

CITY OF OAKLAND
AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2008 OCT 16 PM 6:51

TO: Office of the City Administrator
ATTN: Dan Lindheim
FROM: Community and Economic Development Agency
DATE: October 28, 2008

RE: **Supplemental Informational Report on the Functions and Processes of the Project Delivery Division of the Design and Construction Services Department**

SUMMARY

At the July 8, 2008, Public Works Committee meeting, staff presented an informational report on the functions and processes of the Project Delivery Division. At the conclusion of the report, the Committee requested staff to return with additional information on the following for Committee review:

- Client Agency Survey form to be used for each project
- Customer Survey form to be filled out by the general public for projects in their neighborhood
- Communication with the agency client and other stakeholders on project scope and progress
- An overview of the Resident Engineer's role

FISCAL IMPACT

This is an informational report; fiscal impacts are not included.

KEY ISSUES AND PROGRAM DESCRIPTION

CLIENT AGENCY SURVEY FORM

Staff has prepared a form (Attachment A) to solicit performance evaluations from agency clients on a project-by-project basis. The purpose of this form is to continually improve customer service and job performance by the Project Delivery Division of CEDA

CUSTOMER SURVEY FORM

In order to better serve the community at-large, staff will send out the Customer Survey form (Attachment B) to solicit comments from the residents impacted by the construction of the capital improvement project.

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COMMUNICATION WITH THE DISTRICT COUNCIL AND AGENCY CLIENT

In managing capital projects, the Project Delivery Division maintains client communication from inception of the project through the completion of construction. The following provides an overview of the current communication process through the different phases of a project – planning, design, construction, and post-construction.

Planning Phase:

- Project kick-off meeting – Initiate meeting with stakeholders to confirm the scope of work and project funds. Stakeholders include the client-department representative, Public Works Agency, City Administrator's ADA Program Coordinator, Engineering staff and sometimes representatives from the respective Council District Office as well as community representatives. The kick-off meeting may include an on-site review of the project.
- Project Agreement – Beginning October 2007, our policy is to enter into a project agreement with our clients defining the project scope, preliminary budget, and an overall project schedule for all new projects. The Project Agreement is reviewed and signed by the client department prior to commencement of the project.

Design Phase:

During the design phase, several opportunities are provided to review and discuss the design of the project. Typically, at the schematic design stage (35% of the design completed), at the design development stage (65% of the design completed), at the construction document stage (95% of the design completed), and at the final bid set level (for sign-off and signatures), the project manager confers and meets with all the stakeholders and performs the following actions:

- Distributes the design submittal at each design stage from the consultant to the stakeholders via mail or e-mail.
- Generally at the end of each review period, holds design review meetings with all the stakeholders, including the consultant, the client representative, PWA Maintenance, and ADA Coordinator to collectively discuss comments.
- Maintains continuous communication with stakeholders between design stages to obtain input and make decisions impacting the design of the project.
- Ensures that all comments of the previous design submittal are addressed by the consultant.
- Submits the final plans and specifications to the stakeholders for final review and approval signatures before the project is advertised for bid.

Construction Phase:

- Periodic updates to the client department on the construction progress.
- Resident Engineer conducts site meetings to address project progress, construction issues, and overall contract administration. Contract modifications that may affect users are discussed with the project manager and the client representative.

- Resident Engineer conducts final walkthrough with all the stakeholders and prepares the punchlist for the contractor to make corrections.

Post Construction Phase:

- Coordinate transfer of completed facility to user department and Public Works for maintenance.
- Follow up on facility warranty and operation issues with the user department.

Project Status Update Reviews:

Project Delivery Division conducts recurring project review meetings with client departments, such as OPR and ORA, to provide an opportunity to discuss their respective capital project programs and progress of all the current projects. Staff utilizes the Project Tracking Application (PTA) database to monitor schedule, project progress, budget, expenditures, workload, and other project information. PTA reports are used during the department review meetings to provide clients with a detailed project report. In addition, the status report of all current capital projects managed by the Department of Engineering and Construction are placed on the web for easy access by our clients and the public.

Web link:

http://www.oaklandnet.com/cedahome_com/SiteData/cedahome/lnetPub/wwwroot/main/dcsd_currentprojects.asp

In response to the Public Works Committee's concerns regarding the communication process in the Leveling the Playing Fields project, following is a brief chronology to demonstrate the communication process exercised:

Apr. 2006	Designer contracted to begin project design.
Aug. 2006	Site visits conducted with stakeholders, including OPR and PWA representatives, to the 7 fields, discussed and agreed upon the proposed improvements.
Sep. 2006	10% preliminary design plans submitted by Designer and defined project scope for each field along with preliminary construction costs.
Oct. 2006	Due to budget constraints, only 4 out of the 7 fields selected for Phase 1. Staff received client department's confirmation of the prioritized fields for construction and proceeded with final design.
Feb. 2007	50% design review meeting held with stakeholders.
Mar. 2007	Confirmed with OPR and PWA representatives the seed mix for the top dressing of the existing field.
Apr. 2007	95% design review meeting held with stakeholders.
May 2007	100% final plans approved and signed by stakeholders and agency directors.

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Continuous Improvements on Communication with the Agency Client and other Stakeholders:

The Project Delivery Division has identified the following new procedures to enhance communication with the Agency Client and other stakeholders:

- Complete a Project Agreement to address project scope and understanding with the client departments before a project begins.
- Include Council District Office representative throughout the project and keep representative informed of the project progress (from planning through construction) as a standard procedure.
- Conduct project survey with the client department after completion of projects.

OVERVIEW OF THE RESIDENT ENGINEER'S ROLE

The Construction Management Unit within the Project Delivery Division is responsible for managing the construction contracts for the capital improvement projects. Depending on the size and complexity of each project, in general, each Resident Engineer manages two to three active projects in addition to one to two projects that are in the closeout phase. The Resident Engineer also maintains close communication with all the stakeholders, including the Project Manager, Design Consultant, Contract Compliance Officer, client and PWA Maintenance representatives, contractor and local residents throughout different phases of the construction project.

The following is an overview of the Resident Engineer's duties in a typical workday:

In general, the Resident Engineer visits each project site twice daily, once early in the morning and once in mid-afternoon. Upon arriving at the project site, the Resident Engineer documents the contractor work force, equipment, delivered materials, work in progress, work completed from the previous day, and any significant incidents and communications that occurred on the project. The Resident Engineer inspects the work in progress to ensure compliance with the contract documents and approved submittals. The Resident Engineer also inspects all materials delivered to the construction site to ensure conformance with the approved submittals and coordinates for materials testing as required by the contract. Prior to leaving the site, the Resident Engineer discusses with the contractor's foreman/superintendent about scheduled work, technical questions and clarification, change orders, corrective work, submittals, payments and any other significant issues related to the project.

Upon return to the office, the Resident Engineer prepares and reviews all the written documentations such as, Daily Progress Reports (Attachment C), correspondences with the contractor, meeting minutes, field orders, progress payments, proposal requests, submittals and change orders. The Resident Engineer also follows up with all the necessary coordination with the project stakeholders, e.g., utility companies, City's Code Enforcement Inspector, design consultant, client and PWA Maintenance representatives, materials testing laboratory, surveyor, Contract Compliance Officer,

and project manager. Other daily duties of the Resident Engineer include negotiation of change order and claims, verification of completed work quantities for the preparation of process payments, response to citizen complaints, project archiving, and updating the Project Tracking Application database.

Below is a comprehensive list of duties of the Resident Engineer in managing the different phases of a construction project.

Pre-Construction Phase:

1. Establish construction project files
2. Perform Constructability Review of drawings and specifications during plan development phase
3. Attend pre-bid meetings
4. Hold Pre-job meeting with designers
5. Develop Quality Control Plan
6. Prepare and issue contract for Special Inspection when necessary
7. Attend community meetings, when required
8. Perform community outreach and public relations
9. Hold Pre-construction Meeting with contractor
10. Assist in contract negotiations, when required
11. Review and distribute early submittals
12. Review and approve construction schedule
13. Review and approve Schedule of Values
14. Establish photo/video diary of project site
15. Issue Notice to Proceed

Construction Phase:

1. Fill out Daily Reports
2. Complete Weekly Reports
3. Inspect work for compliance with drawings and specifications
4. Review and route submittals
5. Review and route Requests for Substitutions
6. Review, answer or route Requests for Information (RFI)
7. Prepare and respond to written communications with contractors
8. Coordinate utility work and conflicts
9. Maintain Submittal Log
10. Maintain Request for Information (RFI) Log
11. Maintain Proposal Request (PR) Log
12. Maintain Change Order Log
13. Check all materials and equipment delivered to site for conformance with specifications
14. Issue Field Orders and Notice of Non-Compliance, as necessary

15. Test or have tested all engineering materials delivered to the site for conformance with specifications
16. Coordinate work of Special Inspector, e.g., field welding, high-strength bolt, etc.
17. Prepare agenda and hold weekly Progress Meeting and prepare minutes for distribution
18. Monitor construction cost for budget conformance
19. Monitor and update construction schedule
20. Update PWA-Project Management Division's PTA for schedule and cost
21. Review Testing Lab reports for corrective action
22. Coordinate construction field surveying as required
23. Coordinate with other City inspectors – Building, Parks, Electrical Services, etc.
24. Respond to resident complaints, as required
25. Update As-Built drawings as necessary
26. Interpret construction documents and rule on issues for contractor
27. Review work for percent complete for payment purposes
28. Hold monthly pre-payment meeting with contractor
29. Process Progress Payments on monthly basis
30. Review and respond to construction claim letters
31. Hold claims resolution meetings as necessary
32. Coordinate management approval of major change orders
33. Estimate cost of Extra Work
34. Negotiate Change Order Costs
35. Monitor progress and costs of Extra Work as necessary
36. Prepare and issue formal Contract Change Orders and explanation letter
37. Make inspection for Preliminary Punch List
38. Develop Preliminary Punch List
39. Monitor landscaping maintenance period
40. Inspect work for Substantial Completion
41. Issue Notice of Substantial Completion
42. Coordinate final "walk through" with client, designer, and Maintenance staff
43. Make Final Inspection
44. Collect As-Built drawings and warranties
45. Perform HVAC plant commissioning work
46. Coordinate training of Operations and Maintenance staff to new equipment
47. Issue Notice of Completion

Post - Construction Phase:

1. Resolve final claims
2. Draft reconciling Change Order
3. Make Final Payment
4. Archive project records, submittals and samples
5. Conduct project debriefing meeting

SUSTAINABLE OPPORTUNITIES

This is an informational report only and there are no direct provisions related to sustainable opportunities.

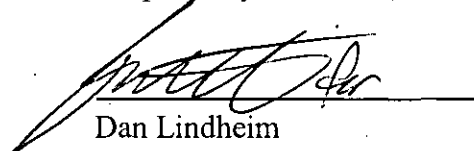
DISABILITY AND SENIOR CITIZEN ACCESS

This is an informational report only and there are no direct impacts related to access issues.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the Council accept this informational report.

Respectfully submitted,

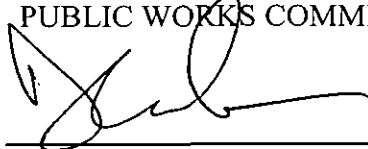


Dan Lindheim
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Community & Economic Development Agency

Reviewed by:
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Deputy Director, Community & Economic
Development Agency

Prepared by:
David Lau, P.E.
Division Manager, Project Delivery Division

APPROVED AND FORWARDED TO THE
PUBLIC WORKS COMMITTEE:



Office of the City Administrator

Attachment A – Client Agency Survey Form

Attachment B – Customer Survey Form

Attachment C – Daily Progress Report

ATTACHMENT A

Client Agency Survey

In an effort to continually improve customer service and job performance by the Project Delivery Division of CEDA, please respond to this survey with regards to the following capital improvement project:

Project & Description: (to be filled in prior to submission to client agency)

Project Delivery Staff Contact person: (to be filled in prior to submission to client agency)

Client Representative: _____

Client Agency: _____

Date: _____

1. How well have you been treated with respect to courtesy and professionalism while interacting with Project Delivery staff?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

2. How satisfied were you with the management of the designer and of the design process?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

3. How satisfied were you with the overall design of the project?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

4. How satisfied were you with the management of the construction contractor?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

Client Agency Survey

5. How satisfied were you with the overall construction of the project?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

6. How satisfied were you with our ability to manage and maintain the overall project budget?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

7. How satisfied were you with our ability to manage and maintain the overall project schedule?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

8. How satisfied were you with your ability to provide input and communicate with staff on this project?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

9. How satisfied were you staff's ability to respond to your questions and concerns?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

10. How satisfied are you with the overall Project Delivery services provided to you on this project?

(Circle One)

Not Satisfied		Satisfied		Very Satisfied
1	2	3	4	5

Client Agency Survey

Please provide comments, especially on any issue that you were not at least satisfied with:

Please provide any suggestions on how Project Delivery staff may improve its services:

Thank you for your time and effort in completing this survey.



Customer Survey

Project Name: _____ (to be filled in prior to submission to the resident)

Address: _____

Name (optional): _____

Date: _____

In an effort to continually improve customer service and job performance by the Project Delivery Division of the Community & Economic Development Agency, please provide your feedback by responding to this Customer Survey at the completion of the subject project. If you prefer to fill out this survey electronically, you may log on the City of Oakland website at <http://www.oaklandnet.com/>. You may e-mail the completed form to us at Customer_Survey_Construction_Project@oaklandnet.com, send by fax to 510-238-6633, or mail this form to 250 Frank Ogawa Plaza, Suite 4340, Oakland, CA 94621.

		Please circle one				
Questions		Not Satisfied		Satisfied		Very Satisfied
1	How satisfied were you with the advance notice of commencement of construction?	1	2	3	4	5
2	How satisfied were you with the construction schedule?	1	2	3	4	5
3	How satisfied were you with the protection/restoration of your private property disturbed by the construction of the project? (if applicable)	1	2	3	4	5
4	How satisfied were you with the overall improvements made in your neighborhood?	1	2	3	4	5
5	How satisfied were you with the response time by the Contractor and/or City Inspector in addressing your questions and concerns?	1	2	3	4	5
6	How satisfied were you with cleanliness of the site?	1	2	3	4	5
7	How satisfied were you with the quality and workmanship of the completed work?	1	2	3	4	5
8	How satisfied were you with the Contractor's safety practices and measures?	1	2	3	4	5
9	Rate how well the City Inspector interacts with you during construction?	1	2	3	4	5
10	Rate how well the Contractor interacts with you during construction?	1	2	3	4	5
11	Rate how well traffic and pedestrian access provided during construction?	1	2	3	4	5
12	Are you satisfied with the overall management of this construction project in your neighborhood?	1	2	3	4	5

Attachment B

Please provide any additional comments or suggestions in the space provided below: Please attached a separate sheet if more space is needed.

Thank you for taking your time to complete this survey.

ATTACHMENT C
DAILY PROGRESS REPORT

CITY OF OAKLAND
 COMMUNITY AND ECONOMIC DEVELOPMENT AGENCY
 PROJECT DELIVERY DIVISION

DATE: _____

WEATHER: _____

PROJECT
NAME:

PROJECT
No: _____

CONTRACTOR	TRADE	CREW	LABOR	EQUIPMENT
Ray's Electric	Gen	4	Foreman, 3 labor	Backhoe, 2 pickups
AJW	Concrete	3	4 concrete finisher	2 pickups

SITE INSPECTION CHECKLIST (Check applicable items)

1	<input type="checkbox"/> Traffic control and safety.	7	<input type="checkbox"/> Sampling and materials testing coordination
2	<input checked="" type="checkbox"/> On site material & equipment storage.	8	<input type="checkbox"/> Review work plan and schedule with contractor.
3	<input type="checkbox"/> Site cleanliness.	9	<input checked="" type="checkbox"/> Dust and noise control.
4	<input checked="" type="checkbox"/> Verify conformance of new materials on site.	10	<input checked="" type="checkbox"/> Site safety.
5	<input type="checkbox"/> Trench protection w/ steel plate & shoring.	11	<input type="checkbox"/> Temporary asphalt paving.
6	<input type="checkbox"/> Storm drain protection.	12	<input type="checkbox"/> ADA access

TIME	REMARKS (State in full progress of work)
12:00 PM	

RESIDENT ENGINEER NAME	SIGNATURE	DATE