
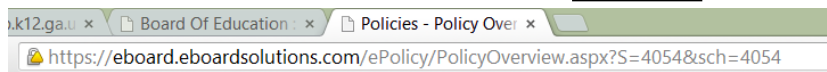
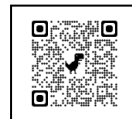
The DeKalb County Board of Education (the BOE, or ‘the Board’) is charged by the Constitution and laws of Georgia with the control and management of the DCSD. The Board works as one body representing the entire community.

The fundamental role of the Board is to establish policy for the governance of the DCSD with the focus on student achievement. The Board is the trustee of public funds and must be responsible for the appropriation of those funds. As the trustees of public funds, Board members should work to confirm that the DCSD’s expenditures are carefully considered and consistent with the Board’s primary objective of confirming that each student in the DCSD receives a quality basic education.

DCSD Policies are located at:

<https://simbli.eboardsolutions.com/Policy/PolicyListing.aspx?S=4054>

Or, scan the “QR” code:



POLICY OVERVIEW

Policy Index
A. School District Organization
B. School Board Operations
C. General School Administration
D. Fiscal Management
E. Business Management
F. Facility Expansion Program
G. Personnel
I. Instructional Program
J. Students
K. General Public Relations
L. Interorganizational Relations
M. Relations with Other Education Agencies

Click below to be able to search for a Policy.

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5 PRE

Pre-Design

- 0: Background/
Introduction
- 1: Program Staffing:
Organization and Roles
- 2: Program Management
Controls Strategy
- 3: Program/ Project
Communications Plan
- 4: Procurement
- 5: Pre-Design
- 6: Design
- 7: Construction
- 8: Closeout
- 9: Safety/Security

Section 5 discusses Project Pre-Design and includes:

- 5-PRE-0010: Initial Project Scope of Work
 - 1.0 Project Initiation
 - 2.0 Project Initiation / Planning Implementation
 - 3.0 Mobilization Pre-Planning
 - 4.0 Fast-Start Evaluation
 - 5.0 Plans, Policy, and Procedures Development

5-PRE-0010: Initial Project Program/Scope of Work

The CIP Team shall:

- Develop project Start-up Package. Information in the Start-up Package is based on information gathered by PMT, provided by District in the form of a scope outline, and the Facility Condition Assessment. This is documented on the DCSD server on the "M" Drive.
- Start-up Package consists of the following items:
 - Description of Project
 - Proposed delivery methods for design and construction
 - Funding and Budget
 - Current Status
- Attachments:
 - Project Facility Condition Assessment
 - District's Narrative and Scope Outline
 - Control Budget Summary
 - Preliminary Project Schedules
 - Exhibits (i.e., concept sketches, etc.)

- Route start-up package through appropriate DCSD reviewers for comment and approval
- Distribute approved copies to project team members and proceed with the Design Consultant Selection Process in concurrence with, or subsequent to, development of the Start-up Package

1.0 PROJECT INITIATION

On many projects and programs, the DAT and PMT commence in the pre-design phase prior to any consultants being selected. The purpose of this section is to establish a general guideline for performing those tasks that are best performed prior to commencing any consultant procurement and/or any design work. Planning is the work a PMT PM performs to predetermine a course of action that will be followed by others to confirm that project goals and objectives are met. This section will provide guidance in initiating the project planning efforts and will provide a format for the Project Management Plan (PPM).

The PMT PM is responsible for providing pre-design planning and project initiation phase services. The PMT PM facilitates the project planning by providing the District and the consultant team with the knowledge of the various processes and procedures necessary for development of the project start up package.

2.0 PROJECT INITIATION/PLANNING IMPLEMENTATION

The days immediately following start-up direction from the District are some of the most critical for confirming the success of the project or program. Our strategic approach to this critical phase of work is detailed and it is imperative that these tasks be completed within a short timeframe to ensure an efficient start-up. Most of these tasks are conducted concurrently and feed into one another. This interdependence is a natural consequence of a multi-element planning effort. Successful completion of project initiation is the first step in establishing a process that operates smoothly and without surprises that could lead to schedule or budget challenges.

3.0 MOBILIZATION PRE-PLANNING

Immediately following receipt of direction from DCSD, the DAT and PMT start up team, with the assistance of the Program Director or Deputy Program Director and PMT PM, will meet with the District to plan the mobilization process and to finalize the team's organizational structure. Together with the District, the PMT PM will formulate the mobilization goals and objectives, identify ongoing tasks that require special attention. It is recommended that this step be completed within one week of start-up direction.

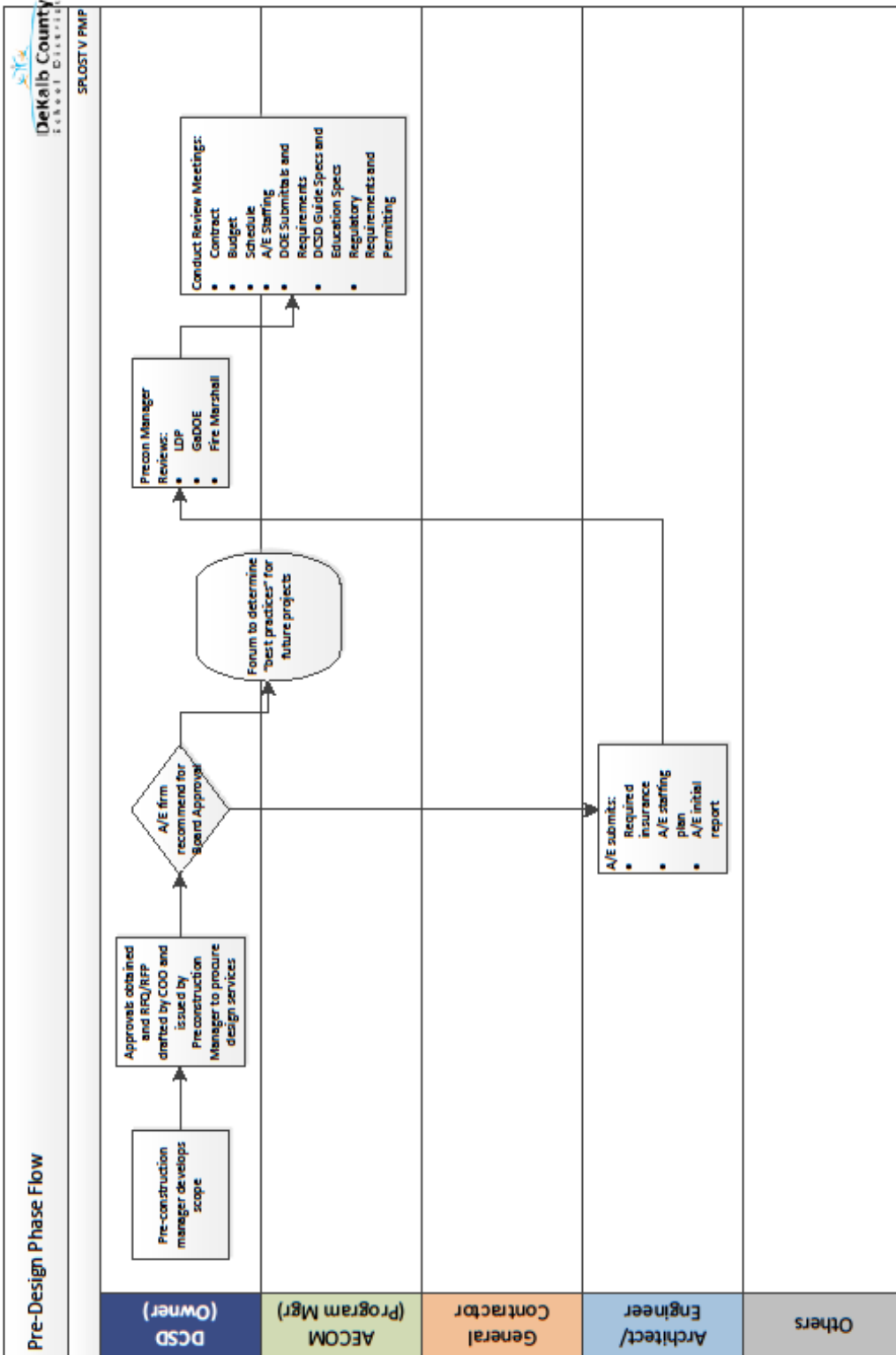
4.0 FAST START EVALUATION

On large projects, key PMT and District personnel will form an Evaluation Team to quickly perform an in-depth review of the District's existing policies and procedures, and to evaluate ongoing work to identify specific needs, issues, or problems that require early

resolution concurrent with project planning and initiation. This Team will:

- Review each element of the project's Start-up Package, including planned procurement requirements, necessary contracts, and anticipated regulatory requirements.
- Confirm the project organization and communication protocols
- Finalize the preliminary roles and responsibility matrix
- Determine specific critical path items that require immediate attention
- Develop the Project Master Schedule outline
- Define additional resources/ needs

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6
DES

Design

- 0: Background/ Introduction
- 1: Program Staffing: Organization and Roles
- 2: Program Management Controls Strategy
- 3: Program/ Project Communications Plan
- 4: Procurement
- 5: Pre-Design
- 6: Design
- 7: Construction
- 8: Closeout
- 9: Safety/Security

This section discusses processes and procedures associated with the design phase of the project and the A/E, engineer, and other professional services consultants. This section is broken down into subsections as follows:

- 6-DES-0010: Design Contracts
- 6-DES-0020: Design Phase Procurement
- 6-DES-0030: Design Schedule
- 6-DES-0040: Design Deliverables
- 6-DES-0050: Design Reviews
- 6-DES-0060: Design Estimates
- 6-DES-0070: Redesign If Over Budget
- 6-DES-0080: Design Document Submittals
- 6-DES-0090: FF&E Coordination
- 6-DES-0100: Technology Coordination
- 6-DES-0110: Cost Change Management
- 6-DES-0120: Payment Process
- 6-DES-0130: DCSD Design Guidelines/ Design Program ES, MS, HS

6-DES-0010: Design Contracts

DeKalb County School DCSD has four (4) standard DCSD contracts for A/E services. These are:

- Standard Form of Contract for Architectural Services (Non-State Capital Outlay Projects) Between the DeKalb County Board of Education and the A/E SCL <\$2M
- Standard Form of Contract for Architectural Services (Non-State Capital Outlay Projects) Between the DeKalb County Board of Education and the A/E SCL >\$2M
- Standard Form of Contract for Architectural Services (State Capital Outlay Projects) Between the DeKalb County Board of Education and the A/E SCL <\$2M

- Standard Form of Contract for Architectural Services (State Capital Outlay Projects) Between the DeKalb County Board of Education and the A/E SCL >\$2M

There are only minor differences between the contracts, but if the District plans on requesting reimbursement from the state under this Program, then the State Outlay form of contract must be used.

It is anticipated that those firms submitting proposals for providing design services to DCSD will do so without requesting changes to the Terms and Conditions of the District's standard contract.

1.0 TYPICAL CONTRACT

- All typical design contracts can be found on the District's "J" drive
- Typical exhibits to the Non-State Outlay Contract include the following:
 - Exhibit "A" – List of Proposal Documents for the Project
 - Exhibit "B" – Other Insurance
 - Exhibit "C" – Asbestos Exclusion Certification Form

NOTE: No other exhibits are identified in the contract.
- Typical exhibits to the State Outlay Contract include the following:
 - Exhibit "A" – List of Proposal Documents for the Project
 - Exhibit "B" – Mandatory Addendum to the Owner/ A/E Agreement for Projects Funded In Whole or In Part with State Capital Outlay Funds
 - Exhibit "C" – Other Insurance
 - Exhibit "D" – Asbestos Exclusion Certification Form

NOTE: No other exhibits are identified in the contract.

2.0 FEES FOR DESIGN SERVICES

- DCSD has updated the criteria for design fees for typical school facility projects: all-inclusive fees for typical Architectural or Engineering services. The criteria are as follows:

New Construction and Major Additions:

Projects over \$20M: 6.0% without FFE and 6.15% with FFE included in the AE fee. That will be an add of \$30,000 on a \$20M project.

Projects up to \$20M: 6.25% without FFE and 6.45% with FFE included in the AE fee. That will be an add of \$20,000 on a \$10M project, for example.

Renovations and Small Additions:

Projects over \$20M: 7.0% without FFE and 7.15% with FFE included in the AE fee. That will be an add of \$30,000 on a \$20M project.

Projects up to \$20M: 7.5% without FFE and 7.70% with FFE included in the AE fee. That will be an add of \$20,000 on a \$10M project.

When using the criteria above, fees will not be adjusted higher or lower unless the final builder's contract is greater or less, respectively, than the "Stated Cost Limitation."

- For projects of unique size or requirements, the District reserves the right to negotiate an appropriate fee structure. In addition, the District reserves the right to consider a fee increase due to a "material" increase in project scope requested by the District for a particular project.
- DCSD will typically list the value of the fee expected, but each A/E has the opportunity to adjust that value during the proposal process. Note: fee will not be a consideration for award of a contract to an A/E firm.
- Reimbursable expenses are typically included in the fee. This would include all office support, reproduction, phone/fax/internet services, etc.
- Subconsultant fees for specialty work are generally included in the A/E fee for project elements including, but not limited to the following: Kitchen, Security, Landscape, FF&E, Controls, Lighting, and Sound. Separate solicitations and contracts are generally issued for other specialty work such as Geotechnical Survey/ Soil Borings, Land Survey, Risk Assessment, Traffic Studies, and Hazardous Materials.

3.0 RESPONSIBILITIES

NOTE: This section does not change the Terms and Conditions or Articles of any contract.

- The A/E represents the District per the Terms of the A/E contract and provides construction administration (CA) services during construction.
- All correspondence from the contractor should be addressed to the A/E, copied to the PMT PM, and copied to the District as appropriate.
- Regarding official "Notices," the Owner, DCSD, must be notified in addition to the A/E.

- The A/E has responsibility for the first and official response to the contractor's question, issues, concerns, etc.
- The A/E will consult with the PMT PM and the District on major issues.
- The A/E is responsible for certifying contractors' pay applications.
- The A/E is responsible for reviewing and determining merit and reasonableness of contractors' change order requests.
- The PMT PM is tasked with reviewing the same information as the A/E and the A/E's recommendations and making recommendations to the Owner.
- The District has the actual approval authority at various levels of dollar value or administrative significance. See Authority Matrix in Section 3, 3-PCP-0020.
- **NOTE: this is a summary of the responsibilities of the various Team members, but in no way does this section of the PPM change the Terms and Conditions of any contract.**

6-DES-0020: Design Phase Procurement

Design Phase Procurement is discussed in detail in Chapter 4. The District maintains a list of firms to provide design services for projects with a Stated Cost Limitation (SCL) less than \$2,000,000.

Specialty work for design procurements is generally the A/E's responsibility to provide or subcontract for project elements including, but not limited to the following: Kitchen, Security, Landscape, FF&E, Controls, Lighting, and Sound. Separate solicitations and contracts are generally issued for other specialty work, such as Geotechnical Survey/ Soil Borings, Land Survey, Risk Assessment, Traffic Studies, and Hazardous Materials.

The current list of A/Es for projects with an SCL less than \$2,000,000 is as follows:

- BRPH Architects/Engineers, Inc.
- CDH Partners
- Corgan Associates
- Croft and Associates
- GSB A/Es
- Moody Nolan
- Southern A&E, LLC
- Stanley-Love Stanley PC
- Sy Richards A/E's, Inc.
- 2WR of Georgia

6-DES-0030: Design Phase Schedule

The purpose of this section is to define the Preconstruction Phase/ Design Phase Schedule.

- The PMT has developed a Program Master Schedule for the Program, which includes a summary schedule for each identified project.
- The Program Master Schedule has a work breakdown structure (WBS) for all phases of each project. This WBS includes planning, design procurement, design, construction procurement, construction, and closeout for all projects, and provides the key milestones to be applied to Project-level Schedules.
- The Project-level Design Schedule is included in the design request for proposals and is an integral part of the design contract. The A/E can add to the schedule, but the durations and milestones presented in the schedule must be adhered to by the A/E, including detailed design – Schematic Design (SD), Design Development (DD), 30% Construction Documents (CD), 80% CD, and 100% CD; design estimates, design/peer reviews, GaDOE submittals, construction procurement, and construction for projects with a Stated Cost Limitation (SCL) over \$2 million. For projects with an SCL under \$2 million, the required design documents are reduced to SD, 50% CD, and 100% CD.
- The A/E is expected to review the design schedule during the procurement process and identify any issues that become apparent.
- The Design Schedule shall include the following:
 - Detailed activities related to preconstruction
 - Detailed activities related to design procurement
 - Detailed activities related to the design process, including:
 - Submittal Phases – milestones and durations
 - Estimate Submittal – milestones and durations
 - Review periods
 - GaDOE submittal milestones
 - Fire Marshal/ Authorities Having Jurisdiction (AHJ's) submittals
 - Established Start Date for construction
 - Established Substantial Completion Date for construction
 - Established Final Completion Date for construction
 - General timeframe for FF&E
 - General timeframe for Technology
 - General timeframe for Remediation (as appropriate)
 - General timeframe for Demolition (as appropriate)

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- General timeframe for Swing Space (as appropriate)
- The A/E will develop the schedule further to comply with the terms of its contract, but will maintain the individual milestones set by the PMT PM.
- The A/E must immediately notify the PMT PM in writing of any delay to completion dates as identified within the Design Schedule, including identification of the party responsible for the delay.
- Once the builder's contract is awarded, the contractor will fully develop a detailed construction phase schedule which complies with the milestone dates outlined in the Program Master Schedule.
- The PMT PM will also review/ monitor the contractor's schedule and confirm that the A/E is performing its contractual responsibilities.
- The A/E will monitor the contractor's Detailed Construction Schedule at OAC meetings and when approving the contractor's application for payment.
- Schedule updates and schedule reports required from the A/E are identified below:
 - Schedule updates –
 - With A/E's invoices
 - At each meeting between the Owner and A/E
 - Recovery Schedules
 - When deliverable dates are missed
 - When redesign efforts are required
- Schedule updates and schedule reports required from the contractor are identified below:
 - Schedule updates with monthly applications for payment
 - Look-ahead schedules at every OAC meeting
 - Impact schedules when change orders impact the schedule's critical path
 - Recovery Schedules when the contractor's detailed construction schedule indicates a delay in achieving Substantial Completion

Figure 1: Typical Major Project Schedule - Page 1 of 2

NOTE: All schedules are required to show SD, DD, 30% CD, 80% CD, and 100% CD. Minor projects will show DD and 100% CD.

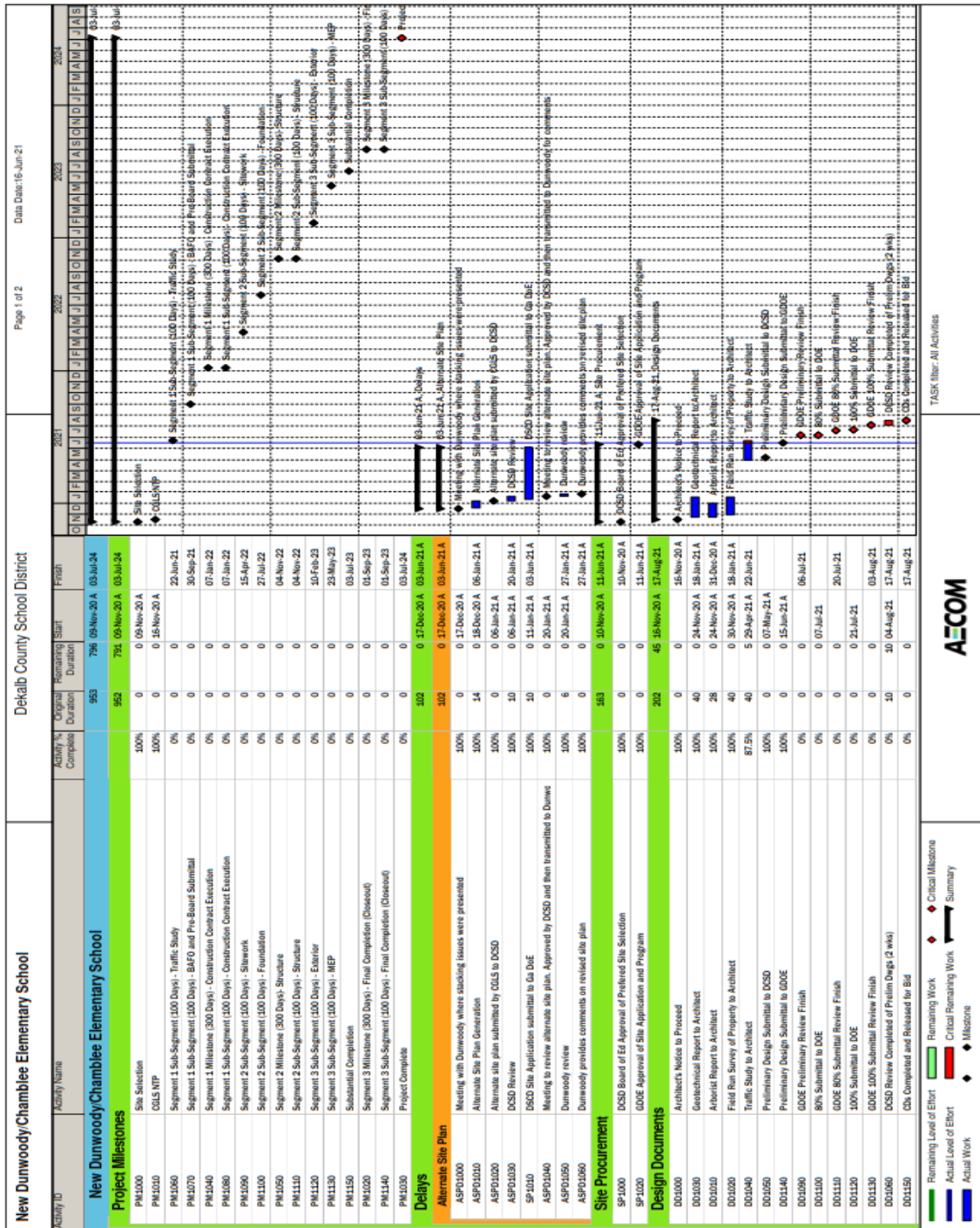
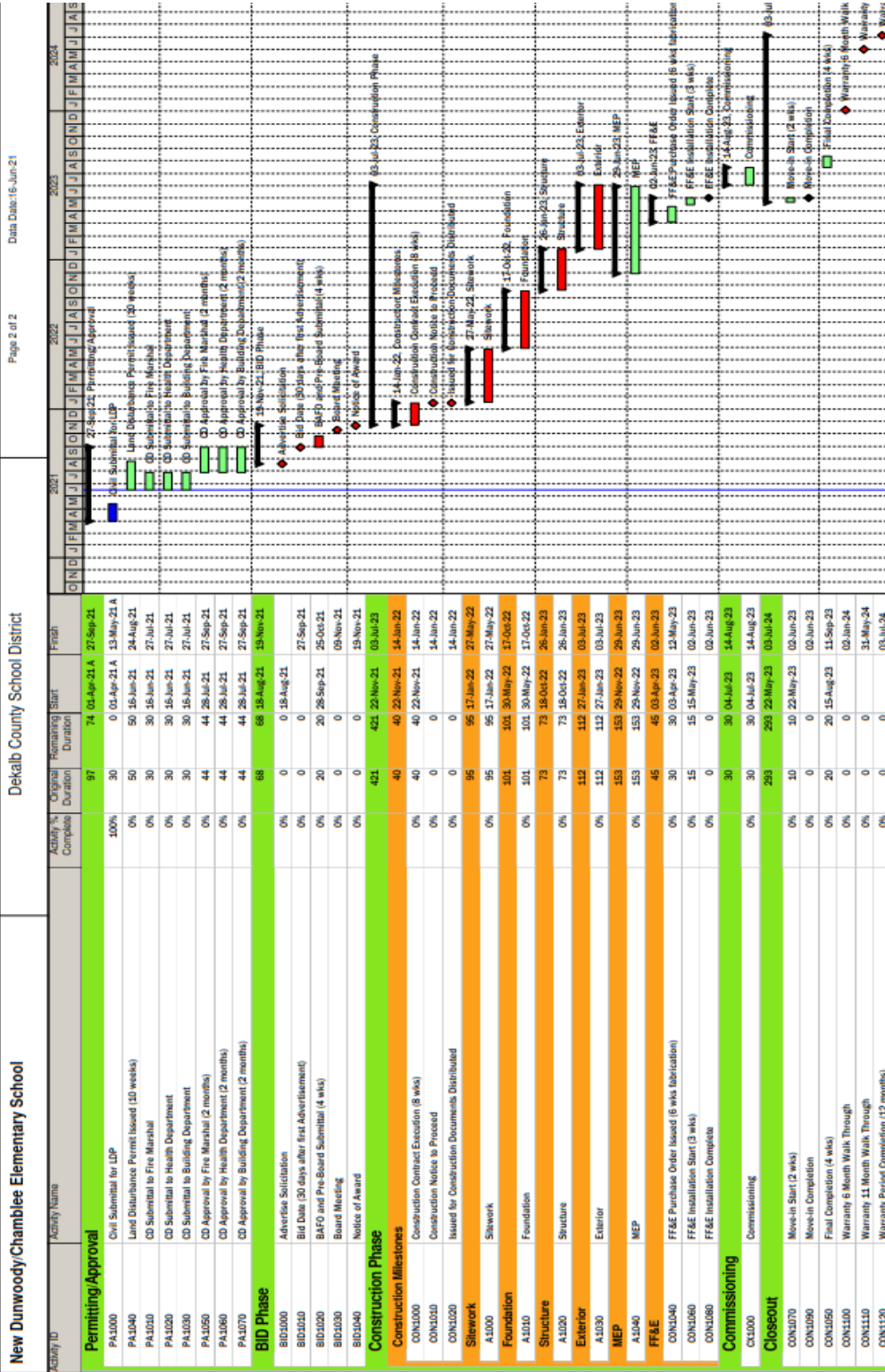


Figure 1 (Cont'd): Typical Major Project Schedule - Page 2 of 2



TASK filter: All Activities



- Remaining Level of Effort
- Actual Level of Effort
- Actual Work
- Remaining Work
- Critical Remaining Work
- Milestone
- Critical Milestone
- Summary

Figure 1: Typical Minor Project Schedule - Page 1 of 2

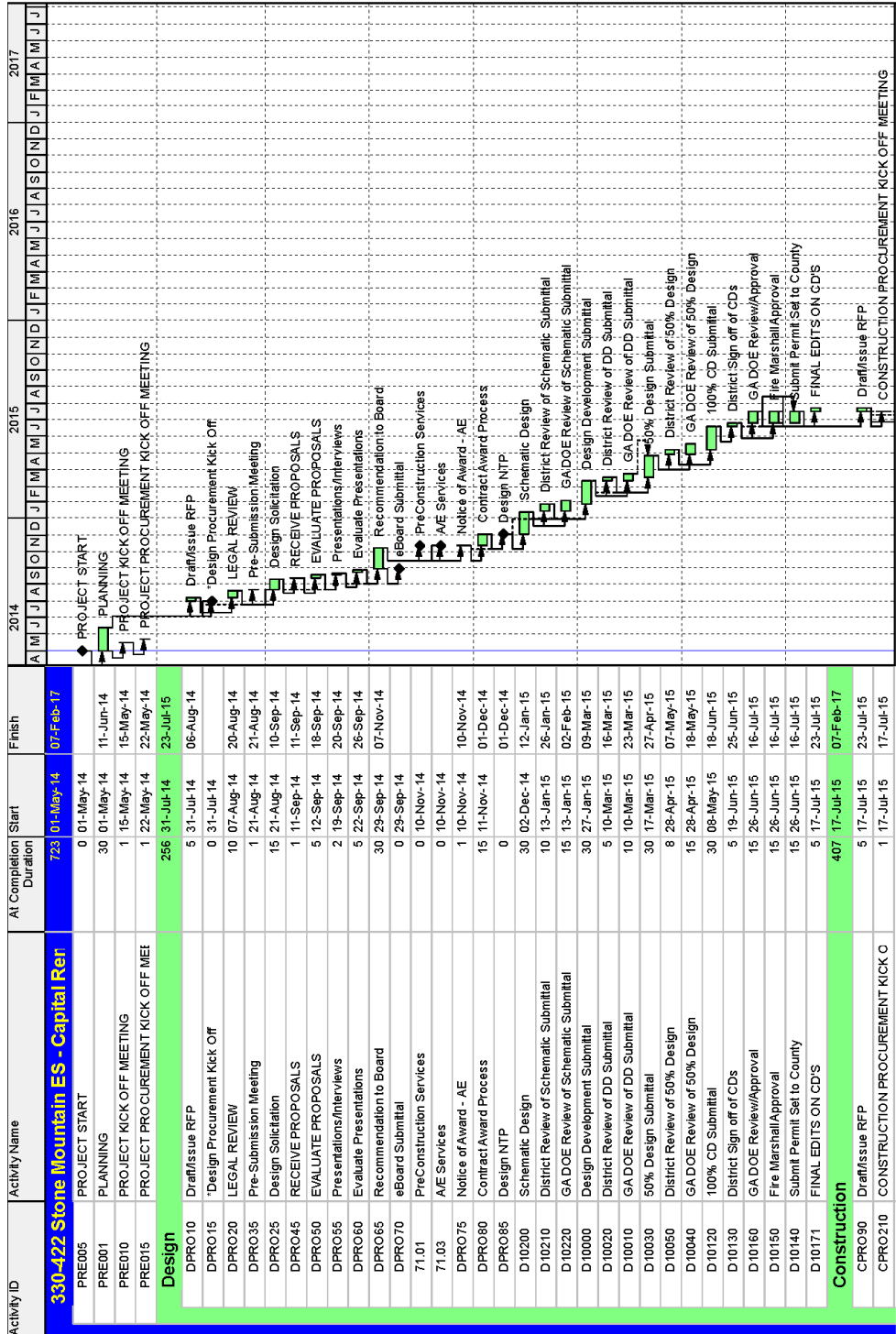
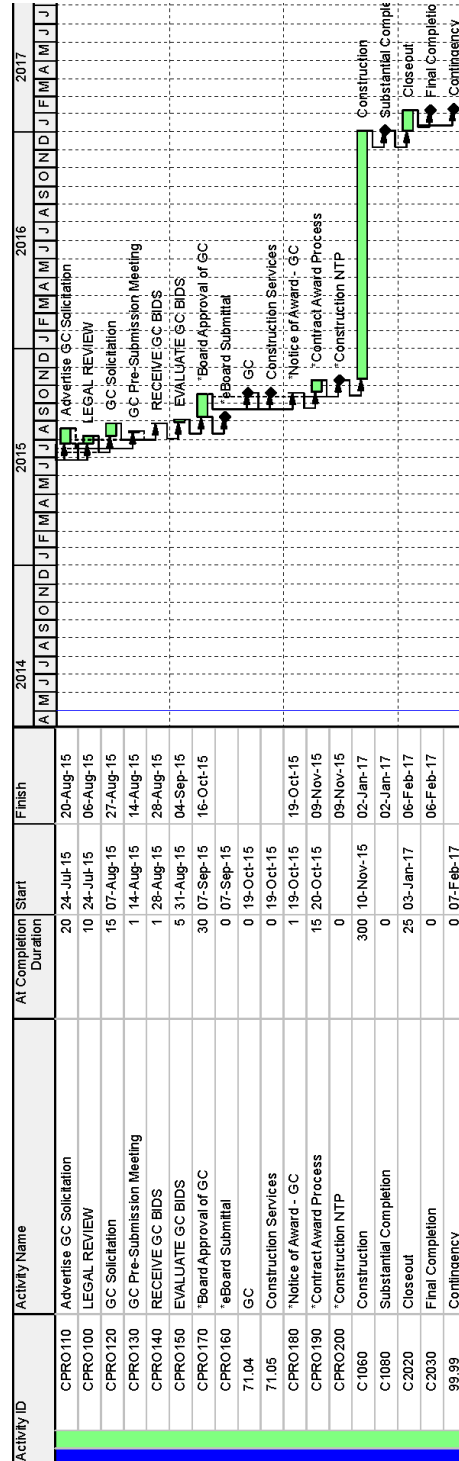


Figure 3 (Cont'd.): Typical Minor Project Schedule - Page 2 of 2



6-DES-0040: Design Phase Deliverables

This section discusses the deliverables for design. The typical submittals for a major project are listed below:

1. Preliminary consultation, examination, and report.
2. Schematic Design Documents and Estimate
3. Design Development Documents and Estimate
4. Preliminary Interior and Exterior Materials and Finishes
5. Construction Documents (CD)
 - 30% CD Submittal and Estimate
 - Final Interior and Exterior Materials and Finishes
 - Preliminary Furniture Layout
 - 80% CD Submittal and Estimate
 - 100% CD Submittal
 - Final Furniture Layout

For smaller or narrow scope projects, the following are typically submitted:

1. Preliminary consultation, examination, and report.
2. Schematic Design Document and Estimate
3. Preliminary Interior and exterior Materials and Finishes
4. 50% Construction Documents (CD) Submittal and Estimate
5. 100% Construction Documents (CD) Submittal and Estimate

Also, the deliverables for these submittals will adhere to the minimum requirements of Appendix "A."

6-DES-0050: Design Phase Reviews

Several types of reviews are needed during the design of a project and preparation of 100% contract documents. The number and type of reviews are dependent on a project's size and complexity and on the District's requirements. The goal of these reviews is to confirm that the project meets the District's needs and that contract documents are of high quality to minimize problems during construction.

This procedure identifies and defines different types of reviews that occur in this Program and describes the roles of each of the participants.

The PMT PM is responsible for assisting the District in determining the scope, depth, and timing of design phase reviews appropriate for the project, identifying team members to perform the reviews, organizing the reviews, and for monitoring the action requirements that result from the reviews.

1.0 DESIGN PHASE SUBMITTAL

Design phase submittals (or status drawings) should be issued at prescribed intervals during the design phase. The frequency of submittals is determined based on the SCL; with more submittals being required once the SCL meets the \$2 million threshold. The purpose of the review process is to ensure the design is being performed to meet the District's criteria, to ensure the design keeps the project within budget, and to identify issues early in the process so they can be resolved prior to the Construction Phase. The actual submittal requirements for each project are to be determined by the PMT PM based on the Project's Scope of Work, but should generally follow the table below:

	Prelim Report	SD	DD	Prelim Mat'l/Fin Review	30%CD or 50% CD	Final Mat'l/Fin Review	Prelim Furn Layout	80%CD	100%CD	Final Furniture Layout
Project Manager										
New Buildings	x	x	x	x	x	x	x	x	x	x
Major Reno/Addds	x	x	x	x	x	x	x	x	x	x
Capital Renewal - GaDOE	x	x	x	x	x	x		x	x	
Capital Renewal - Non-GaDOE	x	x	x	x	x	x		x	x	
PM should review every submittal for completeness and scope.										
AECOM Design Review Team										
New Buildings		x	x		x			x	x	
Major Reno/Addds		x	x		x			x	x	
Capital Renewal - GaDOE		x	x		x			x	x	
Capital Renewal - Non-GaDOE		x	x		x			x	x	
Design Manager										
New Buildings	x	x	x	x	x	x	x	x	x	x
Major Reno/Addds	x	x	x	x	x	x	x	x	x	x
Capital Renewal - GaDOE		x		x	x	x			x	
Capital Renewal - Non-GaDOE		x		x	x	x			x	
QA/QC										
New Buildings		x			x				x	
Major Reno/Addds		x			x				x	
Capital Renewal - GaDOE		x			x				x	
Capital Renewal - Non-GaDOE		x			x				x	

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	Prelim Report	SD	DD	Prelim Mat'l/Fin Review	30%CD or 50% CD	Final Mat'l/Fin Review	Prelim Furn Layout	80%CD	100%CD	Final Furniture Layout
Life Safety										
New Buildings			x		x				x	
Major Reno/Add			x		x				x	
Capital Renewal - GaDOE			x		x				x	
Capital Renewal - Non-GaDOE			x		x				x	
Deputy Program Director	Prelim Report	SD	DD	Prelim Mat'l/Fin Review	30%CD or 50% CD	Final Mat'l/Fin Review	Prelim Furn Layout	80%CD	100%CD	Final Furniture Layout
New Buildings	x	x	x		x			x	x	
Major Reno/Add	x	x	x		x			x	x	
Capital Renewal - GaDOE	x	x			x				x	
Capital Renewal - Non-GaDOE	x	x			x				x	
Facilities Maintenance Manager	Prelim Report	SD	DD	Prelim Mat'l/Fin Review	30%CD or 50% CD	Final Mat'l/Fin Review	Prelim Furn Layout	80%CD	100%CD	Final Furniture Layout
New Buildings	x	x	x		x			x	x	
Major Reno/Add	x	x	x		x			x	x	
Capital Renewal - GaDOE	x	x			x				x	
Capital Renewal - Non-GaDOE	x	x			x				x	
Director of Design & Constr.	Prelim Report	SD	DD	Prelim Mat'l/Fin Review	30%CD or 50% CD	Final Mat'l/Fin Review	Prelim Furn Layout	80%CD	100%CD	Final Furniture Layout
New Buildings	x	x	x	x	x	x			x	
Major Reno/Add	x	x	x	x	x	x			x	
Capital Renewal - GaDOE	x	x			x				x	
Capital Renewal - Non-GaDOE	x	x			x				x	
Director of Facilities Maintenance	Prelim Report	SD	DD	Prelim Mat'l/Fin Review	30%CD or 50% CD	Final Mat'l/Fin Review	Prelim Furn Layout	80%CD	100%CD	Final Furniture Layout
New Buildings	x	x	x	x		x				
Major Reno/Add	x	x	x	x		x				
Capital Renewal - GaDOE	x	x								
Capital Renewal - Non-GaDOE	x	x								
COO	Prelim Report	SD	DD	Prelim Mat'l/Fin Review	30%CD or 50% CD	Final Mat'l/Fin Review	Prelim Furn Layout	80%CD	100%CD	Final Furniture Layout
New Buildings		x	x	x		x				
Major Reno/Add		x	x	x		x				
Capital Renewal - GaDOE										
Capital Renewal - Non-GaDOE										
<p>Director of School Nutrition Services to review all projects that involve new kitchen design and/or equipment selection and be included in design meetings w/ the Architect.</p> <p>Design Manager should be involved in all design meetings w/ the Architect for New Buildings and Major Renovations.</p>										

There are also certain submittals that must be submitted to the GA DOE. Following is a list of required GA DOE submittals correlated to the DCSD submittal requirements.

Georgia DOE Required Reviews	DCSD Required Submittals	
	Major Projects >\$2m	Minor Projects <\$2m
	Preliminary Report	Preliminary Report
	Schematic Design	Schematic Design
Preliminary	Design Development	
	*Preliminary Materials & Finishes	*Preliminary Materials & Finishes
	30% CD's	50% CD's (GaDOE check set for Minor Projects)
	*Final Materials & Finishes	*Final Materials & Finishes
	*Preliminary Furniture Layout	
Check Set	80% CD's	
Final	100% CD's	100% CD's
	*Final Furniture Layout	

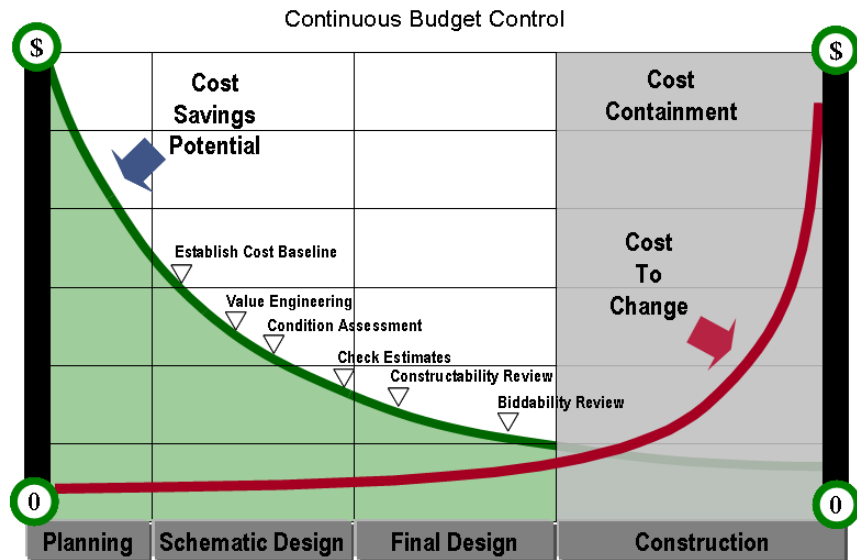
There are two versions of Appendix A - Design Review– Minimum Submittal Requirements, one that applies to projects with a SCL under \$2 million and one that applies to projects with a SCL over \$2 million.

2.0 DESIGN REVIEW PROCESS

- The A/E receives a contract and Notice to Proceed.
- The A/E performs its preliminary consultation by meeting with the DCSD, the County, the local jurisdiction, etc. to help fully develop the Project Program.
- The design review process is virtually the same on all phases of the design – schematic, design development, 30%, 80%, and 100% construction documents.
- The A/E uploads its drawings and specifications (as appropriate) to the Proliance system one file (or multiple files depending on size).
- The PMT PM reviews/ compares the drawings against “Appendix A” to confirm that the drawings meet the minimum requirements for that submission. If not, the drawings are returned to the A/E and complete drawings are requested along with a recovery schedule.. The PMT PM also reviews the drawings and specifications to verify that the project scope is fully identified
- If the drawings do meet minimum requirements, on major projects, the PMT PM notifies/ reminds reviewers that the drawings are ready for review and reminds the reviewers of the 10-day review process deadline. (Typically allow 10 days for large projects.) The PMT PM is to provide one full-size hardcopy of the drawings and specifications and place them in a location accessible to all reviewers. The PMT PM shall also prepare and distribute the DCSD standard review form ensuring that it has the proper project name, number, submittal date, and design phase. It is the PMT PM’s responsibility to notify/remind the reviewers of the review deadline.
- On large projects, the PMT PM convenes a meeting to discuss all comments and to consolidate the comments prior to returning the documents to the A/E.
- The A/E submits a detailed estimate for review that shows the design is within the specified stated cost limitation (SCL).
- The PMT PM also develops an estimate and reconciles with the A/E’s estimates. If the reconciliation exceeds the SCL by more than 5%, then, in accordance with the A/E’s contract, it’s returned to the A/E for redesign. (See Section 6-DES-0070: Re-design if over Budget.)
- While the DCSD and the PMT PM are reviewing the documents, the A/E submits the Review Package to the Fire Marshal and GaDOE (as appropriate) for review and comment.
- After the 10-day review period, the PM returns the comment forms to the A/E for response or incorporation into the next drawing phase.
- Items that the A/E agrees with will be incorporated into the drawings immediately. Any items that the A/E disagrees with will be discussed in a meeting between the A/E, DCSD Design Manager, and PMT PM.

- This process takes place for each phase of the drawing submittals as identified above.
- Upon submission of the 100% construction documents, the A/E uploads the documents into Proliance with each discipline as its own separate file. This allows for easy retrieval on iPads/Tablets in the field. Each file shall be named such that the discipline is part of the file name.
- The process is specifically designed so that the final estimate is provided at the 80% CD Phase. There should be sufficient information included in the 80% CD submittal to determine the anticipated final cost of the project.
- The Architect shall submit 100% CDs to the GaDOE for final approval and to the Fire Marshal and City/ County for permitting.

The Continuous Budget Controls chart illustrates the importance of Value Engineering. The **red line** represents cost associated with project changes. Early on, changes can be made with little or no impact. As the project progresses through the construction phase, the cost to make changes rises sharply. Inversely, the **green line** represents potential cost savings. Through each phase of design, the potential for cost savings decrease as changes are made.



3.0 VALUE ENGINEERING

- A Value Engineering (VE) review provides alternative methods of design and construction to reduce cost and/or improve cost-effectiveness while maintaining functional and aesthetic goals.
- The A/E and PM will perform value engineering exercises during their design review sessions. VE is best performed during the schematic design and design development phases.
- Options resulting from Value Engineering reviews will be presented to the DCSD Design Manager and Director of Design & Construction for consideration for inclusion in the project design.

4.0 GENERAL AND SUPPLEMENTAL CONDITIONS REVIEW

- The purpose of this review is to verify clear division of responsibilities of the District, A/E, and the builder, and to verify that the District's documents are current and tailored to fit the project approach. The PMT PM will review these documents and recommend any needed modifications to DCSD.

5.0 LIABILITY FOR DESIGN

- The PMT performs design reviews, but does not perform document coordination reviews, for which the A/E is responsible. The PMT manages the review process and coordinates with the DCSD Design Manager.
- In no instance will the Design Review Committee or DCSD review relieve the A/E from its responsibility or liability for the design and complete coordination of the project design documents.

6-DES-0060: Design Phase Estimates

During the Design Phase of the project, project estimates are critical. Estimates are performed at each phase of the design (which varies from project to project). Generally, a detailed estimate is required at the end of schematic design, design development, 30% CDs, and 80% CDs on major projects and at on minor projects. On major projects the A/E and PMT PM will produce estimates, which will be reconciled by the PMT Estimator or PM to determine if the project, as it's being designed, is within the pre-determined budget. Estimates are described below:

Estimate at the Completion of the Schematic Design Phase – This is usually based on somewhat more detailed documents than a conceptual estimate. It may combine the parameter techniques used in the conceptual estimate, such as “square foot pricing,” with detailed quantity take-offs and pricing, where the level of design permits.

Estimate at the Completion of Design Development – This estimate is made at the completion of the design development phase. Its purpose is to confirm that the design effort is proceeding within budget. Problem areas with respect to cost are identified for review, and design options are investigated. Design is usually sufficiently complete to allow detailed quantity take-off and pricing of the majority of the estimate.

Estimate at the Completion of 30%, 50%, and 80% Construction Document (CD) Phases – The PM uses working drawings and specifications that are at the 30%, 50%, and 80% CD levels to establish detailed construction estimates. Quantity take-offs and pricing are performed for nearly every item of the estimate in significantly greater detail than for the design development estimate. These final estimates confirm that the project design will be bid within budget or provide justification for redesign efforts or for cost-reducing design revisions prior to bid. It also is the basis for the computerized cost control model used to monitor project status throughout construction.

Special Estimates – The CIP Team is sometimes asked to estimate the cost of alternative design options, and participate in value engineering activities, all requiring the involvement of the estimating group.

6-DES-0061: Estimating Protocol

1. All Fund 423, 200 & 351-366 projects will get full detailed estimates performed by the PMT at SD, DD, 30%CDs, 50% CDs, and 80%CDs. These estimates will have to be reconciled by the AECOM Estimating Team and a recommendation made to the District.
2. All other fund 423 projects will have check estimates performed. This means that the A/Es drawings and estimates will be posted on Proliance, and the AECOM Estimating Team will review the estimate to unearth any anomalies and provide recommendations to the PMT PM. A full detailed estimates from scratch

will not be generated.

3. If the estimate is over budget, the A/E is responsible for performing the VE and/or redesign to bring the project within budget. AECOM estimators may offer some value engineering suggestions to help toward reducing the construction cost estimate, but the A/E is ultimately responsible for completing the design within the funds budgeted. The PMT PM and AECOM estimator will be responsible for reviewing the VE recommended by the A/E and providing recommendations to the District.
4. The PMT PM can also send major change order request estimates to the AECOM Estimating Team for review, but minor COR's should be reviewed by the PMT PM.
5. All change order requests must be accompanied by an estimate from the contractor, checked by the A/E with recommendations in writing to approve or to reject the COR. The PMT PM reviews that information and provides a recommendation as well.

6-DES-0063: Estimating Standards

Estimate standards are described below:

Program Procedures Manual (PPM)

Work Breakdown Structure (WBS)

All DeKalb County School Estimates will be organized using a predetermined WBS. The WBS provides a systematic organization for all the costs in the estimate and is typically unique to a particular type of project. A consistently applied WBS from the beginning of a project will facilitate a comparison of costs for each estimate submittal. The estimates will be organized and structured using a CSI MasterFormat 2004 Level 2 WBS. Each line item will be organized first by a Level 1 divisional breakdown, and each division will be further sorted to a level 2 heading, according to MasterFormat 2004.

Estimating Software Overview

Because reconciliation between parallel estimates is likely, the ability to prepare, calculate, analyze, and present estimated project costs consistently is crucial for a timely development of Cost Estimates. A database application is encouraged to generate reports at different summary levels and by the format required in these guidelines. Accordingly, specific software is not required; however, the following minimum requirements should be features of any estimating software used for this project:

- Encourage the use of a database of costs, or create a database of costs as needed, that can be updated and used on each individual project
- Sort each estimate by CSI MasterFormat 2004 Division and level two headings
- List notes, assumptions, or cost sources of each estimate line item
- Produce an audit trail for entered quantities. Provide quantity takeoff as needed
- Have the flexibility to customize estimate reports
- Electronically compare the current estimated costs to previous estimates.

Required Estimate Reports

- Unit Cost Report
- Summary Report
- Basis of Estimate Memorandum

Components of the Unit Cost Report

The unit cost report should have a divisional work breakdown structure as outlined in CSI MasterFormat 2004. Each division should have a total that will be incorporated into the summary sheet. The line items inside each division should be sorted by level 2 headings.

All estimates, regardless of their type, method of creation or report format have fundamental parts that are essential to their completeness and accuracy. The goal is for all line items in the report to include the following:

- a) Estimate line item codes according to MasterFormat 2004 Level 2 classification
- b) Quantities
- c) Unit of measure
- d) Pricing
 - i. Material cost
 - ii. Labor cost
 - iii. Equipment cost
 - iv. Subcontractor cost
 - v. Other construction costs

The amount of detail provided in the estimate line items will vary depending on the amount of detail provided at the time of the estimate. For example, in early design phases lump sum allowances or square foot costs may be used and would necessarily require labor and material breakdowns. However the estimate should include these breakdowns where ever possible. The Unit Cost report should include the following items to the best of the ability of the estimating team:

1. **Estimating Line Item Structure:** Each line should be organized to a level 2 MasterFormat 2004 WBS with a description of the type of material involved or the scope of the item that is being priced.
2. **Quantities:** If the scope of an entire construction item or task is difficult to take off, it can be designated as a lump sum or SF cost. Quantities can also be expressed as a designated number of total individual labor hours to complete a task.
3. **Unit of Measure:** Each estimate line item will have a quantity of work expressed in its appropriate unit of measure.
4. **Pricing:** This is the application of unit costs to the quantities for each unit of measure to be acquired or installed. This pricing breakout should be used for any items that can be quantified. Unit costs are determined by calculating variables in the following five categories:
 - a) **Material:** The material unit price will be derived from vendor quotes or historical cost data.
 - b) **Labor:** Labor unit price should be based on probable labor production rates and crew sizes. Labor cost = (quantity / labor production rate) x labor rate where the labor production rate is the number of units of work produced by a person in a specified period of time, usually hours or days. Labor dollars per unit will be reported on the unit cost report but labor rates, crew breakouts, and production rates for each item should be available if needed for reconciling costs. Labor costs should include any fringes or labor burden.

- c) **Equipment:** The Contractor's major construction equipment costs include the rental, transportation, handling on the job, operation and maintenance costs. The equipment costs will be allocated to each appropriate line item, but may be shown as an individual line item if a major piece of equipment is used for many different work tasks during the project.
- d) **Subcontractor Costs:** The subcontractor's quote will be reviewed for items that are included and excluded from their quotation and the length of time the subcontractor will honor the price.
- e) **Other Construction Costs (Allowances):** This includes miscellaneous cost items that are not included in the unit costs.

Components of the Summary Report

The summary report should list the divisional totals along with, but not limited to, any of the following markups:

- a) Contractor on site General Conditions, Bonds and Insurance
- b) Contractor overhead
- c) Contractor profit
- d) Contingency
- e) Escalation
- f) Any other markups determined by the estimator

Markups should not be "rolled in" with the unit costs on the unit cost report and should be applied on a separate cost summary sheet

Reconciliation of Estimates

If a reconciliation process is required, all unit cost and summary reports should be made available in Microsoft Excel format. This will allow all parties to compare cost data in a timely manner.

LOGO HERE

Estimate Memorandum/ Basis of Estimate

To:

From:

Date: February 15, 2013

Subject:

Estimate Overview

Give an overview of the estimate. Include a brief description of the project. Describe the documents used to build the estimate including design phase, dates, dates received, etc. Include any other details or clarifications for any other documents that were used.

Estimate Purpose

Describe the type of estimate and expected level of accuracy. Describe the methods used to build the estimate

Quantity Takeoff (QTO)

Describe takeoff methods

Construction Schedule

Describe construction schedule

Key dates in the construction schedule are as follows:

Award Contract:

Nalix To Proceed:

Project Complete:

Body of Estimate

Describe the structure of the estimate and how costs were established (Basis of Labor Rates, Material, Subcontractors, Equipment, and other costs).

Allowances

Clearly list all allowances:

Division 1 General Conditions

- Item Number: Code and Name

Description: Describe any calculations and conditions that contribute to the need for an allowance

Division 2 Existing Conditions

Division 3 Concrete

Division 4 Masonry

(Include all divisions)

Program Procedures Manual (PPM)

LOGO
Name
Date
Page

Estimate Notes
Clearly list all assumptions, inclusions, and exclusions.
Division 1 General Conditions

- Provide enough detail to fully justify any assumption. Include history that contributes to the assumption. Also include logic behind the necessity for the assumption. Describe the cost impact of the assumption and reference the allowance item # above

Division 2 Existing Conditions
Division 3 Concrete
(Include All Divisions)

Bid Options
Describe any bid options or alternates included with the deliverable

Option Name:
Concept:
Base Bid:
Option:

Estimate Contingencies/ Markups
Describe all markups and contingencies and how they were calculated

Estimating Team
Include contact information for all estimators involved:

Ted Estimator, CEP
Senior Cost Estimator
123-555-1212 (Direct)
123-555-1212 (Cell)
ted_estimator@company.com
Role in estimate: Lead Estimator, QAQC, etc

Company Address _____ Project: School Project
LOGO _____ Client: State Schools
_____ Location: City, State

**ESTIMATE SUMMARY-
Base Bid** January 1, 2013

Sample Cost Estimate 50,000

SD DESIGN PHASE	Description	Revision	Revision #	Soft	Hard Cost	% of Est.	Cost w/ OHP	Total Soft.
Division 1	Division Name	\$0.00	0.00%	\$0.00				1.00
Division 2	Division Name	\$0.60	0.44%	\$0.09				30,001.13
Division 3	Division Name	\$2.70	1.99%	\$0.41				135,036.02
Division 4	Division Name	\$4.42	3.26%	\$0.66				221,013.61
Division 5	Division Name	\$2.50	1.84%	\$0.38				125,062.63
Division 6	Division Name	\$1.91	1.41%	\$0.29				95,000.00
Division 7	Division Name	\$1.56	1.15%	\$0.23				78,002.11
Division 8	Division Name	\$7.04	5.18%	\$1.06				351,879.63
Division 9	Division Name	\$4.50	3.32%	\$0.68				225,006.00
Division 10	Division Name	\$1.95	1.44%	\$0.29				97,487.03
Division 11	Division Name	\$21.09	15.54%	\$3.16				1,054,333.00
Division 12	Division Name	\$4.51	3.33%	\$0.68				225,666.33
Division 13	Division Name	\$12.11	8.92%	\$1.82				605,578.99
Division 14	Division Name	\$0.91	0.67%	\$0.14				45,555.88
Division 15	Division Name	\$40.00	29.47%	\$6.00				2,000,000.00
Division 16	Division Name	\$0.83	0.61%	\$0.12				41,666.03
Division 17	Division Name	\$3.63	2.68%	\$0.55				181,719.66
Division 18	Division Name	\$4.48	3.30%	\$0.67				224,118.11
Division 19	Division Name	\$20.02	14.75%	\$3.00				1,000,789.63
Division 20	Division Name	\$0.28	0.21%	\$0.04				14,004.55
Division 21	Division Name	\$0.37	0.28%	\$0.06				18,666.25
Division 22	Division Name	\$0.31	0.23%	\$0.05				15,463.63
Subtotal		\$135.73	100.00%	\$20.36				\$6,786,651.22
Markup/ Contingency 1		\$6.79					5.00%	\$339,332.56
Markup/ Contingency 2		\$13.57					10.00%	\$678,665.12
Subtotal								\$7,004,648.90
Markup/ Contingency 3							10.00%	\$780,464.80
Subtotal								\$7,004,648.90
Markup/ Contingency 4							15.00%	\$1,170,697.34
Subtotal		\$179.51	SF					\$8,975,346.24

ADD ADDITIONAL MARKUPS AS NEEDED

LOGO _____

Company Address _____

FOR OFFICIAL USE ONLY

Project: _____ Date: _____
Client: _____ Project #: _____
Location: _____
Estimate

UNIT COST REPORT ***Include similar breakout for all divisions

Item Code	Description	Quantity	UOM	Labor \$	Material \$	Equipment\$	Sub \$	Equipment Rental \$	Other Costs \$	Total Unit Cost	Total Cost
Division 9 Finishes											
092900 Gypsum Board											
1	Item 1 Description	100	EA	\$1.00	\$2.00	\$0.50	\$0.00	\$0.00	\$0.00	\$3.50	\$350.00
2	Item 2 Description	200	SF	\$2.00	\$1.00	\$0.50	\$0.00	\$0.00	\$0.00	\$3.50	\$700.00
3	Item 3 Description	300	LF	\$3.00	\$4.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7.00	\$2,100.00
4	Item 4 Description ALLOWANCE	1	LS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00	\$2,000.00	\$2,000.00
093000 Tiling											
1.000	Item 1 Description	100	EA	\$1.00	\$2.00	\$0.50	\$0.00	\$0.00	\$0.00	\$3.50	\$350.00
2.000	Item 2 Description	200	SF	\$2.00	\$1.00	\$0.50	\$0.00	\$0.00	\$0.00	\$3.50	\$700.00
3.000	Item 3 Description	300	LF	\$3.00	\$4.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7.00	\$2,100.00
4.000	Item 4 Description ALLOWANCE	1	LS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,000.00	\$2,000.00	\$2,000.00
Total											\$10,300.00

6-DES-0070: Process for Redesign if Over Budget

Once the project space program and scope of work have been established and agreed upon by the District, the A/E, and PMT Project Manager, the design will begin.

- With each design deliverable, the A/E provides a detailed cost estimate to show, amongst other things, that the design being submitted is within the stated cost limitation (budget) as provided within the A/E's contract.
- The PMT will also provide estimates to compare with the A/E's estimate and to reconcile the two prior to proceeding with the next design phase.
- If the reconciled estimates exceed the stated cost limitation (SCL) by more than 5%, then the A/E must revise the drawings to bring the project back within budget. This redesign is at the A/E's expense.
- The A/E will also have to submit to the District a recovery schedule to keep the design on the original schedule if the redesign work might delay the project.
- The District, at its discretion, can accept the design that is over budget and have the A/E continue with the design based on the new program/ scope of work. There will be no additional compensation or schedule extension to the A/E for the design and budget.
- At the discretion of the District, redesign is required when any design submittal exceeds the current stated cost limitation by more than 5%.

6-DES-0080: Design Document Submittals

DCSD uses Trimble's "Proliance" software system as the project controls information system for the Program. Each A/E and contractor will receive one license provided by DCSD, or more, depending on the size of the project.

For projects with a construction contract value greater than \$1 million, all parties associated with the project will use Proliance to administer the project. For projects with a construction contract value less than \$1 million, the A/E will be responsible for the contractor's Proliance uploads. Hard copies will not be accepted as the official submittal, although they are required for submittal review.

- All responses will be submitted using Proliance.
- All meeting minutes will be developed in Proliance and distributed internally using the system.
- RFIs will be developed in Proliance by the contractor and all responses will be administered within Proliance.
- Submittals will be developed in Proliance by the contractor and all responses will be administered within Proliance.
- Samples will be submitted outside of Proliance, but transmittals for the samples will be provided and issued within Proliance.

- A/E's invoices will be submitted to the District within Proliance, either by direct input or by attaching a pdf.
- The Contractor's invoices will be submitted to the A/E within Proliance, either by direct input or by attaching a pdf.
- All other correspondence will be produced in Proliance (if possible). For situations where no template exists, the document will be submitted in Proliance as an attachment.
- Drawings and Specifications
 - The Preliminary Consultation and Examination Report (Preliminary Report) will be submitted to the District in Proliance. Hard copies will not be considered a formal submittal.
 - Schematic Design Documents and Design Development Documents – These documents will be submitted through Proliance by the A/E as a group attachment. Documents submitted to outside entities (City, County, GaDOE) will be submitted in hard copy, but responses from these entities must be scanned into Proliance by the A/E.
- Construction Documents (CDs)
 - 30% CDs – These documents will be submitted through Proliance by the A/E as a group attachment. Documents submitted to outside entities (City, County, GaDOE) will be submitted in hard copy, but responses from these entities must be scanned into Proliance by the A/E.
 - 80% CDs – These documents will be submitted through Proliance by the A/E as a group attachment. Documents submitted to outside entities (City, County, GaDOE) will be submitted in hard copy, but responses from these entities must be scanned into Proliance by the A/E.
 - 100% CDs – These documents will be submitted to the Owner in Proliance by the A/E. Unlike previous submittals, these will be posted in Proliance with each page as its own file so that individual drawings can be individually downloaded to Tablets in the field for reference during inspections. The file names must include the appropriate sheet number. Specifications will be posted on a CSI division basis.

6-DES-0090: FF&E Strategy

FF&E design, and delivery and installation coordination may be included in the Architect's scope of work. However, FF&E will be purchased by the DCSD. "FF&E" will basically consist of furniture for all offices, classrooms, and miscellaneous spaces and any "specialty equipment" requested by the school. Items such as electronic equipment (computers,

printers, fax machines, etc.), specialty CTAE equipment (shop equipment, CNC/robotic equipment, hospital beds, etc.) and miscellaneous science lab, art room and kitchen small appliances/equipment and supplies are not included as “FF&E”.

- The PMT PM will help coordinate these efforts with the DCSD Design Manager and the Architect.
- The Architect will design the furniture package in coordination with the DCSD Design Manager and based on the DCSD FF&E Standards.
- The PMT PM will coordinate with the architect and the DCSD Design Manager regarding the dynamics of the project and the timing of FF&E delivery.
- The PM will coordinate with DCSD purchasing for furniture procurement.
- FF&E will have several line items on each project-level schedule to show ordering, delivery, and installation of the FF&E.

6-DES-0100: Technology Coordination

On the DCSD 2017-2022 CIP, technology is planned, designed, procured, delivered, and installed directly by or through the District. Generally speaking, the exception is rough-in of conduits from the MDF and/or IDF to above the ceilings.

- The PMT PM will help coordinate these efforts with the Contractors and A/E.
- DCSD has IT standards that the A/E will use in their design.
- The Technology Project Manager will attend Owner/A/E/Contractor (OAC) meetings in order to understand the dynamics of the project and the timing of IT equipment delivery and contractors to the project sites.
- IT will have several line items on each project schedule to show ordering, delivery, and installation of the equipment, cabling, security, and IT infrastructure.
- Within the project budget, IT controls the following line items:
 - 73.00.00 – Technology
 - 71.05.00 – Infrastructure
 - 71.05.00 – Security

6-DES-0110: DCSD Design Guidelines/ Design Program - ES, MS, HS

The CIP Team will utilize the DCSD Design Guidelines for Facility Construction – Version 2018.04.04 and DCSD Educational Specifications for ES, MS & HS – Versions 3/30/18 &

5/25/18. These design guidelines will be referenced for all CIP projects and used as the standard for current and future designs throughout the CIP.

The CIP Team acknowledges that these design guidelines may be updated in the future and any updated or future iterations will take precedence over the aforementioned design guidelines and become the current version utilized on this CIP.

These Guidelines can be found on the District website at:

<https://www.dekalbschoolsga.org/e-splost/standards-guidelines/>

These Guidelines can be found on the Operations Division Server at:

Plant-Share (H Drive) - Documents\SPLOST V Ed Specs and Design Guidelines

6-DES-0120: Pre-Construction Activities

Pre-construction activities provide insight into what activities take place after design and before construction.

6-DES-0140: Updates to the Five-Year Local Facility Plan

When the scope of a construction project calls for one of the following, a review of the five-year local facility plan is required.

1. Increase or decrease of square footage of one the core areas (kitchen, cafeteria, media center, or gymnasium)
2. Increase or decrease of square footage of any instructional unit
3. Addition or removal of any of the core areas or instructional units

If any of the criteria above is triggered, the PMT PM shall review the curriculum and space needs page for that facility within the most current Five-Year Local Facility Plan and ensure that the changes in square footage and instructional units are consistent with those found in the five-year local facility plan. This review shall take place as early as possible in the development of the scope of the project but must occur before the schematic design submittal to the GaDOE. If a change is required to the curriculum and space needs page in the five-year local facility plan, such change shall be immediately sent to the GaDOE Facility Consultant for their review and process of the curriculum and space needs sheet. It is vitally important that the curriculum and space needs sheet is updated to reflect the scope of the design prior to any submittal of design documents to the GaDOE Staff. The process of submitting the request of change to the curriculum facility sheet is conducted via the DCSD Design Manager.

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7
CON

Construction

- 0: Background/
Introduction
- 1: Program Staffing:
Organization and Roles
- 2: Program Management
Controls Strategy
- 3: Program/ Project
Communications Plan
- 4: Procurement
- 5: Pre-Design
- 6: Design
- 7: Construction
- 8: Closeout
- 9: Safety/Security

Section 7 discusses Construction Phase processes and includes:

- 7-CON-0030: Construction Phase Cost / Budget / Invoicing Control
- 7-CON-0050: Project Schedule Control
- 7-CON-0060: Project Document Control
- 7-CON-0070: Submittals / Shop Drawings
- 7-CON-0080: Request For Information (RFI)
- 7-CON-0090: Quality Control
- 7-CON-0100: Daily Inspections & Reports
- 7-CON-0110: Field and Laboratory Testing
- 7-CON-0130: Notices of Non-Compliance to the Contractor
- 7-CON-0131: Notices of Non-Compliance to the DCSD Chief Operation Officer
- 7-CON-0140: Project Progress Photographs
- 7-CON-0160: Project Closeout

7-CON-0010: Construction Phase Procurement

Construction Procurement covers activities that start with the development of the Request for Bid/Proposals through execution of the construction contract (or its delivery method equivalent for CMaR or Design/Build).

1.0 TYPICAL CONSTRUCTION CONTRACTS

- DeKalb County School District has six (6) standard contracts that can be used for construction services. These are:
 - Standard Form of Fixed Price Construction Contract Between DeKalb County Board of Education and Contractor for Projects of Narrow Scope (over \$50,000) (Rev. 11.2015)
 - Standard Form of Fixed Price Construction Contract Between the DeKalb County Board of Education and Contractor for Projects of Narrow Scope (less than \$50,000) (Rev. 11.2015)
 - Standard Form of Fixed Price Design and Construction Services Between the DeKalb County Board of Education and the Design/Builder (Non-State Capital Outlay Projects) (Rev. 5.2020)

- Standard Form of Fixed Price Design and Construction Services Between the DeKalb County Board of Education and the Design/Builder (State Capital Outlay Projects) (Rev. 5.2020)
- Standard Form of Contract for Construction Management at Risk Services (CMaR) including Construction for a Guaranteed Maximum Price Between DC BOE and the Construction Manager (Rev. 7.2016)
- The DCSD Procurement Team, with input from the PMT PM, will determine which delivery method best fits the particular project.
- The typical “Standard Form of Contract for Construction Services” can be found on the DCSD Server “J” drive.
- Typical exhibits that are included with these contracts are:
 - Fixed Price GC Contract
 - Exhibit “A” – Required Insurance
 - Exhibit “B” – Liquidated Damages
 - Exhibit “C” – Contractor Affidavit
 - Exhibit “D” – Subcontractor Affidavit
 - Exhibit “E” – List of Plans and Specifications for the Project
 - Exhibit “F” – Minimum Requirement for the Contractor’s Schedule of Construction
 - Other Contract Documents: Subcontractor’s Affidavit of Non-collusion
 - Fixed Price GC Contract Narrow Scope > \$50,000
 - Exhibit “A” – Required Insurance
 - Exhibit “A-1” – Endorsement to Builder’s Risk
 - Exhibit “B” – Liquidated Damages
 - Exhibit “C” - Immigration and Security Form
 - Other Contract Documents: Contractor Affidavit and Subcontractor Affidavit
 - Fixed Price GC Contract Narrow Scope < \$50,000
 - Exhibit “A” – Required Insurance
 - Exhibit “A-1” – Endorsement to Builder’s Risk
 - Exhibit “B” – Liquidated Damages
 - Exhibit “C” - Immigration and Security Form

- Other Contract Documents: Contractor Affidavit and Subcontractor Affidavit
- Design/Build (Non-State Capital Outlay) Contract
 - Exhibit “A” – Sample Itemization of Tasks for Design Schedule
 - Exhibit “B” – Liquidated Damages
 - Exhibit “C” – Minimum Requirements for Design/Builder’s Schedule of Construction
 - Exhibit “D” – Partial Waiver and Release of Claim Rights
 - Exhibit “E” – Form of Consent of Surety to Reduction in or Partial Release of Retainage
 - Exhibit “F” – Form of Design/Builder’s Affidavit of Payment of Debts and Claims
 - Exhibit “G” – Final Waiver and Release of Claim Rights
 - Exhibit “H” – Form of Design/Builder’s Affidavit of Release of Claims
 - Exhibit “I” – Form of Consent of Surety to Final Payment
 - Exhibit “J” – Required Insurance
 - Exhibit “J-1” – Endorsement to Builder’s Risk
 - Exhibit “K” – Additional Requirements
 - Exhibit “K-1” – Asbestos Exclusion Certification Form
 - Exhibit “L” – Immigration and Security Form
- Design/Build (State Capital Outlay) Contract
 - Exhibit “A” – Sample Itemization of Tasks for Design Schedule
 - Exhibit “B” – Liquidated Damages
 - Exhibit “C” – Minimum Requirements for Design/Builder’s Schedule of Construction
 - Exhibit “D” – Partial Waiver and Release of Claim Rights
 - Exhibit “E” – Form of Consent of Surety to Reduction in or Partial Release of Retainage
 - Exhibit “F” – Form of Design/Builder’s Affidavit of Payment of Debts and Claims
 - Exhibit “G” – Final Waiver and Release of Claim Rights
 - Exhibit “H” – Form of Design/Builder’s Affidavit of Release of Claims
 - Exhibit “I” – Form of Consent of Surety to Final Payment

- Exhibit “J” – Required Insurance
- Exhibit “J-1” – Endorsement to Builder’s Risk
- Exhibit “K” – Additional Requirements
- Exhibit “K-1” – Asbestos Exclusion Certification Form
- Exhibit “L” – Immigration and Security Form
- Construction Manager at Risk (CMaR)
 - Exhibit “A” – General Terms and Conditions
 - Exhibit “B” – Supplemental Terms and Conditions
 - Exhibit “C” – Form of Payment Bond
 - Exhibit “D” – Form of Performance Bond
 - Exhibit “E” – Endorsement to Builder’s Risk
 - Exhibit “F” – Liquidated Damages
 - Exhibit “G” – Contractor Affidavit and Subcontractor Affidavit
 - Exhibit “H” – Release and Affidavit
 - Exhibit “I” – Construction Contractor Application for Payment
 - Exhibit “J” – Change Order
 - Exhibit “J1” – Project Closeout Checklist
 - Exhibit “K” – Master Project Schedule Milestones
 - Exhibit “L” – Construction Contractor’s Staffing Schedule
 - Exhibit “L1” – Pre-construction Phase Services Reimbursable Expense Proposal
 - Exhibit “M” – GMP Amendment Agreement between Owner and Construction Contractor
 - Exhibit “N” – Certificate of Insurance Form
 - Exhibit “O” – School Calendars
- Other typical contract documents: Generally, the following documents are included in each of the construction contracts listed above:
 - Payment Bond
 - Performance Bond
 - Bid Bond

- Conflict of Interest Form
- Subcontractor Listing
- Special Conditions
- Bid Forms
- Division 01 – Specifications

2.0 CONSTRUCTION PROCUREMENT

- Construction Procurement is discussed in detail in Section 4 of this manual. As identified by the contracts described above, the following are ways the District can procure construction services:
 - Fixed Price Construction (General Contractor)
 - Fixed Price Construction (General Contractor) Narrow Scope
 - Construction Manager at Risk
 - Design-Build

7-CON-0030: Construction Phase Budget / Cost / Invoicing Control

1.0 COST CONTROL

Project cost control serves to provide the District and AECOM management with up-to-date cost information for the Program at both the Program level and the detailed project level.

The PMT is responsible for establishing and maintaining a cost control reporting system designed to accurately project and track costs for the Program and the projects. Ongoing maintenance of the system is the responsibility of the Deputy Program Director through the Program Controls Manager.

1.1 Project Cost Control

Project cost control reports are an important management tool. Consistent reporting gives management the advantage of identifying trends, thus removing the "element of surprise" and, in turn, allowing for timely review and action. Project Cost Control Reports are prepared in order to:

- Provide current cost information for decision-making by management
- Track changes from the original and current approved budget
- Provide a snapshot showing obligations versus actual revenue received

1.2 Project Budget

Project budget-related information recorded and tracked includes budgets, commitments, forecasts, and invoice / payments. Each of these categories will be broken down into cost codes.

- Project budgets were developed by DCSD prior to the start of the Program and were assigned to the PMT.
- The PMT took the project budgets and developed a budget control system.
- All minor projects have five (5) cost codes to track the budgets. These are:
 - SP5NEWFAC.xxx35.PRECONST . Pre-construction services
 - SP5NEWFAC.xxx35.ARCHITECT . A/E Services
 - SP5NEWFAC.xxx35.GENCONTR . General Contractor
 - SP5NEWFAC.xxx35.CONSTRSVC . Construction Services
 - SP5NEWFAC.xxx35.PRGCNTIN . Project Contingency
- All major projects have seven (7) cost codes, those stated in the previous list along with the following two (2) cost codes:
 - SP5NEWFAC.xxx35.FFE Furniture, Fixtures & Equip.
 - SP5NEWFAC.xxx35.TECHNOLOGY. Technology
- Project scopes of work are developed to stay within the stated budget.
- The PMT Project Manager in concert with the PMT Program Director and DCSD Director of Design & Construction reviews the budget with the “need” identified in the Facility Condition Assessment report and develops a production budget.
- The production budget is what the PMT PM will use to develop the A/E’s budget and the project’s stated cost limitation (SCL)
- Budgets within a cost code can be moved from category to category by the PMT.
- Budget changes from cost code to cost code must be accomplished through a Budget Reallocation Form approved by the DCSD Director of Design & Construction and the DCSD Program Accountant.
- Funds that need to be moved from project to project must be moved through the Program Contingency project, which requires a Budget Reallocation Form with approvals up to and including the DCSD BOE.

1.3 Budget Reallocations

- The Project Manager develops and submits the budget reallocation form, through Proliance, to the Document Control Specialist for review.
- Once reviewed by the Program Controls Manager and approved in Proliance, the system will workflow the item to the PMT Program Director. If not approved, Proliance will return the budget reallocation to the PMT Project Manager for correction.
- Using Proliance, the PMT Program Director will review and approve the budget reallocation.
- Once reviewed, the PMT Program Director, through the Proliance workflow, will transfer the item to DCSD Accounting.
- Once DCSD Accounting reviews and verifies that funds are available in Munis, the budget reallocation will be submitted, through the Proliance workflow, to the Director of Design & Construction for review and approval.
- Once the Director of Design & Construction approves, Proliance will send the budget reallocation back to DCSD Accounting for processing. If the budget reallocation funds are to be drawn from program contingency, then it will be printed out and scheduled for the next weekly E-SPLOST meeting for signature by the Director of Planning & E-SPLOST Programming and the Chief Operating Officer.
- The signed budget reallocation will be delivered to DCSD Accounting for the reallocation of funds within Munis.
- If the budget reallocation is to be taken from program contingency and is over \$100,000.00 the reallocation will need to be approved by the BOE. The budget reallocation will need to be Agendized for the next Board meeting. After approval by the Board, the signed document will be delivered to DCSD Accounting for reallocation of funds within Munis.
- The PMT PM will need to monitor the weekly Munis Budget Status Report (BSR) to confirm that the reallocation has been processed.

1.4 Project Commitments

- In Proliance, all commitments are posted by the PMT Program Controls Manager.
- The PMT PM cross-checks the commitments using the Proliance Anticipated Cost Report (ACR).
- The PMT also uses the Proliance Anticipated Cost Report (ACR) to track change orders, pending change orders, and uncommitted value (possible project exposures). All of these amounts add up to the project forecast.

1.5 Project Forecasting

- A Project Forecast is developed by the PMT PM and reviewed and approved by the PMT Program Director and/or Deputy Program Director and the DCSD Director of Design & Construction.

1.6 Budget / Forecast Variances

- A budget/forecast variance occurs when a project's forecast exceeds or is less than the production budget.
- Towards the end of the project, when the PMT PM determines what the final cost of the project will be, then the variance is reconciled by either transferring funds into the project budget, or earmarking savings to return to Program Contingency.

1.6 Program Master Budget/Forecast

- All of the project budgets and forecasts roll up into the Program Master Budget/Forecast.
- The Program Master Budget/Forecast is maintained in Proliance which also tracks commitments and expenditures.

1.7 Revenue/ Obligations Curve

- At a minimum of every month, the PMT compares the revenues received by the District from primarily the SPLOST receipts and GaDOE reimbursements versus the obligations that the District has agreed to through executed contracts.
- **The revenue versus obligations dynamic is the primary method of managing the costs of the Program. No more funds than the District has actually received can be obligated, and, thereby, the Program cannot be in a negative cash flow situation under any circumstances.**

1.9 Software

To allow for the sorting of data and formulation of cost reports, information is accumulated, tracked, and managed through Proliance and P6. The systems provide the PMT and the District with the following information:

- Original Budget
- Approved Budget Revisions
- Current Budgets
- Original Commitments
- Approved Revisions (Change Orders)
- Current Commitments
- Pending Changes

- Uncommitted Value (Exposures)
- Forecasted Cost of Project
- Invoiced to Date
- Invoices Paid to Date
- Invoices Remaining to be Paid
- Budget to Forecast Variance
- Projected Revenue Curve
- Actual Revenue Received Curve
- Projected Commitment Curve
- Actual Commitments Curve
- Projected Expenditures Curve

2.0 CHANGE ORDER (CO) MANAGEMENT

This section establishes guidelines for implementing contract changes that affect the contract price or time. Contract changes can be initiated by the contractor, the A/E, or the DCSD Design & Construction Department.

- The A/E for a project has primary responsibility for the administration of change order requests for the Owner.
- The PMT Project Manager reviews the change order requests and the recommendations of the A/E and makes recommendations to DCSD.
- DCSD is the only entity that has the authority to approve a change order request.

2.1 Contractor-Initiated Change Order Requests (COR)

Contractors can initiate change order requests through multiple means – RFIs, submittals, value engineering, unforeseen conditions, etc. Changes in the work or schedule are processed in accordance with Article 14 of the general contractors' contract. (NOTE: Articles may differ for D-B and CMaR contracts.)

Changes in the work and/or the construction schedule (extensions of time) must be approved by a formally executed change order per Article 14.1.2 of the standard GC contract, or the additional cost or the time extension will not be considered by the District.

The change order process is as follows, pursuant to Articles 12 and 14 of the GC's contract:

- Within seven (7) calendar days after the event or the first appearance of the circumstances which cause the contractor to feel that he has a claim for compensation or extension of schedule, the contractor must formally notify the A/E and Owner (DCSD COO) with a written “Notice of Claim.” Exact language is identified in Article 12 of the general contractors’ contract. (This Article may vary for the CMAA and D-B contracts.)
- Once the contractor determines that it has a basis for a claim of increased/ decreased compensation or schedule adjustment, the contractor must commence with tracking all costs and time expended separately from other records.
- No later than 10 days after the “Notice of Claim” has been submitted, the contractor will submit a formal written claim, which includes at a minimum:
 - Statement of Occurrence
 - Facts giving rise to the claim
 - Date the occurrence was discovered
 - Detailed Schedule of Values identifying costs of the claim
 - Documentation supporting the costs
 - Schedule showing impacts to the critical path (if appropriate)
 - Any other documentation supporting the claim
 - In the case of a change order, the contractor will supply a “Good Faith Estimate” of the costs of the change (per Article 14)
 - Additional information as requested by DCSD, the A/E, or the PMT Project Manager within 10 days of the written additional request.
- The contractor, the District, and the PMT will all continue to perform their respective duties during the change order and/or claims process.
- In the case of an extension of time change order, the contractor will also provide to the A/E and Owner a “Recovery Schedule” and “Acceleration Estimate” to complete work per the original schedule. The District may or may not accept the Recovery Schedule and cost at its discretion.
- The A/E shall review all contractors’ CORs or proposals within 10 days of receipt of the COR, and more expeditiously if necessary to avoid delays to the project. After review, the A/E will make recommendations to the Owner. The A/E’s response shall include:
 - Description of the change
 - Identification of the cause of the change
 - Advantages/ disadvantages of accepting / not accepting the change
 - Likely cost of change (A/E is to develop its own check estimate)

- Identification of the effects on the construction schedule
 - Identification of the impacts to the project if the change is accepted or not accepted
 - Description of reasonable alternatives
 - Recommended course of action
- The PMT Project Manager shall review the contractors' COR and, within 10 days of receipt and after consultation with the A/E, shall make recommendations to the District based on:
 - Description of the change
 - Identification of the cause of the change
 - Advantages/ disadvantages of accepting/ not accepting the change
 - Likely cost of change (A/E is to develop its own check estimate)
 - Identification of the effects on the construction schedule
 - Identification of the impacts to the project if the change is accepted or not accepted
 - Description of reasonable alternatives
 - Recommended course of action
- The District will process decisions on change orders in a timely manner.

2.2 District / A/E Initiated Change Requests

- Periodically the District or A/E will initiate a change in the contractor's scope by issuing a formal change request to the contractor with copies to the District and PMT Project Manager.
- The contractor, A/E, PMT Project Manager, and District will follow the same process as a contractor-initiated change order.
- The PM will hold a negotiation session with the contractor to achieve the equitable adjustment. If an impasse is reached in the negotiations, the PMT PM may issue a time and material CO, or, if the contract allows, provide that a CO may be issued on the basis of the independent estimate, referencing the disputes clause.
- Upon completion of a successful negotiation, the PM will complete a record of negotiations which contains the following:
 - Summary of negotiation that will include an item-by-item comparison of labor, materials, equipment, and markup for the CIP Team independent estimate, the contractor's proposal, and the final negotiated price.

- Explanation of the changes in the CIP Team estimate as compared to the final negotiated price.
 - Chronology of the negotiation.
 - Based on the negotiation, a CO will be initiated. This may be accomplished by use of the COR Form with confirming signatures to constitute the final CO, or a separate CO form may be necessary. The CO, complete with full documentation, should be signed by the contractor, the A/E, and the PMT PM. The CO will then be sent to the District with the PMT PM's recommendation for approval. The recommendation will include a copy of the original RFI, COR, justification, CIP Team estimate, contractor's pricing proposal, and record of negotiation.
- A Change Order log should be maintained which contains the following information:
 - COR, CO, RFI numbers; Description of the change; Processing dates, including the date the COR was sent by or to the contractor, the date the contractor proposal was received by CIP Team, estimated completion date, negotiation completion date, and the date the CO was issued; Pricing information including the CIP Team estimate, contractor proposal, and CO amount;
 - Responsibility code designating the type of change order [i.e., Field Condition, Contractor Initiated, Owner Directive, Regulatory Change], and a brief recap of who or what caused the change;
 - Project Budget: current budget, commitments, expenditures, Budget minus commitments & Budget minus expenditures;
 - Architectural Contracts: amount, date of acceptance & brief description of the scope of the change;
 - Architectural Amendments: amount, date of acceptance & brief description of the scope of the change;
 - Contractor Contracts: amount, date of acceptance & brief description of the scope of the change;
 - Contractor Change Orders: amount, date of acceptance & brief description of the scope of work;
 - Contractor Change Orders: original substantial completion date and/or contract completion date, number of days granted via the change order, revised substantial completion date and/or contract completion date.
- Proliance serves as the repository for change order cost and schedule data and allows for generation of clear and concise reports that provide the relevant change order information described above.

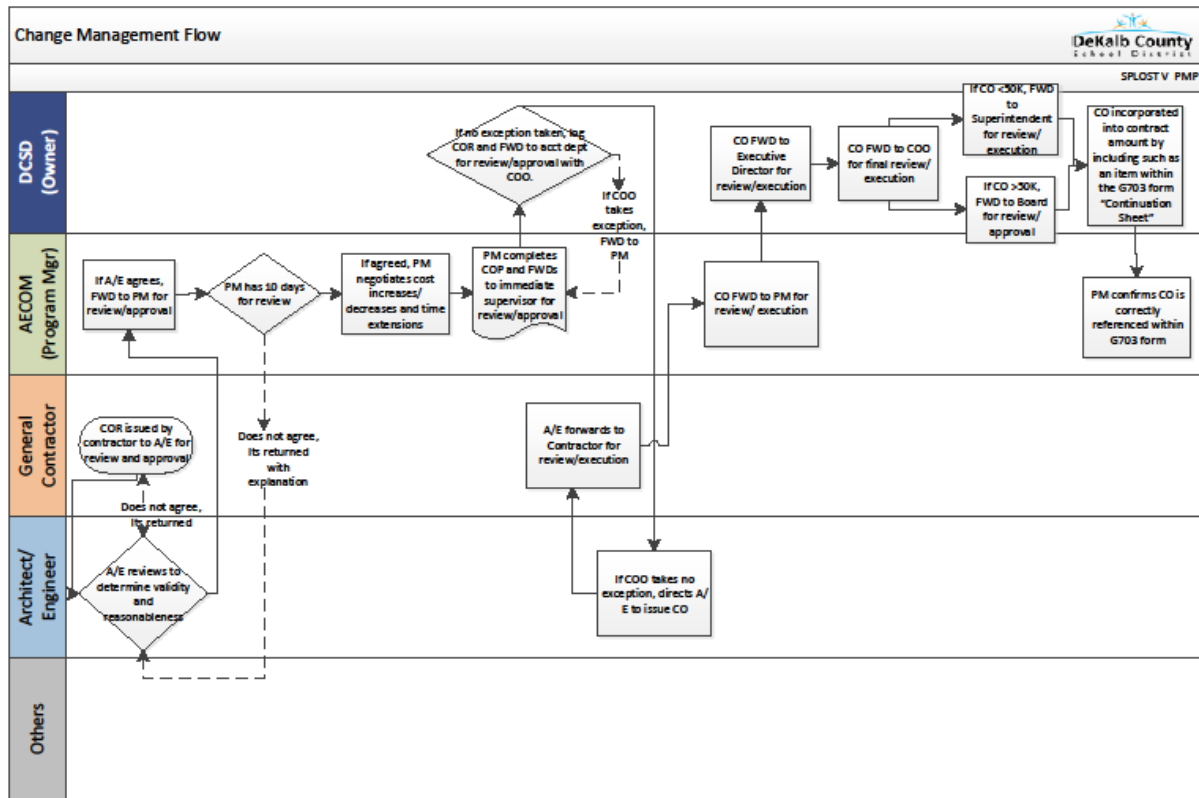
2.3 Time and Material Changes

- There will be situations when Time and Material (T&M) COs are necessary. These usually occur when there is an emergency, an inability to reach a negotiated settlement, or when the prospective cost of the changed work cannot be readily defined.
- When a T&M CO is issued, it should be transmitted in the form of a RFI to the contractor with a reference to the COR number. Note: The RFI will direct the contractor to immediately commence with the work.
- The T&M COR will establish a budgeted not-to-exceed price that can be increased with District approval. In addition, the contractor will be instructed to inform the PMT PM when it has reached 80% of the not-to-exceed price. Note that the District should be apprised of the approximate value of the T&M CO in advance, so that approval can be received.
- The RFI will inform the contractor to maintain detailed daily records of all labor, material, and equipment used by the contractor specifically for this CO. The contractor must provide the quantities and pricing for all materials, labor, and equipment on a daily basis and have it approved by the PMT PM. The contractor should be informed that payment will not be made without the daily approval from the PMT PM.
- Upon completion of a T&M change, the contractor will initiate a COR Form, which summarizes the actual cost to date as indicated on the daily records.

2.4 Time Extensions

Requests for time extensions follow the same process as change order requests and formal change orders.

Program Procedures Manual (PPM)



*2021 CHANGE ORDER PROCESS - DETAILED 'FLOWCHART' ****

DCSD CHANGE ORDER PROCESS: 2021 - Present

- >> PMT PM drafts change order (CO)
- >> PMT Deputy PD (DPD) reviews CO
- >> PMT PM uploads CO into Proliance
- >> PMT PM workflows CO to PMT Program Controls Manager (PMT PCM)
- >> PMT PCM reviews current vendor contract and corresponding EAC to confirm there are no negative variances
- >> PMT PCM workflows to DPD for review
- >> DPD workflows to DCSD Accounting for review
- >> DCSD Accounting workflows to Director of Design & Construction (DD&C) for review & approval
- >> PMT PM prints hard copy of CO with backup and transmits via PMT Project Administrator (PMT PA) to PMT Program Director (PD) for signature
- >> PD transmits CO via PMT PA to DD&C for signature
- >> DD&C transmits CO to COO for signature
- >> DCSD COO transmits CO to DCSD Contract Specialist (CS) for transmittal to Legal Counsel (LC) for final review
- >> LC transmits CO back to DCSD CS after review/
- >> DCSD CS delivers hard copy to Superintendent's office for final execution by Superintendent and Board Chair (for COs over \$100K)
- >> Executed CO is returned to DCSD CS for distribution to PMT PM
- >> PMT PM uploads copy of executed CO to Proliance
- >> PMT PCM workflows uploaded CO to Approved in Proliance and updates vendor contract in Proliance to reflect CO
- >> PMT PM forwards copy of executed CO to vendor for their files

3.0 OUTSIDE DESIGN PROGRAM CHANGE REQUESTS

This section establishes guidelines for processing contract (scope) changes that affect the contract price or time that are requested by entities outside of the CIP Team (i.e., Principals, Teachers, CAC Members and/or Community Stakeholders).

Generally, once the scope of work is determined, the A/E has completed the design, and the contractor has commenced construction, changes in scope are discouraged unless a life-safety issue arises.

- When a request is made that appears to be critical to the success of or intended purpose of the facility, the following process is followed:
 - The external (to the PMT) stakeholder formally requests the change in scope through the DCSD Director of Design & Construction.
 - The DCSD Director of Design & Construction reviews this request for merit and approves or rejects the request, as appropriate.
 - If the DCSD Director of Design & Construction approves the request for merit, it will be submitted to the PMT PM for budget consideration.
 - The PMT PM reviews the request and makes a recommendation to go forward or not based on available budget.
 - The DCSD Director of Design & Construction then formally decides to proceed with the scope change or not.
 - If the change requires a budget reallocation from Program Contingency, that change would require approval of the DCSD BOE.

4.0 Progress Payment Process

The purpose of this procedure is to furnish a guide for providing equitable compensation to the contractor for work completed and/or material purchased or stored, in accordance with the applicable contract documents.

4.1 Approval Process for Contractor

- The contractor performs the work.
- The contractor develops a “pencil copy” of the application for payment.
- The contractor meets with the A/E and PMT PM at the site and all parties review the “pencil” copy of the pay application.
- The contractor and the A/E agree on quantities/costs and the contractor provides a final version of the payment application and submits three copies to the Architect/Engineer.

- The A/E reviews the contractor's final version against the originally agreed-to "pencil copy" version and certifies it.
- The PMT PM reviews the A/E's approved version and, if appropriate, approves it and forwards to the PMT Project Administrator.
- The PMT Project Administrator logs the pay application information into the dedicated server folders. Next the application is transferred to the PMT Program Director.
- The PMT Program Director approves the application for payment and returns it to the PMT Project Administrator for transmittal to the DCSD Director of Design & Construction.
- Then, the DCSD Director of Design & Construction approves the payment application and forwards to the DCSD Accounting Manager.
- Then, the DCSD Accounting Manager confirms that funds are available in Munis and forwards the pay app to the DCSD Chief Operating Officer (COO) for approval.
- The DCSD COO Chief Operating Officer approves and returns the pay app to the DCSD Accounting Manager for entry into the Munis system.

4.2 Approval Process for A/E

- The A/E performs the work.
- The PMT PM reviews the work and agrees with the progress stated and/or percentages complete.
- The process then follows the same steps as those described for the contractor in Section 4.1 above.

4.3 Schedule of Values/Cost Loading

Prior to submitting the first payment request, the contractor will provide a schedule of values outlining the values of each element of the work. When a cost-loaded CPM schedule is required, the schedule of values and the CPM schedule will be provided by the contractor. The CPM schedule values for each activity will roll up into the related schedule of values category. Once the schedule has been accepted, it will be the basis of payment. If a contract is a unit price contract, the PMT PM and the contractor will develop quantity verification sheets to be completed on a daily basis, if necessary. At the end of the pay period, the contractor and PMT PM agree on the actual quantities installed or accomplished.

4.4 Draft Application

The contractor shall prepare a draft application (the "pencil copy") for each pay period indicating the percentages of completion and materials for which payment is requested. A review will be performed by the A/E and PMT PM to confirm that the dollar amounts

being requested are accurate. For A/E invoices, the PMT PM that confirms that the A/E is requesting the appropriate dollar amount.

4.5 Request for Payment

After agreement on final determination of quantities and their associated value, the contractor shall submit a completed request for payment for that pay period, and shall perform all extensions and arithmetic, and provide backup documentation, on the contractually prescribed forms. The payment application shall be executed by an authorized representative of the contractor's firm.

Upon receipt of the contractor's pay application, the A/E will verify that the agreed-upon modifications have been made from the draft pay application, will check all calculations and arithmetic, will confirm that all contractor provisions pertaining to progress payments have been met, and that all necessary substantiating documentation is included, such as copies of invoices, inventory records, insurance certifications, etc. The contractor shall submit its request for payment at the end of each pay period on the forms prescribed by the contract documents. These documents include a summary Application for Payment (AIA Form G702), Detailed Breakdown Form (AIA Form G703), Affidavit of Payment, and Request for Payment for Materials on Hand.

4.6 Retainage

The A/E will confirm that proper retainage as prescribed by the contract is deducted from the payment application. Retained percentages will not be relied on to cover costs of correction of defects and omissions.

The PMT PM shall check with the A/E and District prior to processing the contractor's requisition to inquire if monies should be withheld for any reason. With the exception of defective work, payment for completed work is not to be refused or delayed to force compliance with other provisions of the contract.

When fifty percent (50%) of the Contract Price, as it may be adjusted, is due and the manner of completion of the Work and its progress are reasonably satisfactory to the A/E, the District, at its sole discretion, may elect to reduce the percentage retainage withheld, or, withhold no more retainage. If, after discontinuing the retention, the A/E determines that the Work is unsatisfactory or has fallen behind schedule, retention shall be resumed at the previous level.

4.7 Material Payment

Unless otherwise provided for in the specifications, payment will be made for onsite material under the following conditions:

- The material is inventoried and the contractor submits invoices in support of amounts claimed. Invoices will be forwarded to the A/E with the application for

payment. Current invoices will be compared each month to those previously filed to avoid duplicates.

- Payment for materials offsite may be made where specifically approved by the PMT PM, subject to the following:
 - The material is stored in a secure or bonded storage area and within a reasonable distance to the work site. This location should be approved by the PMT PM and A/E in advance of usage by the contractor.
 - The contractor furnishes properly executed bills of sale or paid invoices for the material. Such bills or paid invoices will be forwarded, with payment voucher attached, to the official file copy.
 - The contractor submits photographs of the materials.
 - Certificates of insurance are provided.
 - Transfer of title is provided.

To facilitate inventory of materials onsite, the contractor should submit an itemization of previous onsite material, new deliveries, amount placed, and amount remaining. The A/E is responsible for verifying the quantities/amount of materials.

4.8 Changes

Payment for approved and executed COs will be made in the same way as for the base contract. Pending or unapproved change orders cannot be paid for and should not be included in the contractor's payment application until the change order is fully executed.

4.9 Verification

The A/E shall review the contractor's draft payment application and verify that the listed work was performed in accordance with the contract documents. When such verifications have been made, the A/E shall verify that the requested dollar amounts accurately reflect the amount of work performed. If any discrepancies are found, these items shall be discussed with the contractor in an attempt to reach an agreement. If agreement cannot be reached, the item in contention shall be referred to the PMT PM for final determination.

4.10 Approval

After verification by the A/E that the payment application is in order, the payment application will be forwarded to the PM for approval.

The PMT PM shall review the payment application for general conformance with the contract requirements. The PMT PM may selectively review the work performed in the field as a confirmation, when considered appropriate. Having deemed the payment application as satisfactory, the PMT PM shall recommend approval of the payment application to the District and forward it for processing as outlined in Section 4.1, above.

4.11 Payment Declaration

A/E shall ensure that the contractor submits with the second payment application, and with each one thereafter, a notarized statutory declaration (or, a lien waiver) indicating that all subcontractors and suppliers have been paid for the previous payment requests.

7-CON-0050: Project Schedule Control

The purpose of this section is to outline procedures for reviewing and monitoring the various schedules the contractor will be required to submit during a project. It provides a general summary of the procedures for the contractor's Construction Schedule.

The PMT PM is responsible for managing the scheduling needs of a project. The Program Scheduler is responsible for the implementation and maintenance of the schedules.

1.0 CONSTRUCTION SCHEDULES

Construction schedules are essential to confirm that all parties – contractor, subcontractors, PM, A/E, and District – meet their obligations in a timely manner, within the contract milestones. In today's litigious society, schedules are vital for demonstrating how each party's actions are impacted by another party's actions. It is, therefore, extremely important that the PMT PM properly emphasize to his or her team the necessity of following procedures, to confirm that the construction schedules are accurate and submitted in a timely fashion, are and reflective of the actual planned sequence of work.

In referring to these procedures, the user is cautioned to remember that each project is different and will have different scheduling requirements; judgment must be exercised in the application of these using these procedures.

7-CON-0051: Detailed Construction Schedules

The Contract Specifications generally address the requirements for schedule submittal, content, review responsibilities, and schedule updates and revisions. Optional, additional, and supplemental clauses or requirements are stipulated in attachments.

1.0 SCHEDULE SUBMITTAL REQUIREMENTS

- A pre-scheduling conference should occur the day after the pre-construction meeting to discuss scheduling requirements and format, focusing on the development of the 60-Day Preliminary CPM Schedule. The contractor and major subcontractor(s) are required to attend this meeting.
- Contract requirements typically require the contractor to submit a 60-Day CPM Schedule 7 days after the Notice to Proceed. This submission usually provides activities with logic relationships; however, cost and resource loading will probably lag until the PMT PM, District, and/or A/E have reviewed and approved the planned

sequence of work. The PM has 7 to 14 calendar days to review the 60-Day CPM Schedule; the PM holds a meeting immediately thereafter to review any comments with the contractor.

- The contractor is then required to submit the Contractor's Schedule of Construction within 15 days from the Notice to Proceed. The PM should complete a review and provide comments within 14 days then meet with the contractor to review the comments.
- The contract documents emphasize the importance of attaining contractual milestone dates and of submitting the Contractor's Schedule of Construction in a timely fashion. The PM may inform the contractor that a percentage (5%, for example) of the progress payment may be withheld if the contractor fails to meet the specified milestones.

2.0 SCHEDULE REQUIREMENTS

Schedule requirements for the Standard Form of Fixed Price Construction Contract Between DeKalb County Board of Education and Contractor are outlined in Exhibit "F" of the standard contract.

- Submittals as outlined in Exhibit "F" shall include Preliminary Schedule of Construction, Preliminary Network Diagram, Contractor's Schedule of Construction, and CPM Reports.
- The contractor will be required to define and explain any constraints. These constraints must be reviewed closely to avoid artificial float calculations. Generally, only constraints related to weather should be allowed in the Construction
- The contractor will be required to define and explain any constraints. These constraints must be reviewed closely to avoid artificial float calculations. Generally, only constraints related to weather should be allowed in the CPM schedule.
- The schedule should accurately represent the sequence of work, on a 5-workday or a 7-calendar-day basis. Activities should range in duration from 3 to 21 calendar days. Non-work periods should be identified in the contractor's planned sequence of work. Projects are typically limited to calendar days. If the contractor "elects" to forego working during the weekends, the Contractor should be advised that the Contract requires performance of work under a calendar-day duration (weekend work could and may be required). Holidays should also be accounted for in the calendar information.
- The contractor should include an activity at the end of the schedule for the planned adverse weather duration as specified in the Contract Specification. As inclement weather is incurred, the duration will be reduced. Should the total anticipated days not be expended, the project would have the benefit of the additional float. The

contractor will be entitled to a non-compensable time extension for adverse weather when the planned inclement weather duration has been exceeded.

3.0 PM's REVIEW RESPONSIBILITIES

The PMT PM's responsibility for schedule review is both objective and subjective. The PMT PM, along with the Program Scheduler, will first review the schedule to see that it meets the requirements outlined in the construction contract documents. The review should include the following checks for schedule validity:

- The project schedule durations and activity progress are accurate
- The activities that are delayed are accounted for in the schedule narrative and subject to approval
- The expected completion dates for all activities and milestones on the critical path are reviewed
- Any new activities or changed/additional scope added to the project

4.0 CHANGE ORDERS

When the scope of the CO is known and has been approved prior to the performance of work, the Current Plan Plus Impacts analysis is a straightforward approach to use for determining delay. This industry-standard approach evaluates the impact of an owner-caused change by adding the approved CO to the schedule to see how the schedule changes and what activities are impacted. Then, delays can be analyzed because the number of days of delay can be seen. Finally, both parties need to agree on which activities are impacted and in what sequence, and to agree that both the impacted activities and the CO work are future occurrences, that is, not impacting current work activities. For justification of time, the contractor should attach a fragnet (fragmentary network) schedule to each CO that impacts the schedule, showing the impact to the current plan.

- The more typical situation, however, is where current activities are impacted by a pending CO, and there is no existing agreement on the actual scope or on how the impact should be shown in the schedule. This situation requires an evaluation of the contractor's actual performance during the impact period to determine how the contractor reacted to the change, as well as an evaluation of the current schedule just prior to the commencement of the CO work. In order to validate or refute impact allegations, the PMT PM should monitor original planned crew sizes and productivity for potential increases attributed to CO work.

A combination of these two evaluations should produce a good measurement of the actual impact of the change order.

Jointly, the PMT PM, the Program Scheduler, and contractor determine at what threshold of total float they will become concerned with in order to evaluate CO time extensions.

They also need to agree on a definition of "criticality." Some projects may decide that criticality is when there are only 10 days of float left. It is generally accepted that any activity with zero or negative float is critical.

"Critical" activities are not necessarily "controlling" activities. Controlling activities, not critical activities, drive the critical path. They can also control the balance of the schedule and affect float. To avoid a contractor's contention that a critical activity has extended the contract duration, float must be calculated using an unrestrained completion date. This will confirm that the alleged impact, in fact, extends the expected completion date and is not merely an additional "late" activity.

In situations where the contractor does not agree with the time impact analysis, it is advisable to consider granting unilateral time extensions, if warranted, to mitigate future constructive acceleration arguments by the contractor. A current, accurate As-Built Schedule depicting prior durations and sequencing of the work is necessary. Likewise, crew size and productivity monitoring, before, during, and after the change, is crucial to understanding the actual impact of extended operations on construction.

Typically, small changes can be merely "absorbed" into the schedule during the base contract period.

7-CON-0060: Project Document Control

Construction documents describe the requirements for construction of the project as drawings, specifications, and other contract documents. The purpose of this procedure is to alert the PMT PM to monitor and control the process to produce quality construction documents that are appropriate for contractor solicitation.

- The A/E and A/E consultants are responsible for preparing the construction design documents. The PMT PM must closely monitor the preparation. This is the phase where the PMT PM and the District design team must review specific systems and their impact on project cost and schedule. Long lead-time items must be identified.
- Early in the design phase, PMT PM uses this *opportunity to influence the design and preparation of documents* so that the District's design intent, project quality, and budget target are achieved.

1.0 SCOPE OF DOCUMENTS

The A/E and its consultants prepare construction documents based on the approved design development drawings and specifications. The documents cover the total scope required for construction, including architectural, civil, structural, mechanical, and electrical design.

If directed to by District, the A/E may prepare separate packages of construction

documents for site and/or foundation work so that it may begin before completion of follow-on design and construction work.

2.0 CONSTRUCTION DOCUMENTS

The A/E prepares drawings and specifications in sufficient detail to allow contractors to perform the work, including:

- Architectural drawings, details, and specifications,
- Civil drawings, details, and specifications,
- Structural plans, details, calculations, and specifications,
- Mechanical and electrical plans, details, and specifications, including air flow specifications and procedures for balancing systems,
- Plans showing installation of major systems and equipment,
- All appropriate schedules for such items as doors, hardware, finishes, and windows,
- Fire-Life-Safety and Code-required sheets, and
- Special conditions.

3.0 FINISH MATERIALS AND COLORS

Before the construction document phase is completed, the A/E selects finish materials and colors to be incorporated in the work and prepares schedules regarding such materials and colors for the District's approval. The schedules note any materials or finishes that involve long lead-time fabrication and/or delivery.

4.0 PROGRESS MEETINGS

Every week, or at some other appropriate interval, the PMT PM, A/E, and other appropriate parties meet to discuss progress, problems, and activities planned for the next interval. The PMT PM ensures that an action-item list describing problems, noting who is responsible, and when action is needed is maintained. This list should be promptly distributed to project participants after each meeting.

5.0 CONSULTATION WITH A/E ON CHANGES

The A/E consults with the PMT PM regarding any changes in requirements or in construction materials, systems, or equipment as the drawings and specifications are developed so that the PMT PM can adjust the cost estimate accordingly.

6.0 PERIODIC ESTIMATES

To maintain control of costs, the PMT PM develops cost estimates at several stages during

the development of the construction documents. Any increases over the approved design development estimate, or concerns that increased costs may develop must be reported to the District promptly and appropriate remedial action must be taken at that point. Any single delay may cause other major changes, which could delay the entire project.

7.0 REQUIRED GOVERNMENT DOCUMENTS

The A/E assists the PMT PM in meeting the District's responsibility to file documents required for the approval of governmental agencies having jurisdiction (AHJ's) over the project. This must be done in a timely manner so that the project will not be delayed in going out for bids while waiting for approvals by these agencies. The PMT PM should ascertain the time necessary for approvals by the various agencies. Meetings should be arranged with the agencies before and during their review period so that any necessary drawing revisions or changes can be accomplished without delaying the project.

8.0 PMT PM'S AND A/E'S FINAL ESTIMATES

The A/E and the PMT PM prepare independent final estimates. If either one, after review, still indicates that the project is over-budget, necessary revisions should be made to the drawings and specifications after receipt of approval from the District. Refer to Section 6-DES-0070, 'Redesign If Over Budget' for specific guidance.

9.0 ALTERNATES

The A/E provides, as a basic service, sufficiently detailed and biddable alternatives in the event that the construction cost established by bids exceeds the budget. "Additive" alternatives are generally more successful than "Deductive" alternatives because bidders typically keep the bid price to a minimum in the Base Bid documents to win the contract, so there is usually very little incentive to reduce the price further. There should only be a few alternates included in the construction documents so as not to discourage bidders with a long list that would require considerable time and expense from them to respond to. The alternates to be included should be agreed on by the A/E, the PMT PM, and the District.

10.0 BIDDING AND CONTRACT DOCUMENTS

DCSD Procurement Dept. personnel prepare the necessary bidding information, bidding forms, conditions of the construction contract, and forms of agreement between the District and the contractor.

11.0 DISTRICT APPROVAL

The A/E obtains the District's written approval of the construction documents and the final estimate, and the PMT PM provides the Procurement Dept. with a complete set of construction design documents.

7-CON-0070: Submittals/Shop Drawings

Submittals are required to be provided by the contractor in accordance with the contract in order to ensure that the contractor demonstrates the plan to utilize those materials, equipment, and systems called out in the design documents for the constructed works.

The following procedure was developed to provide clear documentation of all transmittals received from the contractor, record the action to be taken on each, and to expedite the turnaround time for submittal processing.

Contractors and suppliers will submit drawings and product data electronically via Proliance. Actual physical samples of materials, etc. need to be provided as called out in the construction contract documents.

The primary responsibility for submittals lies with the contractor, and the primary responsibility for review lies with the A/E. It is the responsibility of the PMT PM (or PM representative) to track and process the submittals received from the contractor, and the response from the A/E, in a timely manner. It is also the PMT PM's responsibility to check for completeness and confirm that all submittals required by specifications or drawings are transmitted to the A/E for review.

1.0 CONTRACT REFERENCE

The requirements for submittals are detailed in the supplemental conditions, or Division One of the construction contract. These conditions stipulate that the contractor provide a submittal schedule, and specify the required number of copies of submitted materials and the turnaround time allowed for the A/E.

2.0 SUBMITTAL SCHEDULE

The contractor is required to make all submittals sufficiently in advance of the construction requirements to permit a reasonable time for review and return. The PMT PM should develop a list of all required submittals, and the contractor will be informed of all submittals that have not been reviewed each week. The Submittal Schedule should contain the following information:

- Construction specification section reference number
- Description of required submittal
- Date required for submittal to District (PMT PM)
- Date approval is required
- Actual submittal date
- Date product required on site
- Subcontractor

- Submittal Number

3.0 COPIES

Submittals are required to be submitted in accordance with the detailed requirements of the contract. Submittals may take the form of product data, including drawings, catalogues, and pamphlets; and shop drawings, including drawings and diagrams, or samples.

3.1 Product Data

All product data will be submitted/uploaded by the A/E and contractor into Proliance. All reviews will be documented using Proliance.

- For contracts of less than \$1 million, contractor shall submit one (1) copy and one (1) electronic copy of Manufacturer's Literature to the Architect.
- The A/E will post the Manufacturer's Literature into Proliance.
- For contracts exceeding \$1 million, the contractor will input all Manufacturer's Literature and product data directly into Proliance, where they are processed by the A/E.

3.2 Shop Drawings

All product data will be submitted/ uploaded by the A/E and contractor to Proliance. All reviews and resubmittals will be documented using Proliance.

- For contracts of less than \$1 million, submit Shop Drawings in the form of one (1) sepia transparency of each sheet plus three (3) blueline or blackline prints of each sheet.
- The Architect will post its shop drawings into Proliance.
- For contracts exceeding \$1 million, the Contractor will submit all shop drawings directly into Proliance, where they are processed by the Architect.
- Review comments of the Architect will be shown in Proliance.

3.3 Samples

- Unless otherwise specified, submit Samples to the A/E in the quantity which are required to be returned, plus one (1 ea.) which will be retained by the A/E.
- The A/E will upload the sample data into Proliance.
- Review comments of the A/E will be uploaded into and available in Proliance.
- One (1 ea.) sample with annotation of comments to be returned to contractor.

4.0 DEVIATIONS

Shop drawings must not contain deviations from the contract requirements unless covered by a COR for substitution. If deviations are shown and the shop drawings are inadvertently approved, the contractor is not relieved of its obligation to perform the work in accordance with the contract requirements.

The contractor is required to describe any variations from the contract requirements in each submittal transmittal. The A/E is required to identify any changes made to the submittal by the A/E that add or delete from the original contract requirements, and to initiate a CO through the PMT PM.

5.0 CONTROL LOG

The PMT PM will use the Proliance control log system for tracking individual submittals and recording turnaround times. Control Logs shall record the following information:

- Submittal number,
- Description,
- Due date of submittal from the contractor,
- Date of receipt from the contractor,
- Contractor's requested return date,
- Date of Distribution to the A/E,
- Date of Receipt of review from the A/E,
- Date of Return to the contractor, and
- Comments.

The system should be capable of calculating the turnaround time, from receipt of the submittals from the contractor to return of response to the contractor, and of flagging any dates that are missed.

6.0 NUMBERING

Shop drawings are to be numbered sequentially with the contract prefix symbol A,B,C, etc., for phased construction contracts; followed by the submission number such as 1,2,3, etc., to form a combined number, for example, A1. If this submittal is rejected and resubmitted, a suffix number is added to the existing number and resubmitted as A1-A. If the submittal is again rejected, the suffix number is changed to A1-B and so on until a submittal is approved. A new sequence number should not be assigned to a resubmittal.

7.0 TRANSMITTAL

If Proliance is not used, the contractor will transmit submittals with a transmittal form specifically designed for submittals. If the contractor does not have such a form, the Contractor Submittal Transmittal form will be used. This form provides the following information:

- The transmittal number, project title, contractor's name, and specification section;
- Date sent, date received, date due, number of copies and actions to be taken, such as: no exception taken, make corrections noted, revise and resubmit, rejected, or approved; and,
- The transmittal number, project title, contractor's name, and specification section.

8.0 PROCESSING

For contracts of less than \$1 million:

- The contractor will transmit the submittal to the A/E, and the A/E will retain one copy and forward the remaining reviewed copies and the reproducible to the PMT PM.
- After the A/E completes the review of the submittal, the A/E must advise the contractor of the findings. (CIP Team shall not approve or disapprove the submittals.) The submittal transmittal form is to be used for the purpose of indicating approval, disapproval, approval as noted, or for requesting a resubmittal. It is mandatory that unrelated submittals of different CSI sections are not approved or disapproved in the same transmittal by the A/E. It is also preferable that items not closely related to each other be transmitted and tracked using separate transmittals. A record-keeping problem is introduced if an approval transmittal contains unrelated items.
- The A/E enters the submittal into Proliance and returns the hard copy to the PMT PM with the marked-up reproducible and the required copies. One copy will be kept in the PMT PM's files and the other will be provided to the Inspector, if applicable.
- The PMT PM will log in the submittal from the A/E.

- The PMT PM will log out the submittal to the contractor and file the original copy.
- The PMT PM is responsible for tracking the submittals and will continually review the log and remind the contractor and/or the A/E in writing of delinquent submittals or resubmittals.

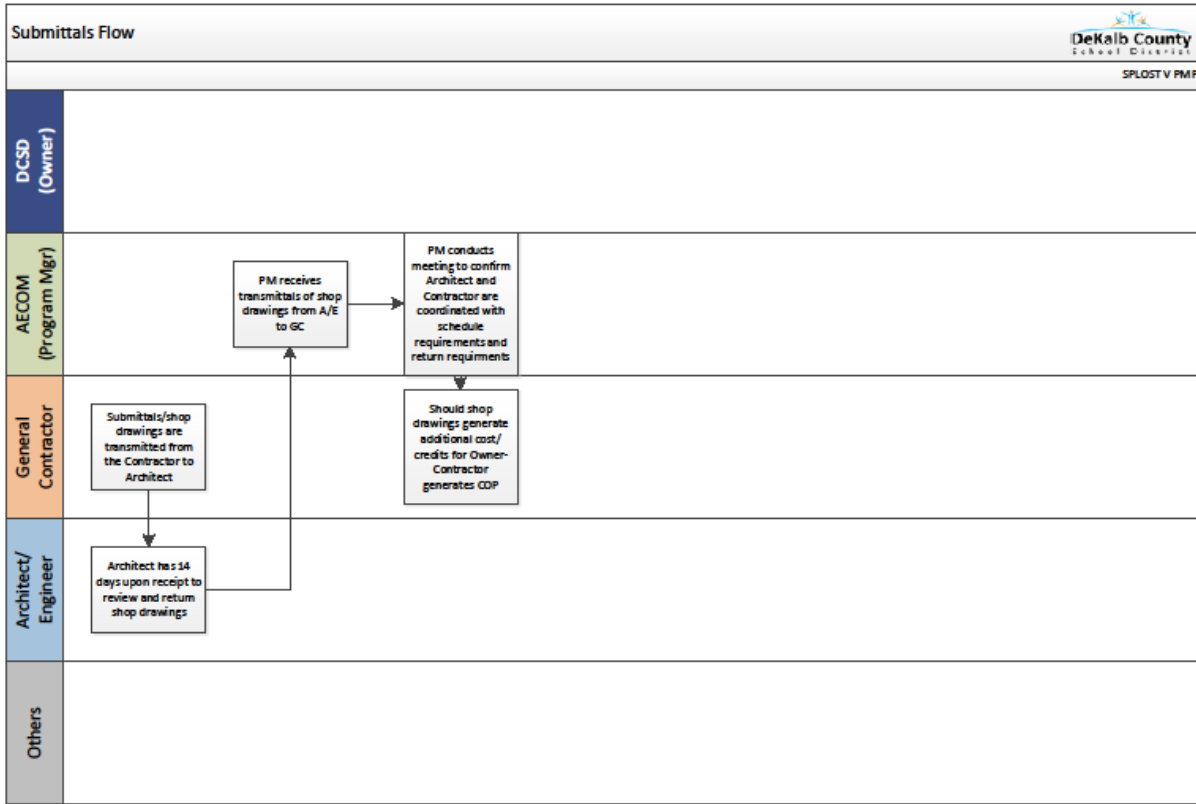
For contracts exceeding \$1 million:

- The Contractor will input the submittal data directly into Proliance.
- The submittal data will be processed by the Architect.
- Notification of Architect's review is issued by Proliance to responsible parties

9.0 USE OF SUBMITTALS/SHOP DRAWINGS

The approved shop drawings should be used and readily referenced by the PMT and DAT Team field personnel and inspectors. The PMT and DAT Team field personnel and inspectors should note any approvals that have been made which contain omissions and deviations to the contract requirements, and refer the issue to the PMT PM.

Program Procedures Manual (PPM)



7-CON-0080: Request for Information (RFI)

The RFI procedure is used to document all questions about the contract documents received from the contractor and the related response by the A/E (or others). It may also be the precursor to potential COs or disputes and is therefore central to the project control system.

Monitoring the RFI process is the responsibility of the PMT PM. The contractor is responsible for initially issuing an RFI upon discovery of a problem or question. However, the PMT PM or A/E may, at times, also issue RFIs. The responsibility for furnishing an answer to the RFI generally lies with the A/E.

1.0 RFI DOCUMENTS

Both the contractor and the PMT PM must be thoroughly familiar with the general conditions, supplemental conditions and Division One requirements of the contract documents that relate to the Clarifications and/or RFI. These documents will specify the procedures, contractual notification requirements, and allowable response time by the A/E.

Should the contractor discover conflicts, omissions or errors in the contract documents, or have any questions concerning interpretations or clarifications of the contract documents, or if it appears to the contractor that the work to be done, or any matter related thereto, is not sufficiently detailed or explained in the documents, then, before proceeding with the affected work, the contractor shall immediately notify the PMT PM in writing and request information / clarification or additional detailed information concerning the work using the RFI form.

2.0 PROCESS

For contracts of less than \$1 million:

- The Contractor will provide the RFI form and will consecutively number each RFI. The contractor, A/E and PMT PM will have assigned blocks of numbers.
- The Contractor is responsible for processing the RFI and shall enter the RFI on an RFI log that indicates, at a minimum, the following information:
 - o RFI number,
 - o Description,
 - o Specification/drawing reference,
 - o Originator and date received,
 - o Requested date response (from the A/E),

- o Date the response was received from the A/E, and
- o Date response was sent to the originator.
- The Contractor will date stamp the RFI and provide a copy to the official file.
- The Contractor will issue copies to the PMT PM and the A/E.
- The PMT PM will screen the requests for clarity to evaluate whether the documents answer the question without the need for clarification and / or if the contractor is using the RFI appropriately (not for solving the contractor quality problems, requests for time or changes, etc.). The PM will also work with the contractor to find potential solutions, which will be suggested to the A/E.
- If the RFI is critical in nature, the resolution will be addressed via telecopy or telephone. The RFI will be annotated accordingly, and the A/E will follow up with a signed copy.
- Once the RFI has been transmitted to the A/E for response, the PMT PM will monitor the response time of the A/E. The A/E will enter the RFI in Proliance. If the A/E is taking time in excess of that prescribed by the contract documents or is needed by the contractor, the PM will notify the A/E verbally and follow-up with a written reminder.
- Upon receipt of the response, the original is entered into the log. The PMT PM will review the A/E response for general appropriateness and will make a note of any cost or time impacts generated as a result of the RFI.
- At the working status meeting, the PMT PM will review the RFI log with the contractor and A/E.
- If the response is appropriate, the original will be placed into a unique PCO file if the response constitutes potential extra or deleted work.

For contracts of more than \$1 million:

- The entire process will be performed electronically using the Proliance software. Note, however, that one should not lose control of the review required by the PMT PM due to the ease of interactive exchange of information.

3.0 COMMENTS

The CIP Team PM should be aware that the RFI process may be used by a contractor as a tool to generate change orders or claims. Be aware of an excessive number of RFIs and/or an RFI where the questions are either unclear, can be answered by the contract documents, or are in any way self-serving to the contractor.

Since the contractor may use the RFI process as a tool to generate change orders or

claims, the RFI processing time by the A/E is critical. The specific or general conditions should prescribe a turnaround time by the A/E. If no time is given, a "reasonable" time is the rule. One suggestion is to establish a turnaround time with the A/E and contractor for an average RFI. One should also be conscious that construction schedule constraints may dictate the required turnaround time.

Many times, the RFI is the start of a CO or dispute. One should carefully review the A/E's response to determine if a change should be issued. Some A/Es will state that any RFI is a minor change, but their answers will require a major change in scope. The PMT PM should cross-reference all changes or disputes and RFIs.

7-CON-0090: Quality Control

The purpose of this section is to establish responsibilities and procedures for Construction QC for a project. The goal of Construction QC is to complete the construction in accordance with the requirements of the contract documents, with documentation to verify that such compliance was achieved. The procedure applies to the work of all construction contracts from the commencement of the work until project completion and final acceptance. This procedure establishes the level of documentation required, the frequency of inspection for various project components, the level of contractor participation, and other QC-related activities.

Project Manager

PMT Team The PMT PM shall be responsible for being onsite four (4) hours a day during construction for major projects and at regular intervals for smaller projects. The PMT PM will help coordinate all the parties related to the project, including Contractor, A/E, District, utilities, local agencies, etc. During those four (4) hours, the PMT PM will walk the construction site and document in a Daily Report any discrepancies observed and notify the A/E, Contractor, and the District.

QA Manager

DCSD The QA Manager audits all aspects of the project on a periodic schedule. The QA Manager is not responsible for the inspection of the project. The QA Manager will document any discrepancies observed and notify the PM, A/E, Contractor, and District.

A/E's Construction Contract Administrator

A/E The A/E's Contract Administrator is responsible for confirming that the Contractor is constructing the project per the construction documents. The A/E's Contract Administrator will make inspections as necessary to verify contractor's compliance.

General Contractor / CMAA / Design-Builder (the 'Contractor')

- Contractor The Project Manager and/or Construction Manager for the Contractor provides front line execution of QC requirements and is responsible for confirming that all elements of the contract work conform to the plans, specifications, applicable standards, and other project requirements. The Contractor's PM directs QC inspection responsibilities include:
- Contractor
 - Monitoring the performance of the testing agency

 - PMT PM
 - Verifying that re-inspection, necessitated by a failed first inspection, is properly documented by the Contract Administrator (such documentation will permit back-charges to the responsible contractor as provided for in the contract)

 - Contractor
 - Providing support as necessary to confirm effective lines of communication between the District's operations, "code" inspectors and the PM

 - Contractor
 - Developing an inspection plan for each component of the project (this will include a checklist of items to be inspected; extracted from the contract documents and from industry codes and standards referenced in the specifications)

 - Contractor
 - Preparing inspection reports documenting the results of the inspection of all elements of the project

 - A/E
 - Notifying the contractor of non-complying work and judging whether instructions to remedy non-complying work have been satisfactorily addressed by the contractor in a timely fashion

 - A/E
 - Issuing Notices of Noncompliance (NNC) in cases where noncomplying work remains uncorrected, and tracking resolution of NNCs

 - A/E
 - Managing special inspection and material testing activities, and coordinating with "code" inspectors

 - A/E
 - Monitoring the jobsite to verify that special inspection is continuous where required, and that an adequate number of special inspection staff is present, depending upon the extent and complexity of the project

 - A/E
 - Confirming that all special inspections required by the approved plans and specifications, and required by code, have been performed

 - Contractor
 - Scheduling the work of the special inspectors, following a request for inspection from the sub-contractor. Adequate notice shall be provided so that the special inspector has time to become familiar with the project

 - Contractor
 - Retaining at the job site all special inspection records and providing these records for review by code inspectors upon request

 - Contractor
 - Maintaining a "photo" record of all tests and/or nonconforming items

 - QA Manager
 - Assembling the record QC and special inspection files.

 - Contractor
 - Code Inspections: Confirming that the contractor understands and abides by the provisions of the Uniform Building Code (UBC). This includes allowing adequate notification for inspection, confirming that the work to be inspected is accessible

and exposed, and verifying that the work to be inspected has passed the PMs preliminary inspection and is ready to be inspected by code inspector(s)

- Contractor
- Providing competent, qualified QC inspectors who meet the inspection certification requirements (if any)

Design Consultants

- A/E
- Specifying all required QC inspection and testing requirements, and referencing applicable codes
- A/E
- Making periodic site observations in accordance with the terms of the agreement for professional services and at a frequency commensurate with job progress and significant, scheduled milestone dates
- A/E
- Responding to field discrepancies and assisting the PM to determine the acceptability of the remedial process for deficiency correction
- A/E
- Supporting the CIP Team PM, as required

Contractor

The contractor shall be cognizant of the special inspection requirements of the codes having jurisdiction, and shall be responsible for the following:

- Notifying the special inspector of the type of test or inspection desired, and the date the test or inspection is required;
- Providing samples of materials to be tested, in accordance with the provisions of the project specifications; and
- Providing the special inspector with approved contract documents.
- Requesting inspection by the special inspector. This can be done with 24-hour notice, and with the understanding that small portions of the work requiring inspection may still be in progress, but are expected to be completed prior to the code inspection to follow;
- Requesting inspection by code inspectors on work that the special inspectors have conditionally approved;
- Making the craft superintendent of the trade whose work is being inspected available to the PMT PM and code inspectors for a walk-through inspection. Hearing first-hand the PM special inspectors' and the code inspectors' comments, and being able to enter into a dialog with them, will help generate a spirit of teamwork; and,
- Providing safe access to the work to be inspected and maintaining the work to be in an exposed condition.

Special Inspectors

Special inspector(s) shall report to the PMT PM and A/E and perform tasks and inspections as contracted by the PMT PM and as required by code and the contract documents. The special inspectors' duties and responsibilities include:

- Observing work for conformance with approved contract documents, and applicable workmanship provisions of the applicable code(s). Design Consultant reviewed shop drawings and/or placing drawings may be used only as an aid to inspection;
- Reporting nonconforming items to the immediate attention of the contractor, the A/E's Contract Administrator, and the PMT PM and noting all such items in the daily report. If any item is not resolved in a timely manner, or is about to be incorporated into the work, the special inspector shall immediately notify the PMT PM; and,
- Providing timely reports of each inspection visit.

QC Reports and Records

The Contractor, A/E, and Special Inspectors shall maintain a reporting system with the following primary components:

Daily Reports

A Daily QC inspection report shall be created within Proliance by those parties having access to the system. Those parties that do not have access to Proliance shall create reports prepared at the end of each working day that contain, at a minimum, the following information:

- Report number (consecutively numbered for each person reporting)
- Date and day of report
- Project name and contract number
- Name of contractor or sub-contractors whose work was specifically involved
- Identification of all non-complying work encountered
- References to the requirements in codes and/or contract documents
- Additional data related to the inspection performed, including, as applicable: Description of work in progress, any specific testing or documented QC procedure used, reference to specific testing reports, reference to documentation of any plans and schedule for remedial action

Daily QC Reports should be promptly reviewed by PMT PM with the following actions taken:

- Any item requiring supervisory attention should be attended to promptly and so noted on the inspection report
- Modifications to the original report shall be noted and initialed by the supervisor at time of review
- One copy of each report should be sent offsite for safe storage
- Information contained in the Daily QC Reports shall be summarized as appropriate, to be included in the agenda topics for the weekly QC meeting

Video Inspection

As determined by the needs of individual projects, video recording may be used for construction inspections.

Notice of Non-compliance

The NNC is a tool to track those items constructed or installed by the contractor that are not in compliance with the contract plans, specifications, or codes. The NNC should be issued only after first notifying the contractor of the deficiency, either verbally or in writing, and after determining that corrective action has not commenced as anticipated, or as first agreed-to by the contractor.

Weekly QC Meetings

The Contractor shall chair weekly QC meetings at the jobsite offices. Attendees should include:

- Contractor's PM, Superintendent, QC Manager, Safety Manager
- A/E's designated staff representative; and
- Structural Engineer of record (during the steel erection and welding phase of the work, and as required by UBC – Structural Observation)
- PMT PM

The QC meeting agenda shall include:

- A review of QC inspection activities during the preceding week, including any special inspections, code inspections and third-party inspections;
- Schedule activities and forecast of inspections anticipated to be needed for the following two-week period, including a review of all inspections listed in the specifications for work scheduled to be performed during this period;
- A review of key inspection point and issues for activities for the following two-week period;

- A review of identified, non-complying work; and
- Review status of unresolved NNCs.

Typically, QC meetings are held on the same day as, and immediately before or immediately after, the weekly progress meeting, enabling attendees for both meetings to make the best use of their time.

7-CON-0100: Daily Inspections & Reports

Daily inspections are the responsibility of the Contractor. The A/E is responsible for confirming that the project is being constructed per the contract documents. The PMT PM will dedicate four (4) hours on-site per day for major projects. The PMT PM is not responsible for inspecting the work. The PMT PM will ensure that a Daily Report is submitted for each workday.

7-CON-0110: Field and Laboratory Testing

Testing is required to determine conformance with plans and specifications. Testing services are provided by testing engineers or testing laboratories under separate contract to the District. The PMT PM does not usually perform tests; the PMT PM will administer this process on behalf of the District. This procedure is to establish the methods for procuring and administering services and define the nature and extent of testing.

Requirements for testing shall be as specified in the construction contract documents. Based on the PMT PM contract, the PMT PM may be responsible for defining the scope and nature of the testing to be performed, the solicitation of proposals, the evaluation and recommendation for testing services based upon the proposals, and administration of the testing agency's contract. Alternatively, the PMT PM may administer a testing agency contract provided by the District. Generally, it is the responsibility of the PMT PM to solicit for testing services and administer the testing services.

1.0 PROCUREMENT OF SERVICES

The testing services contract may be issued by the District (which is preferred) or by the PMT. If the District issues the contract, following is a procurement outline:

- The PMT shall review construction contract and the specifications to determine the required testing services (surveying, geotechnical, structural, etc.) and the scope of work required from of each testing agency.
- A Request For Proposals (RFP) shall be prepared based on the construction contract scope of work. The format of the RFP will be prescribed by the District. The contract will be an "on call" or indefinite quantities contract, which describes the tests to be performed and the estimated quantities of each test, which are to be

priced. The award will be based on the aggregate total of tests, quantities, and price. The services will be ordered as needed during construction.

- Proposals should be solicited from not less than three (3) qualified testing agencies for each type of testing.
- Upon receipt of proposals, each shall be reviewed to confirm that it is consistent with the scope of work. Once the proposal is found to be consistent with the RFP request, the prices shall be evaluated. The findings shall be tabulated and a recommendation for award of contract and an agreement shall be made.

2.0 ADMINISTRATION

When the agreement has been executed, names and phone numbers of the testing firm's "contract" persons and supervisors shall be provided by the testing agency(s). The scope of services shall be reviewed with the responsible DAT and PMT members. The method for reporting the test findings and the distribution of those findings shall be established with the testing agency. The PMT PM will be responsible for uploading the reports into Proliance.

Testing will be performed as ordered by the PMT PM. A procedure must be established with the construction contractor for the contractor's requests for tests. The following procedure is suggested:

- A request for testing form should be used.
- The Contractor will use its own form or the PMT form to request the testing services.
- The contractor shall describe the test and the date that the test is required.
- The request will be made by the contractor at least 48 hours in advance of the required test date.
- The testing agency will be provided with a copy of the testing request. The testing agency will provide copies of the test results to the contractor, the A/E, and PMT PM. The PMT PM will be responsible for uploading the reports into Proliance.
- The testing firm will be provided with a copy of the approved request form to be included with the testing firm's monthly billing.
- The PMT PM shall review the testing agency's billings and recommend payment to the District.

The Chief Inspector, or other designee, shall determine when the services of a testing agency are required in the field. When possible, PMT inspection personnel shall accompany the testing agency personnel on-site, verify that the testing agency understands the work to be performed, and note the arrival and departure time of the testing agency personnel in the daily inspection report.

The A/E shall review the findings of the testing agency and verify that the results are in

conformance with the contract documents. If the results are not in conformance, the A/E shall issue a Notice of Non-Compliance to the contractor.

7-CON-0130: Notices of Non-Compliance to the Contractor

The Notice of Non-Compliance (NNC) is a tool to track those items constructed or installed by the contractor that are not in compliance with the construction contract plans and specifications for that particular project.

It is the joint responsibility of the DAT, PMT staff, and the A/E to review the constructed work to confirm that it complies with the minimum standards of acceptability as defined in the contract documents. PMT and A/E personnel have the responsibility to notify the contractor of non-complying work and to ascertain whether instructions to remedy non-complying work have been satisfactorily addressed by the contractor in a timely fashion. If not, a formal NNC must be completed by the inspection staff for review and signature by the PMT PM.

1.0 NNC ISSUANCE

When a deficient item of work has been identified by the DAT, PMT or A/E Teams and not satisfactorily addressed by the Contractor, a formal NNC will be issued. The notice is a two-part form for (1) documenting the deficiency and (2) documenting the response by the contractor.

2.0 NNC CONTENTS

The notices will be consecutively numbered and contain, at a minimum, the following information in Part One:

- Number of NNC,
- Subject of NNC,
- Specification and contract drawing reference,
- Corrective action required,
- Signature of PMT PM,, and
- Date of transmittal to contractor.

3.0 NNC Log

The notices should be entered on a NNC Log, which will contain, at minimum, the following information:

- Number of notice,

- Subject of notice,
- Date issued to contractor,
- Contractor's estimated date of repairs to correct deficient work, and
- Date of contractor compliance (if applicable).

4.0 NNC Log Book

A copy of the notice should be placed in an NNC Logbook and uploaded to Proliance for future reference.

5.0 CONTRACTOR RESPONSE TO NNC

The contractor is to notify the PMT PM and A/E of the intended method of correction by filling out the second part of the form. The response should also be filed in the NNC Logbook and uploaded to Proliance.

6.0 NNC COMPLETION

When items of non-compliance have been satisfactorily addressed by the contractor, a written confirmation of compliance should be prepared for the PMT PM's signature and transmitted to the contractor. A copy of the confirmation of compliance should be filed with the NNC in the logbook for future reference.

7.0 UNRESOLVED NNCs

As the project approaches completion, all unresolved NNCs shall form part of the final punchlist for project closeout and final inspection.

7-CON-0131: Notices of Non-Compliance to the DCSD Chief Operation Officer

The PMT PM will issue formal notice to the DCSD COO per the Master Agreement for Program Management Services between AECOM and DCSD.

Once a notice is identified, it will be sent to the COO and cc: via email to the appropriate parties.

The COO will send the notice to Director of Design & Construction, who will forward to the assigned Executive Assistant who will then make a color copy, upload into Proliance, and distribute the notice to all appropriate parties.

7-CON-0140: Project Progress Photographs

The purpose of this procedure is to provide guidance for taking, or arranging for the taking of photographs, during the construction phase of projects. Project photographs are used to obtain adequate photographic records of the progress of work, help settle disputes, mitigate claims, and promote good public relations. Good judgment in the selection of the subject and the timing of the photographs must be used so that the photographs will be useful for these purposes.

The primary responsibility for photographs lies with the Contractor. This responsibility may be delegated.

1.0 PHOTOGRAPHY AND FILE MAINTENANCE

- Planning and selecting the subject of each job photo to confirm relevancy and usefulness for its intended purpose
- Lighting and composition of photos is used to confirm good quality photos
- Photos shall be uploaded to Proliance under the Facility name in the Catalog Card folder. Photos shall be labeled by school, date, and location.
- necessary film and arranging for photo processing
- Organizing, indexing, and protecting the negatives and prints
- The PMT Program Director shall recommend photos to District Communications or internal Marketing Department, as required, for claims or publications, respectively.

2.0 SUBJECTS AND TIMING

Construction progress photos should be taken at intervals not exceeding one month in order to provide a proper photographic record of the construction. Other photos will be taken as needed to serve the purposes of such photos as discussed below. No photos shall be taken of students' faces. Good subjects for photos include:

- Areas that visually indicate progress of the work
- Unusual events or construction techniques
- Accidents or damage
- Unsafe or hazardous working conditions
- Before and after pictures of areas where changes are made
- Areas where disputes may be expected
- Images that will lend themselves well to public relations uses

3.0 PROCUREMENT OF EQUIPMENT

The PMT PM should procure equipment in advance of needs. If camera equipment is determined to be the desired system the PMT PM shall locate equipment, film purchases and photo processing. Specific issues related to procurement, include:

- The acquisition of the photo or video equipment will be accomplished within project or annual budgets. When funds are available in either the project or annual budget, the PMT PM will arrange to purchase or rent the equipment.
- Digital photography is preferred for most project photos. Instant picture cameras will be used in situations where necessary.
- Larger projects may require audio-visual recording of construction progress and problem identification more frequently than monthly intervals.

4.0 PROTECTION OF EQUIPMENT

- The PMT PM should provide safe, secure storage for equipment assigned to the project between periods of use in the field.
- An accurate inventory and checkout system for each piece of equipment should be maintained. Inventory records are to record the custodian, equipment identification, date of issue, condition of issue, date of return, condition of return, and custodian's signature.
- PMT PMs are responsible for the care and protection of the camera equipment assigned to them. Should any loss or damage occur to the equipment, it should be reported as soon as it is discovered.
- It is not intended that personnel use their personal photo equipment, but it will be allowed with the express understanding that it will be at their own risk, and that the PMT will not be responsible for loss or damage to such personal equipment.

5.0 PHOTOGRAPHIC SERVICES

- The services of a professional photographer may be warranted on some projects.
- The PMT PM should consider requesting a photographer's services when it is important that detailed, well-composed pictures be available for purposes such as disputes/claims, critical situations, display, or public relations. Requests should be made well in advance of the desired time to confirm availability of the photographer.
- In some cases, providing photographic services may be a requirement of the construction contractor's general conditions.

6.0 PHOTOGRAPHIC PRINTS

- If prints are maintained in addition to digital files, the normal size print for project use will be 4" x 6".
- All digital photos must be maintained, indexed digitally and digitally filed in chronological order and uploaded into Proliance.
- If photos for a special presentation are envisioned, consideration should be given to using computer projection of the digital photos.

Photos taken in connection with a dispute or claim should also be kept in a separate disputes/claim file for each. The files or negatives from these photos should also be backed-up on a PMT secure server, indexed and filed as described above.

7-CON-0160: Project Closeout

The purpose of this section is to provide a general summary of the requirements and the administrative procedures necessary for closing out a construction project. It establishes the steps to be taken and ties together the procedures for substantial completion, final completion, and recommendations for acceptance of the project by the District. It also provides a framework for discussion of related separate procedures explained in the following sections, including record documents, O&M data, warranties and guarantees, final inspection and punchlists, final payment, liens, and completion certification.

The A/E is primarily responsible for initiating and monitoring project closeout. The A/E will rely on project staff members for preparation of the various closeout elements.

1.0 PROJECT CLOSEOUT

Basically, project closeout can be separated into three parts: substantial completion, final completion, and closeout/acceptance recommendation. In addition, the recommendation for acceptance includes requirements for: Time Analysis, Contractor Claims, Claims against the Contractor and Withholdings, Record Documents, Instruction and O&M Data, Material Spare Parts and Keys, Changes, Omissions and Defects, Certification of Completion, Final Payment, and Warranties and Guarantees, and Testing and Startup. The following procedures will outline the steps to be taken by the Project Team.

2.0 SUBSTANTIAL COMPLETION

- When the work is substantially complete, the contractor is usually required to submit to the A/E the following items:
 - A written notice stating that the work is substantially complete;
 - A detailed and comprehensive list of all items to be completed or corrected; and

- The certification that the equipment has been tested, is operational, and that the required training has been provided. Substantial completion has been achieved if a project can be used for its intended purpose. It is not the completion of an established percentage of the work.
- After receipt of the contractor's notification, the A/E will schedule a substantial completion inspection to determine whether or not the project is ready for the punchlist inspection. Should the A/E determine that the work is incomplete and does not warrant a punchlist inspection, the A/E will:
 - Notify the contractor in writing that the work is incomplete, and
 - Require the contractor to promptly remedy the deficiencies and to provide a second notice of substantial completion. The A/E should attach a timeline for the remedy of the deficiencies.
- When the A/E determines that the work is ready for the punchlist inspection, the A/E will arrange for inspection by PM personnel and representatives of the A/E and of the District as necessary. It is recommended that a representative of the contractor be present during the punchlist inspection.
- The A/E's Inspector and representatives of the A/E will prepare a coordinated punchlist and determine which items should be completed by the contractor to achieve substantial completion. The A/E shall assign a dollar value to each item on the punchlist.
- The A/E will transmit the punchlist to the contractor, listing all omissions and defects and noting the items that must be completed to achieve substantial completion. The A/E will also transmit the punchlist to the PMT PM for uploading into Proliance.
- Once the punchlist items have been completed, the A/E will prepare a certificate of substantial completion and will attach a list containing the balance of the punchlist items to be finished for the final completion. Other items that do not conform to contract documents may be added to the list at any time when found by the A/E, the DAT and/or the PMT team.
- The A/E will have deficiencies remedied throughout the construction period, not just at the end of the construction phase. The goal is to ensure that the number of punchlist items is as low as possible near the completion of the project.
- Issuance of the certificate of substantial completion will determine the end of the construction contract time and will be defined as "Actual Contract Completion" as compared to the original contract legal completion. Any assessment of liquidated damages terminates at substantial completion.

3.0 FINAL COMPLETION

- When the contractor considers the work to be complete for final inspection, the contractor shall submit written certification that:

- Contract Documents have been reviewed.
 - Work has been inspected for compliance with the Contract Documents.
 - Work has been completed in accordance with the Contract Documents.
 - Work is completed and ready for final inspection.
- The contractor shall submit a certified copy of the final punchlist of itemized work to be completed or otherwise resolved for acceptance, endorsed and dated by the A/E and the contractor.
- After receipt of the above, the A/E will schedule a final inspection with the representatives of the A/E's and District's staff to determine whether or not the project is ready for final inspection. The review shall consist of verifying that the remaining punchlist items from the Substantial Completion inspection have been completed.
- Should the A/E find the work to be incomplete, the A/E shall advise the contractor in writing that the work is not acceptable. The contractor may be assessed for additional inspection costs.
- The contractor shall send another Certificate when the work is complete.
- After the A/E and the A/E have completed the final inspection, and when the A/E finds that the work is complete under the Contract Documents, the A/E shall determine the "Date of Final Completion" and notify the contractor, the District, and the A/E. The contractor shall proceed to prepare for closeout/acceptance and shall make final closeout submittals.
- Issuance of the notice of final completion will determine whether retention may be released as approved by the District.

4.0 CLOSEOUT/ACCEPTANCE RECOMMENDATION

Prior to acceptance by the District, the contractor shall:

- Submit a statement showing accounting of changes to the contract sum
- Submit warranties, maintenance agreements, final certifications, and similar documents required by the contract documents
- Advise the A/E of pending insurance change-over requirements
- Obtain and submit releases enabling the District's full and unrestricted use of the work and access to services and utilities, including, where required, occupancy permits, operating certificates, and similar releases
- Provide all release of liens and claims from subcontractors and suppliers
- List all outstanding claim issues that will be litigated (see below)

- Submit final record documents, maintenance manuals, damage or settlement surveys, property surveys, and similar final record information as required by the contract documents
- Deliver tools, spare parts, extra materials, and similar physical items to the A/E
- Make final change-over of locks and forward keys to the A/E and advise the District's personnel of change-over in security provisions
- Remove all temporary facilities and services, along with construction tools and equipment, mock-ups, and similar elements
- Prepare final Application for Payment in accordance with the General Conditions and the Specifications

The contractor shall provide a final completion report which shall consist of the following:

- A summary time analysis providing a justification for any time extensions being requested which have not yet been approved;
- A summary of all potential claims from the contractor against the District. Attach copies all claims made to date and new claims which are being submitted;
- A copy of all record documents and /or transmittals of record documents previously submitted;
- A copy of O&M manuals and/or transmittals of O&M manuals previously provided;
- A copy of all training information and the dates on which the training was provided to the District;
- All materials, parts, and keys and/or a copy of transmittals of items previously provided to the District;
- A copy of the punchlist with all items signed-off by the A/E;
- A release of all liens from the subcontractors and suppliers;
- Contractor's request for final payment;
- Additional copies of all warranties and guarantees; and
- Documents confirming all final testing and start-up operations which were conducted.

After acceptance of the work by the District, and after the proper time has elapsed, the final payment will be made (less any outstanding items).

The acceptance recommendation report will be signed by the A/E and transmitted to the District. The District will process the certification of completion and issue the final payment to the contractor noting any final deductions. Upon the receipt of the final payment, the contractor usually has a specified time for initiating any final claim action concerning the deductions/withholding and/or other unresolved claim issues.

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Closeout

8 CLS

0: Background/
Introduction

1: Program Staffing:
Organization and Roles

2: Program Management
Controls Strategy

3: Program/ Project
Communications Plan

4: Procurement

5: Pre-Design

6: Design

7: Construction

8: Closeout

9: Safety/Security

Included in this Chapter are:

8-CLS-0010: Warranties & Guarantees

8-CLS-0020: 6- & 11-Month Warranty Walk

8-CLS-0030: Operations / Maintenance Manuals

8-CLS-0040: Training

8-CLS-0050: Punchlist

8-CLS-0060: Release of Liens / Stop Work Notices

8-CLS-0070: Record Drawings

8-CLS-0080: Substantial Completion Certificate

8-CLS-0090: Final Completion & Recommendation for Acceptance

8-CLS-0100: Final Payment

8-CLS-0110: Financial Closeout

8-CLS-0010: Warranties and Guarantees

The following procedure is intended to confirm that all warranties and guarantees are in force in accordance with the contract, and that all warranty work is performed as required by the project specifications.

It is the responsibility of the contractor to obtain and submit warranties and to perform warranty work as specified by the contract. The PMT Project Manager is responsible for verifying that the contractor has fulfilled the warranty submittal provisions of its contract and for coordinating any work required to remedy items under warranty.

One month prior to the forecasted substantial completion date, the PMT PM will transmit a letter to the contractor notifying the contractor of the contract requirements for warranty/guarantee submittals (as further indicated in the contractor's submittal scheduled). The PMT PM will review the project specifications and prepare a list of required warranties by which to monitor the contractor's compliance with the warranty submittal provisions.



The contractor will submit warranties/guarantees within the time specified by the contract and prior to issuance of the final payment. The PMT PM should take this opportunity to confirm that all letters of certification required either during the submittal or field installation processes have been provided by the contractor.

The warranty period is initiated at the date of substantial completion. If during the warranty period any work is found to be defective or not in accordance with the contract requirements, the PMT PM will notify the contractor in writing of its responsibility to perform corrective work in accordance with the contract provisions.

In the event of the contractor's non-compliance with the contract requirements to perform warranty work within a set period of time, the PMT PM will arrange for the work to be performed by another contractor or by the District's forces. The PMT PM will arrange for cost reimbursement by the responsible contractor through a deductive CO or other means agreed to by the District's legal representatives.

In some cases, the warranty period will exceed the duration of the PMT PM's contract with the District. The PMT PM shall prepare the District in those instances by providing the District with copies of all warranties and familiarizing the District with the warranty provisions of the contract and will also provide the District with the closeout submittal list of all warranties, including telephone numbers and addresses of all contractors performing warranty work.

The form, below, is used by the PMT PM for warranty work requests (WWR's) to the Contractor for warranty work to be performed.

Warranty Work Request (WWR)

School: _____ WWR No: _____

Project Name: _____ Project No: _____

Project Manager: _____

Issue Reported by: _____ Date Reported: _____

Location, Bldg: _____ Room: Corr 850 Unit: _____

Description of Issue:

Previous Complaints for this Issue: 0

Company Investigating Issue:

Name: _____ Phone: _____

Technician Investigating Issue:

Name: _____ Phone: _____

Date of Response: _____

Findings of Technician:

Action Taken:

Issue Resolved: Circle Yes / No

Date of Resolution: _____



8-CLS-0020: 6- and 11-Month Warranty Walk

The PMT Team shall:

- Notify all applicable parties, 5 or 10 months (as applicable) after substantial completion that a warranty walk will occur in the upcoming month.
- Capture any historical records of any call-backs over the 11-month period by the individuals in attendance at the warranty walk.

- Utilize an 11-month warranty signoff checklist for all in attendance.
- Get all in attendance to sign warranty checklist.

The form, below, is used by the PMT PM for 6-Month and 11-Month warranty walk-throughs.

undersigned shall, upon receiving written notice, correct the defective work at no additional cost to the Owner. Should any defects be identified during this walk through that would extend the warranty period until the work is corrected per the contract documents. See attached sheet to reference notes for any defects noted during this walk through.

6-Months - Warranty Site Inspection:

ITEM	COMMENTS

11-Months -Warranty Site Inspection:

ITEM	COMMENTS

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8-CLS-0021: Warranty Log

All warranty requests received by PMT Team need to be tracked and inserted into the below sheet per project.

WARRANTY / ISSUES LOG															
POST SUBSTANTIAL COMPLETION															
SCHOOL/FACILITY NAME															
PROJECT NUMBER XXX-XXX															
Item #	Description	Location (Ex - Room 925)	Who Identified	When Identified	Type of Action Required					Primary Contact	Primary Contact Phone Number	Responsible Party to Complete Item	Date Contractor Contracted	Date Completed	
					Punchlist	Warranty	Maintenance	Added Scope Owner	Added Scope Other						Other
Example	Roof is leaking in the MR corner of building	25 Side of Fenwick, MR South of Pergolet in MR corner of building	Principal	1/1/2014		Yes					URS PM	222 222 2222	Contractor PM	1/2/2014	1/2/2014
1															
2															
3															
4															
5															
6															
7															
8															
9															
10															
11															

1. Does this document exist?

2. Description of Action Required Items:
 Punchlist - items that were already on a punchlist which haven't been completed
 Warranty - new items that are the responsibility of the contractor to repair/replace
 Maintenance - items that are typically the responsibility of the owner's maintenance department. *Caution - some items that you may think are maintenance are the responsibility of the contractor (sometimes filter replacement for first year)*
 Added Scope Owner - Owner wants to change a room from one use to another
 Added Scope Other - Booster Club wants to add a field house
 Other - Municipality decides that they want something changed (no good example, would probably fall under Added Scope Owner)

3. Primary Contact - should always be the URS PM

4. Responsible Party to Complete Item - This Contractor's PM's name, or the Contractor's Warranty/Punchlist representative

8-CLS-0030: Operations & Maintenance (O&M) Manuals

O&M manuals for materials and equipment are required by the construction contract to confirm that the District understands the function and servicing requirements.

The purpose of this procedure is to provide for the identification, collection, and proper distribution of the O&M manuals, as required by the specifications, for the District's use. This is one of the elements of the project closeout procedure.

It is the responsibility of the PM to confirm that the required O&M manuals are received in a timely fashion, and in the specified format, from the contractor. It is also the A/E's responsibility to review the manuals for content. The contractor and/or subcontractors that are required to furnish these materials will be delineated in the project specifications.

1.0 O&M MANUALS

Both the contractor and PMT PM personnel shall be thoroughly versed with the requirements for providing O&M manuals, as required by the project specifications. DCSD standard specifications Section 01730 requires the contractor to provide three hard copies of the O&M manuals in advance of Owner training and one electronic copy and

three hard copies after A/E approval of the preliminary submittal. This allows the District's operations and maintenance staff to become familiar with the systems and equipment prior to final inspections and training, and to provide comments for the final submission.

Notwithstanding the construction contract requirements, the A/E and PMT PM shall, approximately 90 days before substantial completion or training, prepare a list of O&M manuals required by the specifications. This list shall be organized to provide for easy identification of the documents and the applicable specification section.

The PM shall provide the contractor with this information, citing the applicable specification section requiring submittal of the required operations and maintenance manuals, and establishing a "due date" for the material. This information should also be identified in the contractor's submittal schedule.

Upon receipt of these materials from the contractor, the PMT PM shall either:

- Review the submittal for format, content, and consistency with the specification, or
- Review the submittal for specification consistency and transmit it to the A/E to review the content. If the submittal is found to be unsatisfactory, it shall be returned to the contractor noting the areas of non-compliance.

If the submittal is found to be consistent with the requirements of the contract, it will be transmitted in writing to the District and filed.

2.0 O&M SUBMITTALS

The PMT PM and A/E shall treat the O&M manuals as a "submittal" item. The O&M manuals should be entered into the Submittal Log and processed in accordance with that procedure. The PMT PM may also elect to note defective O&M manuals as a "punchlist" item.

8-CLS-0040: Owner Training

The Contractor shall train the District's personnel regarding operating and maintaining of equipment/systems after the equipment/systems are fully operational for their intended use. Equipment/Systems requiring Owner Training will be specified in the Contract Documents by the A/E. Equipment that may be specified for Owner Training may be, but not limited to:

- HVAC systems
- Fire alarm and protection systems
- Sprinkler system
- Public address and sound systems
- Laboratory/exhaust systems
- Kitchen / School Nutrition equipment

- Telescoping gymnasium seating systems
- Mechanized athletic systems
- Mechanized folding door systems
- Special electrical systems (i.e., stage lighting, dimmers, field lighting)
- Stage curtain and lighting systems
- Elevators and handicapped lift systems

8-CLS-0050: Punchlist

1.0 PRELIMINARY PUNCHLIST

- 1.1 The Contractor shall:
- Prepare an internal punch list prior to the District's final walk.
 - SUBMIT: Internal punchlist to A/E
- 1.2 The A/E shall:
- Develop a "preliminary" punchlist for defined areas or phases of the project. Preliminary punchlist shall not be requested for all areas.
 - SUBMIT: Preliminary punchlist
- 1.3 The PMT Team shall:
- Oversee the creation and completion of the punchlist by the Contractor and A/E.
 - Verify that all items on the punchlist including, but not limited to, defective and incomplete work are brought into compliance with the contract documents to the satisfaction of the District.

2.0 FINAL PUNCHLIST

- 2.1 The PMT Team shall:
- Issue written notice to the Design Consultant if the issued punchlist does not indicate "final and comprehensive" as required by contract.
 - Issue a written weekly report listing the status of all items contained on the punchlist.
 - Work with Contractor to obtain the Certificate of Occupancy and all other matters relating to the District's initial occupation and possession of the project.
 - Review all certificates of Substantial Completion and Final Completion issued by the Design Consultant.
 - Issue written notice to the Design Consultant if submitted certificates are not acceptable.

2.2 The Design Consultant shall:

- Visit the site upon completion of each significant area that is occupied, to confirm the satisfactory completion of the listed items.
- Develop a final punchlist for PMT Team review.

2.3 The Contractor shall:

- Issue a written statement upon completion of all items on the punchlist to the District, copying the Design Consultant and all affected parties.
- Provide the Certificate of Occupancy and the requisition for final payment.

The purpose of the punchlist procedure and report form is to indicate omissions and defects in the contractor's performance and to identify actions that remain to be taken before the project can be accepted.

The punchlist form should be prepared by the inspectors and the A/E. The scheduling of formal punchlist inspections for substantial and final completion is the responsibility of the PM. It is also the responsibility of the PM team to identify that all non-compliance items have been completed and that adequate quality control during the construction process has been maintained to keep punchlists to a minimum.

3.0 OCCUPANCY PERMITS

Where occupancy permits are required, the authority having jurisdiction needs to be included in the inspection procedures. Please see the permitting process summary from the State of Georgia, below:

4/23/2014 LexisNexis® Custom Solution: Georgia Code Research Tool

O.C.G.A. § 20-2-261

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*** Current Through the 2013 Regular Session ***

TITLE 20. EDUCATION
CHAPTER 2. ELEMENTARY AND SECONDARY EDUCATION
ARTICLE 6. QUALITY BASIC EDUCATION
PART 10. CAPITAL OUTLAY FUNDS

O.C.G.A. § 20-2-261 (2013)

§ 20-2-261. Common minimum facility requirements

(a) The State Board of Education shall establish common minimum facility requirements which each public school facility must meet in order to be certified for use in any component of the educational or recreational program of that school. Such minimum requirements shall include those provisions of law or state board policy on matters that relate to fire and physical safety; sanitation and health, including temperature and ventilation; minimum space, size, and configuration for the various components of the instructional program; and construction stability, quality, and suitability for intended uses.

(b) The State Board of Education shall adopt policies and procedures to ensure that each school facility meets minimum standards as determined by state board policy.

(c) A proposed plan of action which includes a list and description of each deficiency and time limits within which such deficiencies are to be corrected must be submitted to the State Board of Education for review and approval. Further, the state board shall have the authority, in accordance with Code Section 20-2-243, to withhold all or part of the state funds in support of this part from any local unit of administration refusing or failing to implement the plan of action for deficiency remediation approved by the state board.

(d) A local board of education shall be exempt from county and municipal assessments and fees for county and municipal building permits and inspections and exempt from county and municipal impact fees.

HISTORY: Code 1981, § 20-2-261, enacted by Ga. L. 1985, p. 1657, § 1; Ga. L. 1987, p. 1169, § 1; Ga. L. 1993, p. 541, § 1; Ga. L. 1995, p. 915, § 1.

Title Note
Chapter Note
Article Note
Part Note

<http://www.lexisnexis.com/hotqpics/gacode/Default.asp> 1/1

8-CLS-0060: Release of Liens/Stop Payment Notices

This procedure is to confirm that mechanic's liens/stop payment notices for labor, materials, and equipment are satisfied prior to project finalization. Release of liens is an extremely critical part of the project closeout procedure.

The primary responsibility for obtaining lien/stop payment notice releases is the PMT PM team member in charge of the contract closeout. On phased construction, it may be the

Assistant PM responsible for the specific contract. On other projects, it may be the responsibility of the PMT Closeout Manager.

1.0 MECHANIC'S LIENS

Mechanic's liens may be filed by all contractors and suppliers for labor, materials, and equipment used in the project. While laws regulate the method and manner of filing mechanic's liens, it is usually required that a preliminary lien notice (Material's Man Notice) be filed for the contractor/supplier to retain their rights to liens and to these monies. A Preliminary Lien Notice or Material Man's Notice is usually accompanied by a statement from the contractor/supplier indicating that the lien notice will be rescinded upon payment of a certain sum of money. That sum of money is typically the current contract billing, less retention.

In the case of public agencies, laws regulate the method and manner by which liens may be filed. Generally, liens cannot be made against a public agency. Instead of filing a Preliminary Lien Notice, the contractor/supplier files a Preliminary Stop Payment Notice. This performs the same function as a Preliminary Lien Notice, in that it protects the subcontractor/supplier's rights should either decides to file a Stop Payment Notice. If a public agency receives a Stop Payment Notice, it must encumber the funds from the prime contract until the Stop Payment Notice is released by the subcontractor.

2.0 PRELIMINARY LIENS/STOP PAYMENT NOTICES/MATERIAL MAN'S NOTICE

- Preliminary Lien Notices, or Preliminary Stop Payment or Material Man's Notices, shall be reviewed by PM staff for accuracy.
- The staff shall file the preliminary notices and provide a copy to the procurement agency representative. It is helpful to set up a spreadsheet of notices received with dates, names, etc. If the notices are filed after materials have been delivered or contractors have executed work onsite the right to lien may be disputed.
- On District projects, the DCSD Procurement Specialist will inform the Contractor that liens may not be filed, but that a Stop Payment Notice may be accepted.

3.0 RELEASE OF LIENS/STOP PAYMENT NOTICES

- Final payment is made upon completion and acceptance of all work and is conditional upon a final release by the contractor. Such releases generally operate to bar all claims by the contractor including all claims for payment.
- As required by the contract documents, the PMT PM shall obtain the appropriate Lien/Stop Payment Notice releases prior to final payment being recommended to the District from all suppliers, subcontractors, and contractor.

- The release of Liens/Stop Payment Notices requires a certification from the contractor and/or subcontractors and or suppliers.

8-CLS-0070: Record Drawings

The purpose of this procedure is to provide a method for confirming that record drawings are kept current throughout the construction phase of the project and are submitted for the District's records in the form and manner dictated by the contract documents after completion of the project.

The primary responsibility for maintaining record drawings and furnishing them to the District after completion of the project lies with the contractor. The PMT PM shall be responsible for confirming that the contractor is adequately maintaining record drawings that accurately reflect the project as actually constructed. The PMT PM shall also confirm that the record drawings are submitted to the A/E, in a complete fashion, in accordance with the requirements of the project specifications.

1.0 RECORD DRAWINGS

The PMT PM shall review the project specifications and become thoroughly familiar with the requirements for record drawings.

During the pre-construction meeting, the PMT PM shall review with the contractor its responsibility to provide and maintain record drawings. The PMT PM shall establish at what intervals of time the contractor's record drawings shall be reviewed. (Typically, this review occurs at the end of the month that precedes the processing of the pay application.)

In accordance with the established timeframe, the PMT PM or PMT PM's designee shall review the contractor's record drawings and determine if they are consistent with the work as actually installed. All bulletins, changes, RFIs, addenda, etc., should be incorporated into the record drawing set, or "posted", as they are received.

At substantial completion, the A/E shall obtain from the contractor the required number of record drawings (as determined by the project specifications), and review them for format, accuracy, and completeness. The A/E shall certify to the District that same are adequate and complete. The A/E shall update the Final Construction Documents to reflect the as-built or record documents furnished by the contractor. The A/E shall provide the District with the final record drawings, called the updated As-Built Final Construction Documents, as per the Contract.

If Proliance has been used to manage the construction process, the contractor will have been able to access the construction documents throughout the construction period. The contractor will "red line" the drawings only. The A/E will make the actual changes. This will occur throughout the construction phase. The A/E will also include any changes which occurred and will issue a complete set of as-built drawings as part of the closeout procedure.

8-CLS-0080: Substantial Completion Certificate

The Substantial Completion Certificate documents the completion of major physical contract work items established the final date to which liquidated damages, if any, are assessed, and summarizes the remaining non-physical work items to be completed prior to final completion and payment.

The Contractor notifies the A/E and PMT PM by letter that the Project is substantially complete. The A/E creates, signs, and issues the Substantial Completion Certificate to the Contractor.

The Contractor reviews and signs the certificate and submits to the PMT PM.

The PMT PM confirms the information on the certificate and forwards the certificate to the Chief Operating Officer to obtain the Superintendent's signature.

1.0 SUBSTANTIAL COMPLETION NOTIFICATION

Upon notification by the A/E, PMT PM, DAT PM and DCSD personnel that a substantial inspection has been performed and that all major punchlist items are complete, the A/E will fill out the Substantial Completion Certificate noting the date of substantial completion.

The PMT PM will forward the Substantial Completion Certificate to the District, thereby initiating the contract acceptance procedure.

Upon notification by the inspection staff and the A/E Team that a final inspection has been performed and that all punchlist items are complete, the A/E will fill out a final Approval for Payment Report certifying to the District that the Project is complete and that the Contractor is entitled to the remainder of the unpaid Contract Price. If the contractor refuses or fails to perform all punchlist items, unilateral withholds will be made and issued as deductive changes. Once any final change orders have been initiated, the Architectural Certification Form can be filled out by the A/E and forwarded to the PMT PM for transmittal to the COO for submittal to the Board for Final Acceptance of the Project.

8-CLS-0090: Final Completion and Recommendation for Acceptance

This procedure establishes the steps to be taken to recommend project acceptance. It involves a Closeout Checklist which documents all elements of the project closeout and indicates to the District to accept the contract as complete. It documents completion of the physical and non-physical requirements of the contract and initiates acceptance procedures by the District.

The PMT PM is primarily responsible for completing the checklist and making the acceptance recommendation. Information for each element of the checklist will be provided by the PMT PM and PMT staff members.

Upon completion of the punchlist items by the contractor and the final inspection, the PMT PM will initiate the closeout report.

1. Closeout Checklist Completion

A Closeout Checklist and Acceptance Recommendation form will be completed by the PM. Attachments in file folders will be referenced to the report by corresponding check boxes, directory names and hard storage locations. Instructions for completing the checklist are as follows.

1.1 Section One: Project Identification

The PMT PM will identify the full project name as well as the District's project number.

Example:

Project Name: John R. Lewis ES – New 900-Seat Prototype ES

DCSD Project Number: 22135

Proliance Proj. Number: 221-423

1.2 Section Two: Checklist items

The PMT PM will review the items required by the checklist as they pertain to the Project. Particular attention shall be paid to the items that list multiple documents under one heading. The PMT PM will indicate which items are present and their current storage location. The electronic items will be labeled to match the checklist and moved to the proper Proliance location.

1.3 Section Three: Personnel Identification

The PMT PM will review the sign-off sheet for proper identification of the required personnel and adjust the document as needed. The PMT PM will sign and date, in the indicated location, recommending acceptance of the Project as complete. Then the document will be forwarded to the PMT Closeout Manager for signature. In turn the PMT Closeout Manager will forward the document to the PMT PM Program Director for signature. And, finally the document will be presented to the DCSD Closeout Manager for signature and acceptance.

SPLOST Capital Improvement Program

Sam A. Moss Center
Tucker, GA 30084
T: 678-676-1371
F: 678-676-1469



Contractor Close-Out Checklist & Sign Off

Project Name:

Project Number:

	Completed
1. Punch List (list of work to be completed or corrected)	<input type="checkbox"/>
2. Warranties	<input type="checkbox"/>
3. Notice to Proceed	<input type="checkbox"/>
4. Final Certifications (AE Insurance Certifications, GC Certifications, Permits, Operating Certifications)	<input type="checkbox"/>
5. Test & Balance Records	<input type="checkbox"/>
6. Demonstration & Training Sessions	<input type="checkbox"/>
7. Subcontractor / Vendor List	<input type="checkbox"/>
8. Request for Inspection with AE	<input type="checkbox"/>
9. Key Maintenance Stock and Spare Parts	<input type="checkbox"/>
10. Certificate of Substantial Completion	<input type="checkbox"/>
12. Final Application for Payment	<input type="checkbox"/>
13. Affidavit of Payment Debits and Claims	<input type="checkbox"/>
14. Affidavit of Waiver/Release of Liens	<input type="checkbox"/>
15. Project Record Documents (Boundary and Topographic Surveys; Red-Line Drawings; Two sets of As Built Drawings; One 11x17 set of As Built Drawings of the final site plan, grading plan, and overall floor plan; Auto cad disk of all Final Drawings; one bound set of Specifications with all Addenda; Subsurface Investigation Reports)	<input type="checkbox"/>
16. Product Data	<input type="checkbox"/>
17. O&M Manuals	<input type="checkbox"/>
18. Certificate of Final Completion	<input type="checkbox"/>

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Print Name	Signatures	Date
Project Manager Sign:		
Close Out Manager Sign:		
Program Director Sign:		
DCSD Close Out Manager Sign:		

8-CLS-0100: Final Payment

The final payment reconciles the amount paid to the contractor with the total contract price and initiates the timeframe specified by the contract for submittal of claims.

The Contractor completes the final payment recommendation and submits to the A/E for approval. Once approved by the A/E, a Final Approval for Payment letter is created by the A/E, which along with the pay request, is submitted to the PMT PM for review. The PMT PM reviews the final payment recommendation and submits it to the District for approval.

1. GENERAL

After the FINAL completion certificate is accepted by the District and the release of liens have been received, the PMT PM will monitor all outstanding non-physical work items until they are complete such as O&M manuals, Owner training, record/as-built drawings, warranties, etc. Upon completion of all contract requirements, or the development of credit changes, the final payment will be initiated.

The final payment is included in the acceptance recommendation package and will contain deductions for withholdings for incomplete work and liquidated damages, if applicable. It will also account for all final COs and releases of retention.

8-CLS-0110: Financial Closeout

This procedure establishes the steps to be taken to close out the Financial portion of the Project after acceptance of completion by the School District. It involves the Project Closeout Procedure as compiled by the Director of Planning & E-SPLOST Programming and staff. This procedure documents all elements of the project and indicates to the District the total completion of the Project.

The PMT PM is primarily responsible for completing the procedures and checklist and submitting the acceptance recommendation. Upon occasion the PMT Closeout Manager will complete the procedures. Information for each element of the checklist will be compiled by the PMT PM and PMT staff members.

Upon completion of the 11 Month Warranty Walk by the Principal, A/E, PMT PM and contractor the PMT PM will initiate the financial closeout report.

1. Financial Closeout Procedure

A Financial Closeout Notebook and Checklist will be completed by the PMT PM and submitted to the Director of Planning & ESPLOST Programming. The Notebook will contain 5 sections: Closeout Checklist, Scope Narrative, Budget Summary, Munis Confirmation, and Contractor Closeout Checklist.

1.1 Section One: Financial Closeout Checklist

The PMT PM will identify the full project name as well as the District project number, and final cost amount.

Example:

Project Name: John R. Lewis ES – New 900-Seat Prototype ES

DCSD Project Number: 22135

Proliance Proj. Number: 221-423

Final Cost: \$30,934,810.67

When sections are completed the PMT PM will indicate, in the check box, that the section items listed are present within the notebook. The PMT PM shall ensure that the items within the notebook shall be copied and uploaded to Proliance in the Closeout Section.

Upon completion of all sections the PMT PM will review the sign-off sheet for proper identification of the required personnel and modify the document as needed. The PMT PM will sign and date, in the indicated location, recommending acceptance of the Project as financially complete.

1.2 Section Two: Scope Narrative

In this section the PMT PM will create a one-page document listing the original project scope, as given to the Architect. Next a detailed paragraph of the actual scope delivered by the contractor. And finally, the PMT PM will create a synopsis of the scope changes caused by field conditions, the District or by outside agencies.

1.3 Section Three: Budget Summary

The PMT PM will supply the final numbers for the following items; Original Project Budget, Final Project Budget, Final Project Expenses, and the remaining project budget. If requested by the District the PMT PM will create a closeout budget reallocation to bring the Project budget to a zero balance.

The PMT PM will fill out the first table shown on the form. This table shows all cost codes for the Project with individual budget dollar amounts and expense dollar amounts for each cost code.

The PMT PM will then fill out the last table which will list all budget reallocations along with a brief description of the reallocation. This table lists the date of the reallocation, the amount transferred, the current Project balance and notes about the transfer.

1.4 Section Four: Munis Confirmation of Expenses & Budget

The PMT PM will print a copy of the current Munis budget report. This report is to

correspond with the budget dollar amounts shown on the Budget Summary.

The PMT PM will engage the District Accounting Manager to obtain a copy of all expenses charged to the Project through Munis. The PMT PM will also ask for a copy of all expenses charged through TERMS if the Project is old enough to be in that system.

1.5 Section Five: Contractor Closeout Checklist & Extras

The PMT PM will insert copies of all executed Contractor Closeout Checklists, along with copies of the executed transmittals for final pay applications for Contractors and A/E's.

1.6 Completion of Financial Closeout Process

The PMT PM will fill out a Design & Construction Transmittal for the Financial Closeout Notebook. This transmittal will be located at the front of Section One.

After the PMT PM recommends acceptance of the Project as financially complete the notebook will be forwarded to the PMT Closeout Manager for signature. In turn the PMT Closeout Manager will forward the notebook to the PMT Program Manager for signature. And, lastly, the notebook will be presented to the DCSD Account Manager, also known as Director of Planning & E-SPLIST Programming, for review, signature, and acceptance by the District.

9
SAF

Safety/Security

- 0: Background/ Introduction
- 1: Program Staffing: Organization and Roles
- 2: Program Management Controls Strategy
- 3: Program/ Project Communications Plan
- 4: Procurement
- 5: Pre-Design
- 6: Design
- 7: Construction
- 8: Closeout
- 9: Safety/Security

Included in this Chapter are:

9-SAF-0010: Program Manager’s Safety Responsibilities

9-SAF-0010: Program Manager's Safety Responsibilities

- The objective of this section is to establish safety and health requirements during the construction phase of projects.
- All employees have responsibility for accident prevention and compliance with corporate and regulatory standards. Primary responsibility for safety program implementation lies with line managers. Specific responsibilities for safety and health related matters are as follows:

1.0 Safety Responsibilities

1.1 PMT Management

Management is responsible for:

- Commitment to the protection of employees and compliance with regulations
- Support for the District and Contractors Safety Program through observation enforcement, budget, and maintaining adequate person protective equipment (PPE).
- Only accepting work that can be performed safely and stopping work that is unsafe.

1.2 Project Managers

Project Managers are responsible for:

- Providing safety leadership on their projects
- Only accepting work that can be performed safely and stopping work that is unsafe and working through the contractor to stop work that is unsafe.

- Conducting a project health and safety assessment (or equivalent) for all projects involving field work
- Implementation of the project health and safety program as indicated by the assessment
- Obtaining health and safety technical support as needed to assist with program implementation
- Meeting District health and safety expectations
- Enforcement of project safety requirements
- Providing required Personal Protective Equipment (PPE) as outlined in the health and safety assessment.

1.3 Employees

Employees are responsible for:

- Compliance with the Health And Safety Program (HASP) requirements including the project site-specific program (SSP).
- Compliance with District health and safety requirements
- Reporting of unsafe work conditions, injuries, and other health and safety incidents

2.0 Project Planning

All projects will be required to complete a Project Safety Plan (PSP) prior to field mobilization. The PSP will detail the contractual safety obligations for each project and specific procedures to be utilized by the field team in order to implement these requirements. The completed PSP will be submitted to the District, and in compliance with current standards.

3.0 Construction Contractor Coordination

The completed PSP will provide the necessary guidance to field team members regarding the specific safety responsibilities and coordination with construction contractors on the project. In general, the construction contractor is wholly responsible for executing the project in a safe manner and complying with all applicable contracts and governmental requirements related to Safety and Health. Unless otherwise specified (i.e., through contract terms and conditions approved by management and through specific procedures established in the PSP), PMT Team does not assume responsibility for the Safety and Health of the construction contractor, testing agency, District, regulatory agency, visitor, suppliers, and/or public personnel. Unless otherwise directed by the PSP, no PMT member shall instruct, direct, approve, or disapprove of any safety-related matter concerning these other parties. Additionally, PMT members shall not direct, approve, or disapprove of the

construction contractor's methods, extent, or duration of a safety-related control system or procedure. PMT Team personnel will bring safety concerns to the attention of the construction contractor immediately upon observation.

4.0 Contractor Notification

When required by the PSP and/or contract to notify a construction contractor of an observed unsafe condition or activity, the PMT PM or PMT field representative shall utilize the Safety Violation Notice. A copy of the Notice shall be placed in the permanent project file and routed to other parties (i.e., the District, the contractor, PM, etc.) as required by the contract. Where possible, the Notice should cite the specific section of the contractor's safety plan and/or applicable governmental regulation that is in question.

Appropriate follow-up on all Safety Violation Notices issued to contractors is required. In most instances, the construction contractor will respond to the Notice and indicate the corrective action taken. If no follow-up is provided, the PMT PM shall determine if the concern has been alleviated and document the findings as a follow-up report to the project file. If the Notice receives no action from the contractor, Potential actions to be recommended by the PMT PM include, but are not limited to, direct discussions with the contractor, direct discussions with the District, involvement of the CIP Health and Safety staff, or notification of the local OSHA office.

5.0 Documenting Jobsite Incidents/Injuries/Illnesses

The updated Safe Work Plan (SWP) replaced the prior Health and Safety Plan (HASP) and includes associated Task Hazard Analysis (THA) forms that together, provide guidance regarding the mandatory and expected practices and policies to be used by the PMT. The following items are cover in the SWP:

- AECOM Safety Policies / Safety For Life
- Site Information and Program Scope of Work
- Training and Documentation
- Hazard Assessment and Control
- COVID-19 / Pandemic Guidance
- Personal Protective Equipment
- Site Control
- Emergency Response
- Notifications and Reporting
- Personnel Acknowledgement and Disclaimer

ATTACHMENTS

GLOSSARY OF CONSTRUCTION & CIP TERMINOLOGY

Glossary of Construction & CIP Terms

Active Project

A project is considered active when the Planning phase begins and ends when the project enters the Closeout phase.

ADA

The Americans with Disabilities Act gives civil rights protection to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state and local government services, and telecommunications.

Addendum

(*pl.* - Addenda) Written information adding to, clarifying or modifying the solicitation documents. An addendum is generally issued by the District to the bidders or proposers during the solicitation process and as such, addenda become part of the contract documents when the contract is executed.

Alternate Bid

Amount stated in the bid to be added or deducted from the base bid amount proposed for alternate materials and/or methods of construction.

Application for Payment

Contractor's written request for payment for completed portions of the work and for materials delivered or stored in accordance with the requirements of the contract for the respective project.

BAFO

Best And Final Offer. Used in the solicitation process to indicate that no further negotiation on the amount or terms is possible. It can also be a bid containing final pricing and deliverables, submitted by bidding contractors based on the outcome of the negotiations conducted during the initial bid stage.

Bid

An offer or proposal of a price, including the amount offered or proposed.

Bid Form

A standard written form furnished to all bidders for the purpose of obtaining the requested information and required signatures from the authorized bidding representatives.

Bid Opening

The actual process of opening and tabulating bids submitted within the prescribed bid date/time and conforming with the bid procedures. A Bid Opening can be open (where the bidders are permitted to attend) or closed (where the bidders are not permitted to attend).

Bidding Documents

The published advertisement or written invitation to bid, instructions to bidders, the bid form and the proposed contract documents including any acknowledged addenda issued prior to receipt of bids.

Change Order (CO)

A written document analyzed and recommended by the A/E and Program Manager, and approved by DCSD Design & Construction Department, and executed by the DCSD Superintendent and BOE as appropriate, authorizing a change in scope of work, an adjustment in the contract price, or the contract schedule. The contract sum and the contract time may be changed only by change order. A change order may be in the form of additional compensation or time; or less compensation or time, known as a Deductive C.O.

Change Order Request (COR)

A written document requesting a change in scope of work, an adjustment in the contract price, or the contract schedule.

Closed Project

A project is considered closed when all final contract payments have been made, any claims settled, and all remaining project monies are transferred to the Programs' contingency fund.

Construction Document Phase

The construction document phase is generally the third phase of design. The CD phase follows right after the DD Phase. In this phase the A/E and engineer develop much of the details of the project along with the drawings

and specifications that the contractor will use to build the project. In many cases CD's are further broken into sub-phases; 30% CD's, 60% or 80% CD's and 100%CD's.

Design Development Phase

Design Development Phase or "DD" means the phase in which design documents are continued from the approved schematic design phase, and which begins to identify site, mechanical, electrical, plumbing, structural and architectural details..

Facility or Site Analysis

A visual inspection of a building and on-site improvements for functional or physical deterioration; prepare optional Replacement Cost Estimate for making recommendations to improve functional and physical deficiencies to increase market value; and/or prepare a Reserve Study over five (5) years to increase Net Operating Income (NOI) for the facility.

GC

Abbreviation for General Contractor.

General Conditions

A written portion of the contract documents set forth by the owner stipulating the contractor's minimum acceptable performance requirements including the rights, responsibilities and relationships of the parties involved in the performance of the contract. General conditions are usually included in the book of specifications but are sometimes found in the architectural drawings.

General Contractor

The prime or main contractor to the Owner that is contracted to perform all work agreed upon in the project scope of work, schedule, and sum.

Indirect Cost (or expense)

A contractor's or consultant's overhead expense; expenses indirectly incurred and not chargeable to a specific project or task. The terms indirect costs and soft costs are synonymous in this usage.

Lump Sum Contract

A written contract between the owner and contractor wherein the owner agrees to pay the contractor a specified sum of money for completing a scope of work consisting of a variety of specified items or work.

Notice of Award

Written confirmation of an award of a contract by the Owner to a successful proposer or bidder; it may also contain a notice to proceed, and it is sometimes used in lieu of a purchase order to a vendor.

Notice To Proceed (NTP)

A letter from the Owner to the A/E, Engineer, Consultant and/or Contractor stating the date the work can begin per the conditions of the contract. The performance time of the contract starts from the NTP date.

Obligations

Funds that are committed by an executed contract.

Plans

A term used to represent all drawings including sections and details; and any supplemental drawings for complete execution of a specific project.

Preliminary Drawings

The drawings that precede the final approved drawings. Usually, these drawings are stamped or titled "PRELIMINARY"; and the "PRELIMINARY" is removed from the drawings upon being reviewed and approved by the owner.

Pre-qualification of prospective bidders

A screening process wherein the owner or an appointed representative gathers background information from a contractor or construction professional for selection purposes. Qualifying considerations include competence, integrity, dependability, responsiveness, bonding rate, bonding capacity, work on hand, similar project experience, safety performance history, and other specific owner requirements.

QSCB

Abbreviation for Qualified School Construction Bond, a U.S. debt instrument created by the American Recovery and Reinvestment Act of

2009. QSCBs allow schools to borrow funds for the rehabilitation, repair and equipping of schools. Funds can be used for renovation and rehabilitation projects, new building construction and land acquisition, as well as equipment purchases.

RFI

Abbreviation for Request for Information. A written request from a contractor to the owner or A/E for clarification or information about the contract documents following contract award.

RFP

Abbreviation for Request For Proposal. A written request from the requestor (usually the owner or a contractor) to a contractor, design professional, consultant, or subcontractor for a proposal of services and potentially a price proposal. The RFP usually contains a specific scope of work.

Safety Report

The Occupational Safety and Health Act of 1970 clearly states the common goal of safe and healthful working conditions. A Safety Report is prepared following a regularly scheduled project safety inspection of the specific project.

Schedule of Values

A statement furnished by the contractor to the A/E or engineer reflecting the portions of the contract sum allotted for the various parts of the work and used as the basis for reviewing the contractor's applications for progress payments.

Schematic

A preliminary sketch or diagram representing the proposed intent of the designer.

Schematic Design Phase

The first phase of the A/E's basic services in which the A/E consults with the owner to ascertain the requirements of the project and prepares schematic design studies consisting of drawings and other documents showing the scale and project components for the owner's approval.

Scheme

A chart, a diagram, or an outline of a system being proposed. An orderly combination of related construction systems and components for a specific project or purpose.

Scope of Work

The Scope of Work (SOW) is the written portion in an agreement where the work to be performed is described. The SOW should contain any milestones, reports, deliverables, and end products that are expected to be provided by the performing party. The SOW should also contain a timeline for all deliverables and completion of the entire SOW.

Special Conditions

A section of the conditions of the contract, other than the General Conditions and Supplementary Conditions, which may be prepared for a particular project. Specific clauses setting forth conditions or requirements peculiar to the project under consideration, and covering work or materials involved in the proposal and estimate, but not satisfactorily covered by the General Conditions. (See General Conditions)

Structural Design

Structural design is the methodical investigation of the stability, strength, and rigidity of structures. The basic objective in structural analysis and design is to produce a structure capable of resisting all applied loads without failure during its intended life..

Swing Space

Space used to temporarily house the occupants of a facility that are displaced during a construction project.

Sub

Abbreviation for Subcontractor.

Subcontract

A written form of agreement between the prime or main contractor and another contractor or supplier for the satisfactory performance of services or delivery of material as set forth in the plans and specifications for a specific project.

Subcontractor

A qualified subordinate contractor to the prime or main contractor.

T&M

Abbreviation for a contracting method called Time and Materials. A written agreement between the owner and the contractor wherein payment is based on the contractor's actual cost for labor, equipment, materials, and services plus a fixed add-on amount to cover the contractor's overhead and profit.

Unit Price Contract

A written contract wherein the owner agrees to pay the contractor a specified amount of money for each unit of work successfully completed as set forth in the contract.

Variance

This report uses the term variance to indicate the calculation of the current budget less the forecasted cost at completion. A positive variance amount does not indicate that funds are available for use on additional projects. The original scope of work must be completed before funds can be reallocated.

Zoning

Restrictions of areas or regions of land use within specific geographical areas based on permitted building size, character, and uses as established by governing urban authorities.

Zoning Permit

A document issued by a governing authority having jurisdiction permitting land to be used for a specific purpose.

Construction Delivery Methods

Design/Bid/Build

Under this traditional method, an architectural firm is hired and serves as the owner's agent. Although the firm may have numerous responsibilities, including the selection of consultants, its primary responsibility is to provide and oversee the design and construction documents for the project. As the design progresses, cost estimates are periodically prepared by the A/E firm and external cost estimators. Once the construction documents and

specifications are finished, and other requirements of the owner have been met, the project is bid and subsequently awarded to the Bidder whose bid is the lowest responsive responsible bid.

Design/Propose/Build

Under this traditional method, an A/E firm is hired and serves as the owner's agent. Although the firm may have numerous responsibilities, including the selection of consultants, its primary responsibility is to provide and oversee the design and construction documents for the project. As the design progresses, cost estimates are periodically prepared by the A/E firm and external cost estimators. Once the construction documents and specifications are finished, and other requirements of the owner have been met, the project is solicited as a Request for Proposals and subsequently awarded to the Offeror whose proposal is most advantageous to the Board of Education.

Construction Manager at Risk

This system of delivery is similar to that of Design/Bid/Build with three key differences. First, a construction manager is hired during the preconstruction phase to manage the construction process, including the selection of subcontractors. Second, through coordination between the A/E and construction manager, the design and construction phases can be overlapped thereby expediting the delivery process. Third, the construction manager, who is responsible for quality control, scheduling and the estimate of construction costs, provides a guaranteed maximum price for the project.

Design/Build

Rather than hiring an A/E, under Design/Build the owner enters into a contract with a single firm with design and building capabilities or a construction entity that employs the A/E as a consultant. As with the aforementioned delivery system, a guaranteed maximum price for the entire project may be provided, construction management techniques to overlap design and construction phases are utilized, and the overall project delivery is expedited.

CIP Project Phase Descriptions

Planned

This is the status of upcoming projects that are part of the SPLOST program but have not yet started yet.

Pre-Design and Programming

This is the first active phase of a project, during which a project manager is assigned and the scope of work to be performed is developed in greater detail. Once the project manager has analyzed the project and completed scoping, the project moves into Design Procurement.

Design Procurement

This is the phase where architectural or engineering services are procured for a project. It may involve the RFP, proposal, award, contract review, and contract execution activities.

Design

Once an A/E is awarded a design services contract, design work commences with the NTP. During design the project scope is further developed into construction documents that will be used to define the work for the contractor to complete on-site.

Pre-Construction

The Pre-Construction phase consists of construction procurement, as well as coordination by the CIP Team for any other activities prerequisite to construction, i.e., relocation into swing space.

Construction

Construction begins once the contractor is issued an NTP. The primary scope of work is provided, delivered, installed, or put in place during this on-site activity of a project.

Close-out

Upon Substantial Completion, the final inspection, submission of necessary documentation, acceptance, and concluding payment on a construction project, as required by the contract documents.

Closed

All design, construction, and close-out requirements for the project have been completed and accepted by the owner. Final payment has been made, and the project is no longer active. Note: project warranties (as applicable) may still be enforced and are not affected by the project status.

Non-Construction Project

This phase relates to activities within the CIP that are on-going throughout the length of the program or are not buildings projects and more administrative by nature. These projects are generally supporting activities.

Construction Project Financial Terms

Original Budget

The budget amount assigned to the project for the original scope of work.

Budget Revisions

Changes made to the budget of each individual cost code for the project. These changes are tracked during the duration of the project.

Current Budget

The current budget represents the original budget plus or minus any budget revisions.

Original Contract Amount

Once a vendor has been awarded a contract for any portion of work for the project, the original contract dollar amount is recorded. Each contract is placed within the appropriate cost code.

Executed Change Orders

A change order is work that is added to or deleted from the original scope of work of a contract, which alters the original contract amount or completion date.

Current Contract Amount

The current contract represents the original contract plus or minus any executed change orders.

Paid To Date

This represents payments that have been issued to a vendor against its contract.

Approved Requests Waiting Payment

This is vendor pay requests that have been approved for payment and are in the process of having a check released.

Contracted Balance

The calculation of a vendor's current contract amount less any pay requests that have been paid or approved to be paid. This provides a status of the financial obligation to complete the contract.

Change Order Requests

Change Order Request (COR) is a request from the contractor for additional scope of work items. This is part of the construction process and is a place holder for funds against the existing contract. The COR may add or remove any portion of work from the project. After approval, multiple CORs may be combined into a single change order for the contract. As used in this report, COR amounts serve as placeholders on the applicable budget and will only impact the budget after final approval of the related CORs is achieved via either final DCSD signatures or Board of Education approval and final DCSD signatures.

Estimate To Complete Forecast

The Estimate To Complete (ETC) Forecast is a manual analysis of the projects expected cost needed to complete all the remaining work. This is a place holder for work that is not currently under contract but will be at some point in the future to complete the project. This is not a calculated field, rather a manual estimated amount based on a periodic review of the project status. This analysis includes CORs for which approval is pending and other future work not yet identified and memorialized in CORs.

Estimate At Completion

The Estimate At Completion (EAC) is calculated by adding the current contract plus the CORs plus the estimate to complete for all of the remaining work.

Forecasted Budget Balance

The Forecasted Budget Balance column represents the current budget less the estimate at completion.