



DIVISION 3 PROJECT ADMINISTRATION

INDEX

- 3.1 INFORMATION MANAGEMENT SYSTEM**
- 3.2 LABOR COMPLIANCE**
- 3.3 ACCOUNT MANAGEMENT**
- 3.4 INFORMATION REPORTING**
- 3.5 OUTREACH PROGRAM**
- 3.6 GOVERNING BOARD REVIEW AND APPROVAL**



3. PROJECT ADMINISTRATION

Introduction:

This Project Management Division provides for a common set of control and management processes for all capital projects. It assures consistent delivery of projects, uniform project control, and maximizes the benefit of passing on what works from one project team to the next. The program Manual will provide coordination and standardization for 4 campus project teams. The sections within this Division will aid each design/construction team in maximizing benefits of the capital program. Included are Capital Project Information Management System, review of Project Delivery Options available to the District, Labor Compliance, Account Management, Information Reporting, Governing Board Approval Process and Citizens' Oversight Committee Meeting Coordination and reporting. These elements represent the cornerstone of the District's Program Management effort.

3.1 INFORMATION MANAGEMENT SYSTEM

Overview:

In order to administer the Program and Projects efficiently, the Program Team has developed an Information Management System (IMS) for Proposition S and Proposition N Capital Projects that utilizes the Internet and Websites as a management tool. All program and project information will be stored in this system for easy access and retrieval and archival. All information will be protected via password levels of access as assigned by the District in coordination with the program manager. This section describes the software and systems that constitute the IMS, the specific policies and procedures used to manage Program/Project documents, schedules, budgets, and cost controls.

SDCCD Internal Website – The Program Manager has implemented an internal website for Proposition S and Proposition N projects. It serves as a central repository of all data and documents created during the project life cycle. The data and documents are shared by various entities and teams. The access to data and documents will be managed and controlled.

The SDCCD IMS program objectives are to:

- allow all project participants the ability to timely and efficiently access, share, interact and process data.
- allow the data to be generated, processed and archived in a uniform and consistent manner.
- provide transparency by extending client access to all systems
- not burden the client's IS system or staff resources; and finally,
- provide flexibility and customization to the District processes.

Several tools and methodologies are used to accomplish these objectives. The core components are electronic document control management, project cost controls, and project schedule control. In addition, a program website is managed to provide web-based access to documents, for District personnel. These components work together to form an integrated and comprehensive information management system. The system is centrally managed on Program Manager's corporate servers.



3.1A Benefits of the District Internal Web Site are as follows:

1. Improve team productivity with easy-to-use collaborative tools

Connect people with the information and resources they need. Users can create team workspaces.

2. Easily manage documents and help ensure integrity of content

3. Get users up to speed quickly

User interface improvements in Windows SharePoint Services 3.0 include enhanced views and menus that simplify navigation within and among SharePoint sites.

4. Deploy solutions tailored to District business processes

While standard workspaces in Windows SharePoint Services are easy to implement, organizations seeking a more customized deployment can get started quickly with application templates for addressing specific business processes or sets of tasks.

5. Build a collaboration environment quickly and easily

Easy to manage and easy to scale.

6. Reduce the complexity of securing business information

7. Provide sophisticated controls for securing resources

8. Take file sharing to a new level with robust storage capabilities

Windows SharePoint Services supplies workspaces with document storage and retrieval features, including check-in/check-out functionality, version history, custom metadata, and customizable views.

3.1B Web-Based Infrastructure

The project team will utilize a web-based collaboration system as the primary Information Technology (IT) infrastructure. This system is built on a Windows server platform utilizing Microsoft Office SharePoint Server (MOSS) technology. By leveraging the Internet the system provides users the ability to collaborate and share documents from a centralized location. Documents are organized by campus, project and type with powerful version tracking. Latest versions of documents are available 24/7. Consolidating IT tools and assets at a central location allows for enhanced control, security, administration and availability.

3.1B-1 Program Benefits:

The web-based model centralizes and enables all IMS components to work together efficiently and with high availability. The system is flexible and scalable. Additional user workstations are deployed quickly with minimal hardware and software configurations. Since all applications are web-based all that is required is Microsoft Internet Explorer Ver.7 or higher and internet connectivity.

All processing takes place on the server. As the demands of the program increase, additional servers are easily deployed in the farm. Because all applications are installed on the server farm, the need to visit workstations and install software is eliminated. All users logging onto the system have instantaneous access to the most current applications, forms, reports and data. Any required software upgrades and patches are also performed at the server level. Workstations can be accessed remotely for administration and trouble-shooting purposes without physically visiting the remote user's workstation. Furthermore, no server or network infrastructure



requirements are placed on the client. There is no impact or encroachment on the clients existing methods of operation relative to their IT infrastructure. Applications running on the server can be accessed from a web browser (IE ver. 7).

3.1C Document Control System

The computerized system used by the Program Manager for project controls is Primavera Contract Manager (previously known as Expedition), which is a web-based Windows application. Expedition is a centralized database used to facilitate all project related costs, communications and controls. It allows us to track status, and control all elements within the project management cycle. All the components within Expedition are inter-related for efficiency and control. Expedition has a flexible cost code structure which allows the user to build complex cost reporting systems. The system uses a combination of forms, logs and reports to integrate the process of gathering and reporting data. The software has extensive custom report writing capabilities and the ability to add custom data fields to tailor a workflow process to a particular need. All project related data is generated through the system and stored in the database, making the data instantly available for searching and updating. The system also has a customizable Project Center to alert the user of items coming due or past due. It also displays analytical data relative to the individuals' role on a particular project or across multiple projects. Access to components within the database can be restricted at the project, module or document type level. Read/Write permission can also be applied on a more general basis.

3.1C-1 Approach:

The Expedition database structure chosen for SDCCD is a top-down approach, with the SDCCD Program at the highest hierarchical level. This allows us to split the database into major SDCCD campus groups—City College, Mesa College, Miramar College and Continuing Education. We further drill down into the groups to reach the project level (i.e. Hourglass Field house, Cesar Chavez Center). This structure allows District to report on data within the system from the lowest level of detail within the project to the highest level across all projects, groups, and program-wide.

Additionally, this design approach affords District the ability to delegate individual projects to be separately maintained by a third party without us relinquishing full control. It will still allow District to perform reporting at all levels described above. It also provides the third party with a framework from which to operate, thereby facilitating a standardized and uniform approach for reporting mechanisms that perform adequately.

3.1C-2 Components:

Expedition's modules are grouped into four main categories. They are: Program/Project Information, Communication, Contract Information and Logs. Within each main module are several sub-modules.

Program/Project Information:

Contacts – Contains the project and program contacts database.

Issues – Used to link documents in the form of issues to track certain events.

Communication: (Recording & Tracking):

Correspondence Sent– Automatically logs all outgoing correspondence.

Correspondence Received – Automatically logs all Incoming correspondence.

Meeting Minutes– Automates the process by establishing an attendee list, rolling over open meeting business items; tracks responsibility and due dates and produces dunning letters for items coming due or past due.



Letters– Automates the letter writing process by utilizing the data from the contacts database through a series of drop-downs and user defined templates; uses Microsoft Word as the standard editor. These letters are stored in the Expedition database, are serialized and automatically logged in the correspondence sent log.

Non-Compliance Notices– Automates the process of generating notices using a series of drop-down lists stored in the database and is automatically logged.

Transmittals – Automatically generates transmittals from most Expedition document types using predefined distribution lists.

Phone Records – Records details of phone conversations including date, priority persons, responsibility and subject. Phone records can be linked to issues and cross-referenced to other Expedition documents. Prints forms and reports.

Notepads – Used to track important project details, such as comments, work lists, and reminders. Notepad items can also be assigned status, responsibility, priority and due date. Creates a notepad for each category of information being tracked. Notes can be linked to issues and custom fields can be used to further categorize the items. Prints forms, reports and dunning letters.

Contract Information:

Project Detail Cost Report– Centrally located where one may collect and track budget information. They may also check the financial status of the project using custom cost codes which track and report various types of costs. The cost worksheet tracks five categories of cost information: Budget, Commitments, Spending, Variance and Funding.

Contracts– Used for either lump sum or unit rate contracts. Schedule of values or breakdown can be distributed to various line items in the project cost detail report.

Purchase Orders may be used for the procurement of deliverable products such as Furniture, Fixtures and Equipment (FF&Es)

Trends – Used to record changes to the projected commitment when a source document is not available.

Payment Requisitions– Used for recording detailed contractor payment applications and distribution to various line items on the project detail cost report work as actual spent.

Invoices – Tracks invoices that are being processed for payment and distributes actual cost to the project detail cost report.

Change Management– Automates the change order process according to specific work process requirements by assigning change order documentation types to either estimated, quoted, negotiated or final stages of the change order process.

Notices– Used to track changes in conditions, bulletins, and sketches.

Non-Compliance Notices– Used to track and inform project participants of deviations from contract requirements.

Requests– Used to track requests for information and responses.

Proposals– Used to track proposed change orders, change order requests, estimates, and requests for proposals.

Change Orders– Used to track and generate change orders.



Logs:

Drawings– Serves as a central location for tracking drawings and revisions.

Submittals– Streamlines the submittal process by tracking each stage of the review cycle. Tracks due dates, required dates, submittal dates, responsibility, and automatically produces submittal transmittals and dunning letters.

Daily Reports– Provides a history of project events.

Insurance – Records information about the insurance policies for all project participants.

Punch Lists – Creates lists that track the status and cost of outstanding items that must be completed prior to project acceptance.

RFI- Creates list that tracks RFI process.

Change Order/ CO Aging Log-

Allowances- Provides a history of payments for various allowances in the construction contracts.

All physical and electronic project documents are uploaded and stored on the District internal web site and are available 24/7, for review only, to all authorized access.

The intent of the distribution of detail through various levels is to simplify activities into small manageable parts that can be easily monitored.

Work Breakdown Structure:

All the projects will be grouped under Campus, Propositions S and N in Expedition. Same WBS will be utilized for reporting purposes.

Expedition Cost Coding:

All contracts purchase orders, payment requisitions will be coded with standardized cost codes. A list of the cost codes is attached.

Incoming Correspondence:

All incoming correspondence, other than a letter, must include a cover letter or transmittal. When a document is received from an outside entity, the document is scanned and stored in appropriate folder in the project web site. A Expedition record is also created in "Correspondence Received" and a link is placed in the attachment section in the expedition linking the project website document.

Outgoing Correspondence:

If the correspondence is other than a letter the correspondence must be accompanied by a Cover Letter or Transmittal. Administrative Assistant will then save a scanned copy of the signed document on the project web site and create a corresponding Expedition record with the link to the project web site document. The original will then be forwarded to the intended recipient.

Minutes Processing Procedures:

- A. Project Management Team (PMT)
 1. The CPM/CM may record meetings or designate the Administrative Assistant to do so.
 2. The meeting minutes are to be completed in Expedition.



3. Upon completion of the typed "draft" minutes by the Administrative Assistant, it must be provided to the CPM/CM for review and comment.
 4. After changes and modifications are made, a final scanned copy is placed on the Project Web site and/or the Expedition project file. If necessary, it is also distributed respectively to all attendees.
- B. Regular Meetings – Citizens' Oversight Committee
1. This meeting will be recorded on audio tapes.
 2. The regular meeting minutes computer file is located on the District internal web site.
 3. Upon completion of the typed "draft" minutes, the minutes are to be sent to the Chair of the COC for review and comment.
 4. After changes and modifications are made a final copy is placed on the web, scanned for file, and available to all attendees via the District Internal Web site.

Drawing Control:

Document control is for providing a method for ensuring that record drawings are kept current throughout the construction phase of the project and are completed and filed after completion of the project. The CM shall be responsible for ensuring that the Contractor is adequately maintaining record drawings that accurately reflect field conditions. The CM shall also be responsible for ensuring that the record drawings are submitted in accordance with the requirements of the specifications.

The CM and the Project Architect &/or Engineer shall review the specifications and become thoroughly familiar with the requirements for record drawings.

- A. The drawing, once reviewed by the CM, will be given to the Administrative Assistant. The drawing will be date-stamped on EACH page and returned to the CPM for his keeping.
- B. Architect or Engineer then will provide the District with drawings in PDF/DWG format to be uploaded to the server for archival purposes.

Control Logs:

The purpose of Expedition Control Logs is to establish a common tracking system for the project team, allowing easy reference and retrieval of construction related documents.

The CM is responsible for all project control logs. The specific responsibility for the delivery and maintenance of logs are defined below.

There are five (5) document types that will be tracked during the life of the construction of the project.

The PM's Administrative Assistant will publish the Change Order Log as needed, and provide and maintain the RFI Log, and Submittal Log. Log documentation and reports will be maintained and available, these reports are:



- A. Submittals
- B. Requests for Information- RFI
- C. Modification Requests- MR
- D. Request For Change Orders- RCO
- E. Change Orders- CO
- F. Notice of Non-Compliance/ NNC

Control Log Definitions:

- A. Submittal Log: The submittal log tracks the approval process of Submittals from the Contractor to the Architect, Architect/Contractor to District, Architect/District back to the Contractor.
- B. Request for Information (RFI) Log: This log provides information such as who asked the question, when was the question asked, what was the question, who answered the question, how the question was answered and when the answer was given to the Contractor.
- C. Request for Change Order (RCO): This log follows the change order process from issue of an RFI, to a Contractor's request for a change order, through negotiations with the Contractor and may finally result in a change order.
- D. Change Orders (CO): The Change Order log tracks the processing of a change to the Contract once negotiations for a Contractor's change proposal has been received and approved.
- E. Notice of Non-Compliance (NNC) Logs: These are listings of all deficiency notices generated during the project until they have been corrected by the Contractor and accepted by the Architect/Engineer, Inspector of Record and CM.

3.1D Cost Management System

The Cost Management System is intended to supplement the District's Financial Accounting System. The cost management component is not intended to duplicate accounting practices currently managed by the District. The system does however provide a more detailed system for management at the project level. The system will remain dynamic and can therefore be revised and improved through use. All project team members are requested to provide ongoing recommendations for improvement during its application.

3.1D-1 Expedition Cost Code Structure:

Expedition provides a flexible cost coding platform for tracking project costs. In order to track Design and Construction related costs, Construction Specifications Institute (CSI) Division and Spec Section codes are incorporated into Expedition's cost code structure. In addition to tracking design and construction items, it is necessary to track costs based on project area, location, project phases etc. Occasionally, more than one fund source is used to pay for an item.



3.1E Schedule Management System

The Baseline Program and Project Schedule for new Construction projects was developed by using presumptions from the following sources; Historical Information, Program and Project Management, SDCCD, Design (A&E consulting firms, Department of State architect (DSA)), SDCCD Facilities Services and Management and SDCCD Purchasing & Contracting Department.

The sequencing of tasks associated with the new construction projects is critical to the successful implementation and coordination of the New Construction Program. Once the baseline schedule has been established, the Campus Project Managers will continuously update activities in the project schedule and coordinate phasing sequences with other facets of the Program. The critical path method (CPM) schedule allows the Campus PM to identify areas where multiple phasing solutions are evident and programming decisions can be made. Proper activity sequencing will ensure that the New Construction projects are completed in a timely and cost efficient manner.

3.1E-1 Schedule Approach:

The schedule consists of the program schedule with program category schedules and project schedules by campus and by proposition integrated to build the master program schedule. Each project is defined as a sub component within the master schedule. The multi-project schedule allows management and control of the schedule at program and project level, while providing status of time and cost of the overall program. As changes are made to the program and project schedule, the master schedule is automatically updated to reflect the current milestone turnover dates.

3.1E-2 Scheduling System:

The principal method of scheduling is the CPM, which, with the employment of essential milestone constraints, establishes the parameters of controllable work tasks (activities) with respect to time and resources. The computerized system used for scheduling is Primavera Project Planner (P3) for Windows (latest version).

Key features of Primavera are interactive flexibility, integration between contracts and summarization capability. Primavera is the primary system for monitoring project performance. It has tracking and processing capability to accommodate three sets of dates for the same task (referred to as base schedule with two targets).

Each set of dates can be processed independently of the other, or in combination, to produce variance reports. This added flexibility improves the ability to monitor change and progress evolution and what-if and risk analysis.

The schedule management program is designed to provide timely and useful information to all program and project team members regarding milestones and project sequencing. The master schedule enables the project team to track the variance between the current schedule forecast and the baseline (target) schedule on a weekly and /or monthly basis.



3.1E-3 Schedule Control:

CPMs are responsible for regular reviews of scope, progress, changes, milestones and workarounds, to ensure that their project accurately depicts project status and plans. If the necessity arises to perform global (project-wide) schedule changes, the Campus Project Manager is responsible to obtain approval from the District and the Program Management. The revised schedule with a Memorandum highlighting the change is sent to all project staff.

3.1E-4 File Format:

The Program Manager Administrative Assistant shall utilize the current Expedition Work Breakdown structure for marking all documents before they are scanned into District Internal Website and attached to Expedition record to facilitate retrieval of documents.

3.1E-5 Coding Structure/Process:

P3 has a defined activity code dictionary that was established to provide the ability to create uniform organized layouts for each specific project. Scheduling process will include

- Develop Project Schedules Utilizing Pre-existing Prototype Schedules
- Update / Status Project Activities
- Review / Analyze Project Schedules
- Identify & Implement Workarounds & Recoveries
- Coordination with Project Team
- Reporting of Project Schedule Status to Management

3.1E-6 Responsibilities:

CPMs are ultimately responsible for the development of project specific schedules for each campus project, in accordance with this Manual. Campus PMs are responsible to the District Construction Manager and Vice Chancellor for updating the individual projects and reporting progress on regular basis.

Campus Project Managers will update each project schedule monthly. CPMs shall communicate with the Construction Manager and Program Manager in order to obtain schedule data information for the projects they are managing.

Campus Project Managers are responsible for reviewing the Project Schedule Reports and recognizing trends in scheduling, costs and program deficiencies. The Campus Project Managers will address project deficiencies that cause continuous delays and high costs, and recommend new solutions and procedures to the Program Manager and the District Construction Manager.

The Program Scheduler has been designated as project schedule custodian and is responsible for the maintenance of the Master Program Schedule, including correcting updating durations, logic, interdependencies, and activity identification numbers. The Program Scheduler is also responsible for development, implementation and maintenance of prototype schedule template for adaptation to appropriate projects. He/She assists the Campus Project Manager and Program Manager with P3 technical questions, activity sequencing, compilation of schedule data for presentations / briefings, and is responsible for providing weekly summary reports to the Program Manager.



The Program Scheduler is responsible for reviewing the Contractor's detailed baseline schedule and weekly/monthly updates with the Campus Project Manager and/or Construction Manager. The Project Scheduler will assist the Campus Project Manager and/or Construction Manager.

3.1E-7 Schedule Definition and Process:

Schedules are dynamic tools that evolve from preliminary baseline, to actual progress, through to a completed as-built condition. The Program and Project schedules are developed and managed by the Program and Campus Project Manager. The Construction schedule is developed and managed by the Contractor with reports to and oversight from the Program and Campus Project Manager. Schedules provide a time line that identifies the scope, quantities, production rates and other influencing factors and assumptions that are built into the activity durations. Timely and accurate schedule updates are essential to predicting and managing potential impacts to the schedule and mitigating delay claims.

3.1E-8 Updating the Schedule:

- Schedule Bars
- Activity Relationships
- Forward Pass
- Backward Pass
- Float
- Critical Path

Project success, with regard to schedule, is measured by the analysis of activities' ACTUAL start/finish dates and durations in comparison to PLANNED (Baseline) dates and durations.

An activity's float value is an indicator of schedule VARIANCE. The schedule progress occurs in three stages: activities in progress, completed activities and future (forecast) activities.

The Campus Project Manager is responsible for producing schedule update reports for their monthly meetings with the Vice Chancellor and Facilities Management Staff.



3.2 LABOR COMPLIANCE

Overview:

For Prop S and Prop N projects listed on the Facilities Master Plan, for all projects under Prop S and Prop N and successor statewide bond measure projects, the Program Manager on behalf of District will conduct a Labor Compliance Program to ensure that contractors and sub-contractors are meeting the apprentice requirements and paying prevailing wages to employees. The Program Manager shall be responsible for administering the District's Program. The goal is to ensure full compliance through a reasonable program that validates payroll amounts, conducts periodic field interviews of contractor employees and does not unduly penalize contractors.

3.2A Program/Project Management Labor Compliance Procedures:

Conduct contractor orientation meeting (s) and produce a handout that outlines the requirements of the general contractor and subcontractors.

- Make periodic site visits (not less than once monthly) and conduct random interviews with workers to check work classification designations.
- Provide a monthly review of the certified payrolls submitted by the general contractor and subcontractors. Compare wage rates, worker classifications, apprenticeship hours and proper use of overtime.
- Prepare written requests for corrections to a contractor or subcontractor if a discrepancy in the payroll report is found or if a payroll is delinquent.
- Conduct an investigation if clarification/correction is not received from the contractor or subcontractor within the requested timeframe or if information received is inadequate.
- Withhold payments from the contractor or subcontractor if payrolls are not compliant and go uncorrected, or if prevailing wages are not being paid.
- Upon completion of an investigation, provide a report to the Department of Industrial Relations (DIR) with recommendations for penalties to be applied to the contractor.
- Prepare and submit public works violation reports to DIR as required.

Six types of willful violations:

1. Failure to comply with prevailing wage rate requirements.
2. Falsification of payroll records, misclassification of work, and/or failure to accurately report hours of work.
3. Failure to submit certified payroll reports.
4. Failure to pay fringe benefits
5. Failure to pay the correct apprentice rates and/or misclassification of workers as apprentices.
6. Taking of kickbacks.



3.2B Contractor/Subcontractor Labor Compliance Requirements:

Contractor/Subcontractor shall maintain payrolls and basic payroll-related records (i.e. timecards, canceled checks, cash receipts, trust fund forms, accounting ledgers, tax forms, superintendent and foreman daily logs, etc.) during the project. Records must be preserved for a period of three (3) years thereafter.

- Records must include the name, address, and social security number of each worker, his or her worker classification, general description of the work performed each day, rate of pay (including contributions or costs assumed to provide fringe benefits), daily and weekly number of hours worked, and actual wages paid.
- Weekly payrolls must be maintained and submitted to the District within five (5) days of each payday, and made available for inspection by the Department of Industrial Relations.
- Representatives of the District and the Department of Industrial Relations must be permitted to interview trades workers during working hours on the project site. Contractor shall be responsible for the submittal of records for all of its subcontractors.
- All payroll record submittals must be accompanied by a statement of compliance signed by the contractor/subcontractor indicating that the payroll records are correct and complete, that the wage rates are not less than those determined by the Director of the Department of Industrial Relations, and that the worker classifications conform with the work performed.
- For weeks when no work is performed on site by a contractor/subcontractor a certified statement of non-performance must be submitted in place of a payroll report.
- Each individual, laborer or craftsman working on site must appear on the payroll. This includes individuals working as apprentices in an apprentice able trade. Owner-operators are to be reported by the contractor employing them; rental equipment operators are to be reported by the rental company paying the workers' wages.
- Sole owners and partners who work on a contract must submit a certified payroll record listing the days and hours worked and the trade classification descriptive of the work actually done.
- Contractor is responsible for ensuring adherence to labor standards provisions by its subcontractors and for any violations committed by them.
- Contractor/subcontractors must establish a fixed workweek and payday so that workers are paid on a regular basis. All wages are due for the previous week and must accompany an itemized wage statement.
- The worker's rate for straight time hours must equal or exceed the rate specified in the DIR "Prevailing Wage Determination" for the class of work actually performed. Work performed on Saturday, Sunday, and/or a holiday, and hours worked in excess



of eight (8) hours in a day and forty (40) hours in a workweek shall be premium pay pursuant to the Prevailing Wage Determination.

- Apprentices must be registered under a bona fide apprenticeship program, which is approved by the State Division of Apprenticeship Standards. The allowable ratio of apprentices to journeypersons in any craft/classification shall not be greater than the ratio permitted under the registered program.
- Contract award information (DAS 140) must be submitted to the Apprenticeship Committee for each apprentice craft or trade in the area of the project.
- Contractor/Subcontractors must request dispatch of apprentices from the applicable Apprenticeship Program(s).
- Contractor/Subcontractors must contribute to the applicable Apprenticeship Program(s) or the California Apprenticeship Council in the amount identified in the prevailing wage rate publication for journeypersons and apprentices.
- If payments are not made to an Apprenticeship Program, they shall be made to the California Apprenticeship Council, P.O. Box 420603, San Francisco, CA 94142.
- Contractors/Subcontractors registered to train apprentices shall furnish to the District written evidence of the registration (i.e., Apprenticeship Agreement or Statement of Registration) of its training program and apprentices, as well as the ratios allowed and the wage rates required to be paid under the area of construction, prior to using any apprentices in the contract work.
- Following a monthly review a written request for clarification will be sent to a contractor or subcontractor if a discrepancy in the payroll report is found. Contractor/Subcontractors will have ten (10) days to supply a corrected payroll to the District.

Forms and sample documents can be found in the attached San Diego Community College District Labor Compliance Manual.

3.3 ACCOUNT MANAGEMENT (Program and Project)

Overview:

The Program Manager will take a lead role in assisting the District's efforts in the Prop S and Prop N fund management process. The focus is Program wide as well as project specific.

3.3A Program Account Management

Narrative:

This section addresses the District's Proposition S and Proposition N projects. The Program Manager will be responsible for maintaining a database of the status for each project from initiation through actual project close-out. Further the Program Manager will provide complete tracking of all budgeting by line item cost codes, commitments, and spending. This will be accomplished by utilizing a comprehensive cost reporting system and will be reported at various levels of detail as determined by the District.



3.3A-1 Funding and Budget Plan

Program Manager will assist District in preparation of initial project budget plan for Proposition S and Proposition N.

3.3A-2 Fund Management

Scope:

The District will retain responsibility for overall bond fund management. The Program Manager will provide the District regular reports that will forecast funding requirements or savings. The accounting system including the uniform fund structure used to record the financial affairs of the District shall be in accordance with the California Community Colleges Budget and Accounting Manual.

Procedures:

The Program Manager Representative will meet with the District Representative on a regular basis to identify the status for the overall District Funding Plan. Further, as projects are identified, other potential sources of funding will be addressed. As funds are secured for capital outlay, the District will furnish this information to the Program Manager.

3.3A-3 District – Expedition Reconciliation

Scope:

It is the intent to assure that the District's fund-based system and the project based Expedition system reconcile. Administrative Assistants will receive training and assure that individual contracts and change orders are properly entered into Expedition. District will provide copies of all contracts and change orders. Reconciliation of the two systems shall be done at least monthly and reviewed by the Program Manager. The Program Manager's Budget and Contracts Lead will review reconciliation reports with the District Controller quarterly.

Procedures:

The Administrative Assistant will view District reports and reconcile to Expedition expenditure reports for their projects. District Reports should include actual expenditures from previous years and encumbrances and expenditures of the current years.

3.3B Project Account Management

Program Manager will be responsible for not only monitoring the progress of the construction process, but for the tracking of all billings. This will include assessment of percentages of completions, billing requirements and compliance with all contract and purchase order terms.

A tracking system for all contractual obligations will be maintained that track billings against the project, percentages of completion, potential additional costs and retainages held by the District. Any variances or discrepancies will be communicated to the District so that appropriate action can be discussed.



3.3B-1 Project Cost Report & Accounting Processes

Scope:

As projects are identified, the project will be maintained in a cost report. This report is project specific and will include budgeted line items, commitments to date, pending commitments, projections and actual spending against each commitment.

Procedures:

Once a contract is approved and the Program Manager receives a copy of executed contract. The Program Management will create a record of the contract in Expedition and begin tracking change orders and invoices against the existing contracts. Copies of each contract, agreement or purchase order executed by the District will be available through the shared drive.

3.3B-2 Project Invoice Processing

Scope

Invoices will be forwarded directly to Facilities Accountant for review and approval. Once reviewed, the invoice will be attached to a Pay Application, approved by Architects, IORs and Campus Project Manager as applicable and forwarded to the District Construction Manager for final approval. Once Payment requisition is signed by the Vice Chancellors office and check is mailed out, the Program Manager will receive a copy from the district accounting office to update the contract payment log. The Program Management will track payments in Expedition and periodically provide reports to the district.

Procedures

All other invoices will follow the following process:

1. All progress payments invoices other than Construction Payment Applications are sent to the District Campus Project Managers.
2. Construction Payment Applications are received by Construction Managers and sent to Campus PM after CM approval.
3. The CPM reviews invoice for scope, contract validity, budget/District encumbrance and attest to work completion or services rendered.
4. All invoices must specify the correct contract number.
5. District Campus Project Manager signs/approves invoices and Administrative Assistant enters the invoice in Expedition and then forwards them to District Construction Manager/District Accounting, for further approval/signature.
6. District Accounting will prepare requisition for Vice Chancellor approval and issues check to Contractor. A copy of the requisition is sent to Program Manager.
7. Campus Project Manager's Administrative Assistant or Assistant Project Manager will enter the paid invoice record in Expedition.
8. Any invoices sent to Accounts Payable by contractors or vendors must be sent to Campus Project Manager for review following the above steps.
9. The Contracts Lead, in the Program Manager's office, shall keep a log of all pay applications for major capital project. The purpose of the Log is to maintain accurate "number of days to process" information for construction contracts. The log will be made available to District staff and CPMs.
- 10.



3.4 INFORMATION REPORTING

Overview:

Information Reporting is the fundamental link for successful program and project delivery. Information is at the heart of good management and the transfer of information (reporting) ensures that the established procedures for all aspects of management are successfully executed. This Project/Program Management and Procedures Manual is, for example, a communication tool.

There are many types of reporting required in the day-to-day management process. There are two levels of reporting to be managed; program/project level and public. These levels of reporting include verbal, written and electronic reporting.

Reporting supports external communication via the use of media, website and news releases and internal communication via reports, website and newsletters.

In the information age, reporting must have very specific requirements in place to help ensure that methods of reporting are consistent and appropriate. This section is a general guide for those specific requirements.

Verbal reporting is often taken for granted, in that it is so fundamental. All members of the project team, however, need to be aware of the potential of misunderstanding and misdirection. Verbal communication must, therefore, be maintained in a clear, professional and courteous manner. Verbal communication has additional rules at the program and project level if "direction" is part of the verbal intent. It is the policy of this program that all verbal direction must be followed up by written direction. This ensures that there is a record of such direction. No contractor or consultant is to proceed with a specific scope of work without first receiving written direction.

Written reporting takes many forms in the program/project level and public level. These types of reporting have distinctly different requirements. The different forms of written reporting are reviewed with specific procedures defined throughout this Manual. Letters, memorandum, transmittals and other written documents, intended for a limited program/project audience, are defined in previous sub-sections of section 3. Written reporting is intended for specific internal and external larger audience distribution both hardcopy and electronic are described in the subsequent sub-sections.

For the sake of clarity, electronic written reporting is discussed separately in this Manual, at the program project level in this sub-section of Division 3 and at the program/project and public level in previous sub-sections of Division 3 (note: all electronic communication, with the exception of email, shall be coordinated and approved by the District).

3.4A Reports

Reports are generated at prescribed intervals to help keep all program and project stakeholders informed. These reports serve different purposes; some reports such as the Monthly Program and Project Update are developed to inform a smaller audience of senior management on a monthly basis while other reports such as the Quarterly Report are developed to summarize past and upcoming events in more general detail for a broader audience. Reports will be as follows:

3.4A-1 Annual Report (Prepared on Calendar Year)

Custodian: Program Management in coordination with the COC and District.



Frequency: Annually

Audience: The Board, CBOC, District and College faculty and staff.

Subject: A comprehensive review of all program and project activities of the previous year with goals defined for the upcoming year. The report will be supplemented with exhibits that will include: program and project schedule reports, budget reports, documents developed over the year and photographic and graphic representation of historic and current status.

Availability: Electronic posting on the web, hardcopies at the District's discretion and presentations by program management, supplemented by PowerPoint.

3.4A-2 Quarterly Report

Custodian: Program Management in coordination with the District.

Frequency: 1st Tuesday of April, July, October and January.

Audience: The Board, COC, District and College faculty and staff.

Subject: A comprehensive review of all program and project activities of the previous quarter with goals defined for the upcoming quarter. The report will be supplemented with exhibits that will include: program and project schedule reports, budget reports, documents developed over the quarter and photographic and graphic representation of historic and current status.

Availability: Electronic posting on the web, hardcopies at the District's discretion and presentations by program management, supplemented by PowerPoint.

3.4A-3 Monthly Program/Project Progress Report

Custodian: Program Management in coordination with the District.

Frequency: 1st Wednesday of each month.

Audience: District and select College faculty and staff.

Subject: A comprehensive review of all program and project activities of the previous month with goals defined for the upcoming month. The report will be supplemented with exhibits that will include: program and project schedule reports, budget reports, documents developed over the month and photographic and graphic representation of historic and current status.

Project Performance Measures: Included in the Monthly Report is a color Performance Measures chart identifying the status of budget, schedule and "other" concerns of each project. The status is represented as follows:

Green - going well

Yellow – concern

Red – serious concern

Blue – completed project

White circle – project not yet started

3.4A-4 Project Dashboard: There will be two project dashboards included on the Internal Project Website- one for projects under construction and other for projects under preconstruction phases. Construction Project Dashboard will have performance criteria for budget, schedule performance, Contingency funds vs Change Order amount, time required for processing payments, RFIs and Submittals. Preconstruction dashboard will provide budgets and expenditures, schedule progress and other project related information such as budgets, contracts, current issues team members, etc. Most of the data shown on the dashboards will be linked to the Expedition Records.

Availability: Electronic posting on the web, hardcopies at the District's discretion.



3.4A-5 Monthly Project Report Project Summary Table

Custodian: Campus Project Manager /Program Manager

Frequency: Monthly – on or near the 15th of each month

Audience: Vice Chancellor-, District Construction Manager and Campus Facility Manager/Coordinator

Subject: A summary of key project schedule and budget activities of the previous month.

Availability: Hardcopies to the Vice Chancellor- Facilities Management District Construction Manager and Campus Facility managers

3.4A-6 Weekly District Program/Project Update

Custodian: Program Management in coordination with the District.

Frequency: Weekly.

Audience: Vice Chancellor- and District Construction manager.

Subject: A review of all program and project activities of the previous two weeks with goals defined for the upcoming week. The report will be supplemented with an Issues and Action sheet and a program and project schedule update.

District Construction Manager and District Architect and other district staff

3.4A-7 Monthly Campus Project Manager Report

Custodian: Campus Project Manager

Frequency: Monthly on Fridays

Audience: Vice Chancellor, District Construction Manager, District Architect and other District Staff.

Subject: All Scope, Budget, Schedule and Cost related items and Project Status for the past month period. Discuss pending issues and actions. Provide project budget, schedule and expenditure updates.

3.4A-8 Monthly Campus Project Update

Custodian: Program Management in coordination with the District.

Frequency: Once a month.

Audience: College President and select faculty and staff

Subject: A review of all Campus project activities of the previous week with goals defined for the upcoming week. The report will be supplemented with project schedule updates and issues and actions discussion.

Availability: Electronic posting on the web, hardcopies to the College president and select faculty and staff.

3.4A-9 Community Presentations

At the request of the Board, District, and College or as assigned internally by the management team, program and project information will be summarized for the purposes of community presentation by the aforementioned.

Information shall be developed in bullet/outline form and reviewed and approved by those responsible for its presentation. Resources for these presentations can include the text and PowerPoint developed for the annual and quarterly reports.

3.4B Websites

The Program Manager will modify and update the existing SDCCD websites which will be a key tool in keeping the public informed on issues such as expenditure of bond proceeds, construction project updates for each campus, and contractor bidding information.



From District website, you can access District wide projects, individual campus projects, the Citizens' Oversight Committee updates, and the Contractor Outreach program.

The District will have access to a documents stored at the SDCCD Internal Website. These Websites will be maintained and updated as information is available. The Program Manager will maintain these websites with oversight from the District.

The website will provide information for the following categories:

1. District Program
2. City College Projects
3. Mesa College Projects
4. Miramar College Projects
5. Continuing Education Projects
6. Outreach Program
7. Citizens' Oversight Committee (COC)

3.4B-1 Procedure:

A schedule will be in place whereby the Campus Project Managers will be required to produce updates and additional project data that will be posted to the project websites. These updates will be submitted to Program Management staff who will then make the content web-ready and populate/update the Websites. It is the Campus Project Manager's responsibility to proof the updates and ensure that the information posted is accurate. Posting of new project information or any information relative to cost of the projects requires review and sign-off by the District.

The Program Administrative Assistant will be responsible for providing Program Management staff with updates related to the Citizens' Bond Oversight Committee (COC) website, and the Program Outreach Manager will be required to provide updates relative to the Contractor Outreach Program web site. Any change to the design of the web sites requires review and sign-off by the District.

3.5 OUTREACH PROGRAM

The Outreach Program is designed to encourage local businesses and contractors to bid on the San Diego Community College District contracts. The District recognizes the importance of small business to the San Diego economic development and includes specific strategies in the Outreach Program to facilitate small business involvement. These strategies include:

1. Identifying and initiating contact with local businesses that have the potential to compete for Prop S and N funded construction contracts.
2. Assuring that the Outreach Program is widely publicized, both at its inception and throughout the life of the Program:
3. Presenting seminars and training programs for small businesses, disseminating information about the resources available and providing practical information about conducting business with the District.
4. Identifying and establishing contacts with other agencies and groups, who can also provide assistance and serve as a resource for local businesses regarding qualifications, bonding, insurance, or other requirements.



5. Serving as a liaison between contractors and subcontractors by providing contact information and coordinating prime contractor and various local subcontractor interfaces.

Those firms that have been successfully employed for District projects will be requested to provide testimonials to assist the outreach program in its mandate. These firms will also be a resource for the continuous improvement of the program.

3.5A The fundamental tenets of the Outreach Program:

- The District recognizes its responsibilities to work with community groups and provide meaningful opportunities to local businesses. The District will strive to help ensure that local contractors, subcontractors, vendors, and other service providers are aware and have every opportunity to participate in District projects that include repair, renovation and new construction.
- The District will facilitate seminars and workshops to mentor local businesses in the bidding of Prop S and Prop N related construction work. This will include seminar and workshop assistance for qualifications, bonding, and insurance requirements.

3.5B Seminars/ Luncheon Meetings

District personnel/representatives will conduct seminars/ luncheon meetings to be held semi-annually with the goal of attracting a broad range of local contractors. The purpose of these seminars will be informational; specifically to inform the local business community of upcoming Propositions S and N related projects. In addition, the seminars will:

- Provide a forum in which subcontractors and prime contractors are able to network and exchange information.
- Provide a venue to explain procedures for conducting business with the District.
- Provide guidance on the type of additional technical assistance available and how to access such assistance on program requirements, bonding, insurance and compliance with state and federal laws.

3.5C Workshops/Meetings:

Workshops/Meetings will be held periodically with the goal of being educational in nature. The workshop will be held in a classroom setting providing guidance to the local contractor regarding the different requirements needed to successfully work with the District. Specifically the workshops will:

- Provide a complete overview of the bidding process, including the review of key documents in the District's bid package
- Provide "hands-on" technical and management assistance to small businesses to ensure complete understanding of requirements
- Provide a forum in which subcontractors and prime contractors are able to network and exchange information.



3.5D Database:

- Build a resource database that will enable the Outreach Program to track information to be used in preparation of meetings, developing messages, provide recruitment and job referrals to district prime contractors and their subcontractors to support local community hiring.
- Maintenance of a bidder list containing small business contractors interested in doing business with the District. Help ensure the provision of "Invitations to Bid" to all interested firms.
- Utilize the database to distribute bid notices and information in timely manner advance of the bid submission and award through targeted mailers, faxes, and e-mails.

3.5E Communications:

- Outreach management will post information on the SDCCD public website to inform small businesses about the opportunities and resources available with the District. For example the website will serve as an electronic marketing tool and provide a directory of community organizations, small business development centers, financial institutions, and business development services to the contractor community.
- Press releases, notices in community-based publications and trade periodicals will be utilized to ensure that the local contractor is aware of project opportunities, outreach seminars and workshops.
- Meet with local civic leaders and organizations to promote and publicize upcoming projects.
- Working with civic organizations to expand vendor lists and to participate in their business outreach efforts.

3.5F Internet Sources

San Diego Community College District

- San Diego Community College District: www.sdccd.edu
- Mesa College: <http://www.sdmesa.edu/>
- SD City College: <http://www.sdcity.edu/>
- Miramar College: <http://www.sdmiramar.edu/>
- Continuing Education: <http://www.sdce.edu/>

Government

California State Licensing Board: www.cslb.ca.gov
Department of Industry Relations: www.dir.ca.gov



Contractor Resources

Contracting Opportunity Center (COC): www.ptac-sandiego.org

Employee Training Institute (ETI): www.trainwitheti.com

Construction Bid Board, Inc. -A web-based bid management service that provides owners, contractors, subcontractors, suppliers, and service providers with information that improves the quality and efficiency of preparing and distributing bid information.

SBA PRO-Net -An electronic search engine for contracting officers and a link to procurement opportunities and important information for small businesses.

3.6 GOVERNING BOARD REVIEW AND APPROVAL

All the construction contract awards will be reviewed and approved by the Board of Trustees. All change orders less than a 10% cumulative base contract value will be ratified by the board at the close of the project. Change Orders exceeding cumulative 10% of the original contract award will require board approval.