LOS ANGELES COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES
FACILITIES MASTER PLANNING & OVERSIGHT COMMITTEE
Educational Services Center
Board Room
770 Wilshire Boulevard
Los Angeles, CA 90017
Wednesday, February 20, 2019
1:30 p.m. – 2:45 p.m.

Committee Members
Ernest H. Moreno, Chair
Scott J. Svonkin, Vice Chair
Steven F. Veres, Member
Mike Fong, Board Alternate
David Salazar, Staff Liaison
Laurence B. Frank, College President Liaison
Mary Gallagher, College President Liaison Alternate

Agenda
(Items may be taken out of order)

I. ROLL CALL

II. PUBLIC SPEAKERS*

III. INFORMATION ITEMS


B. Preferred Project Delivery Method

C. Semi-Annual Report (for receive and file only)

D. Active Construction Project Status Report (for receive and file only)

IV. FUTURE DISCUSSION/ AGENDA ITEMS

V. FUTURE MEETING DATE – March 20, 2019

VI. ADJOURNMENT

*Members of the public are allotted three minutes time to address the agenda issues.
If requested, the agenda shall be made available in appropriate alternate formats to persons with a disability, as required by Section 202 of the American with Disabilities Act of 1990 (42 U.S.C. Section 12132), and the rules and regulations adopted in implementation thereof. The agenda shall include information regarding how, for whom, and when a request for disability-related modification or accommodation, including auxiliary aids or services may be made by a person with a disability who requires a modification or accommodation in order to participate in the public meeting. To make such a request, please contact the Executive Secretary to the Board of Trustees at 213/891-2044 no later than 12 p.m. (noon) on the Tuesday prior to the Committee meeting.
PERFORMANCE AUDIT OF LOS ANGELES COMMUNITY COLLEGE DISTRICT’S PROPOSITIONS A, AA AND MEASURES J, CC BOND PROGRAMS, FISCAL YEARS 2016-17 AND 2017-18: CORRECTIVE ACTION PLAN PROGRESS REPORT

February 20, 2019
# Table of Contents

I. Purpose

II. Snapshot of Observations and Corrective Actions

III. Next Steps

IV. Appendix - Summary of Recommendations and Corrective Actions
Purpose

The purpose of this report is to provide the Los Angeles Community College District (LACCD) with an update of actions taken to address findings, recommendations, or concerns noted in annual independent performance audits for fiscal years 2016-17 and 2017-18 conducted by KPMG.

BDO USA is a sub-contractor to Jacobs Project Management Company and a prime contractor to LACCD. BDO USA monitors and reports on corrective actions resulting from performance audits of the LACCD bond program, as stated in the agreement between BDO USA and Jacobs Project Management Company: [PMO Internal Audit will] Act as an independent internal auditor of Program Manager’s accounting and control functions and performance related to its management of the BuildLACCD bond program.
Snapshot of Observations and Corrective Actions

Below is a table summarizing the status of corrective action plans as reported by the responsible parties within the Program Management Office (PMO). In certain instances, PMO Internal Auditor (IA) has verified that corrective actions have been performed, (i.e., new Standard Operating Procedures (SOPs) have been drafted and communicated). However, PMO IA has not conducted separate internal audits of each corrective action taken by the PMO to ensure processes and controls are functioning as stated in the PMO corrective action plan, except in areas included in the PMO IA work plan.

<table>
<thead>
<tr>
<th>Performance Audit</th>
<th>Year</th>
<th>Total</th>
<th>Closed</th>
<th>Open</th>
<th>Comments re Open Items</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2018</td>
<td>Observations</td>
<td>5</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recommendations</td>
<td>13</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>Observations</td>
<td>6</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recommendations</td>
<td>13</td>
<td>13</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>2017 thru 2018</td>
<td>Observations</td>
<td>11</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Recommendations</td>
<td>26</td>
<td>18</td>
<td>8</td>
</tr>
</tbody>
</table>

Five of 13 sub-findings are closed. Eight are open:
- 1a: District and Jacobs should meet to address deliverables.
- 2: Jacobs will document a process to receive and address College Project Teams (CPTs) concerns.
- 3a: PMO is developing a new estimating SOP.
- 3b: PMO will reinforce use of standardized forms through "Form Announcement".
- 3c: PMO will update SOPs to include internal review processes and a checklist.
- 4a: PMO will evaluate feasibility of collating cost sources into a single database or centralized cost-sourcing tool and a) report to District and/or b) implement appropriate solution.
- 4b: PMO will implement a process to confirm or update any cost ranges sourced from industry benchmarks.
- 5a: PMO will revise procedures and reject any non-standardized forms for change orders.
Next Steps

1. PMO IA issue this report to PMO management
2. PMO IA monitor corrective action progress and report quarterly to District
3. Next quarterly update: May 15, 2019
## Appendix - Summary of Recommendations and Corrective Actions - 2018

### Corrective Action Progress

<table>
<thead>
<tr>
<th>Source</th>
<th>Year</th>
<th>Item</th>
<th>Category</th>
<th>Recommendations</th>
<th>Status</th>
<th>Management Corrective Action Plan</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Audit</td>
<td>2018</td>
<td>1</td>
<td>Contract Compliance</td>
<td>1a: District and Jacobs should meet to discuss and memorialize departures from contract.</td>
<td>In Progress</td>
<td>Differences between Exhibit D and Exhibit H are being discussed between Jacobs, Chief Facilities Executive (CFE) and Chancellor. The first meeting was 2/4/2019. Additional meetings will be scheduled with the tentative goal of completing and memorializing mutual decisions within 60 days.</td>
<td>April 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1b: District should improve managing and monitoring Jacobs contractual obligations.</td>
<td>Closed</td>
<td>District has assigned PMO Internal Audit and PMO Special Program Manager to monitor Jacobs contractual obligations. The 2019 workplan was approved 1/24/2019 and is being executed.</td>
<td>January 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1c: Jacobs should assign resources to manage and monitor contractual obligations.</td>
<td>Closed</td>
<td>Jacobs has assigned the Quality Assurance / Quality Control (QA/QC) group to manage and monitor contractual obligations. The QA/QC Manager maintains a Contracts Reports Deliverables Tracker that is updated on an ongoing basis.</td>
<td>November 2018</td>
</tr>
</tbody>
</table>
### Appendix - Summary of Recommendations and Corrective Actions - 2018

<table>
<thead>
<tr>
<th>Source</th>
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<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Audit</td>
<td>2018</td>
<td>2</td>
<td>Communication</td>
<td>2a: College Project Teams (CPTs) should ensure feedback is gathered regularly from process stakeholders and used for improving program processes.</td>
<td>Closed</td>
<td>All Hands Meetings are held at least yearly. In addition monthly round table meetings with all CPTs are held to encourage two-way information sharing. Regional Project Managers meet regularly with campus teams and with campus leadership to obtain feedback on program processes as well as on project specifics. Lessons Learned are collected.</td>
<td>2017</td>
</tr>
</tbody>
</table>
|               |      |      |             | 2b: Jacobs should document process-related concerns reported by CPTs and track how they are addressed, resolved, and communicated. | In Progress| Jacobs will implement a process to collect, investigate, address, track and report concerns reported by the CPTs.  
1) Suggestions/Concerns Tracker is being created by Communications Manager and Manager QA/QC by 2/28/2019  
2) Email notice to CPT and PMO personnel announcing a formal hotline program to CFE for approval by 2/28/2019 | February 2019 |
## Appendix - Summary of Recommendations and Corrective Actions - 2018

<table>
<thead>
<tr>
<th>Corrective Action Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source</td>
</tr>
<tr>
<td>Performance Audit</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
</tbody>
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<tr>
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<th>Management Corrective Action Plan</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>2018</td>
<td>4</td>
<td>Estimating</td>
<td>4a: Jacobs and District should consider creating a centralized cost source to be referenced in the SOP.</td>
<td>In Progress</td>
<td>The PMO uses multiple well-recognized cost sources. 1) We will evaluate the feasibility of collating this information into a single database or a centralized cost sourcing tool. a-The results of the cost-benefit analysis will be reported to the District for their determination and/or b-The PMO will implement an appropriate solution.</td>
<td>May 2019</td>
</tr>
<tr>
<td>Audit</td>
<td></td>
<td></td>
<td></td>
<td>4b: Jacobs and District should implement a review process to confirm or update any cost ranges sourced from industry benchmarks or historical data and maintain complete and current records of all ranges.</td>
<td>In Progress</td>
<td>The PMO has a current review process to confirm or update any cost percent ranges that are sourced from industry benchmarks or historical data. We will provide specific direction on which cost sources must be researched, and have the review process formalized and documented in the new estimating SOP.</td>
<td>May 2019</td>
</tr>
</tbody>
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</thead>
<tbody>
<tr>
<td>Performance Audit</td>
<td>2018</td>
<td>5</td>
<td>Change Order</td>
<td><strong>5a:</strong> PMO should reject any non-standardized forms for change order.</td>
<td>In Progress</td>
<td>The PMO will revise procedures detailing the list of forms and their uses in the estimating SOP. The PMO will ensure that all necessary forms are included when change order are routed by the CPTs to the PMO for review and approval, and reject those that are non-compliant.</td>
<td>May 2019</td>
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<td></td>
<td><strong>5b:</strong> PMO should issue updated labor rate calculation forms on an ongoing basis to reflect updated prevailing wage rates.</td>
<td>Closed</td>
<td>The PMO updated SOP to include Department of Industrial Relations (DIR) website link so CPTs can use latest labor rates. This was performed 10/26/2018.</td>
<td>February 19</td>
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<td></td>
<td><strong>5c:</strong> The PMO should review and reject proposed change order from CPTs that lack appropriate signatures.</td>
<td>Closed</td>
<td>The PMO issued a signature authority matrix to identify interim/alternate authority when designated authorities are unavailable. We will request that the College President delegate signature authority in case of his/her absence. Reminder to be sent 2/20/2019 regarding any COP packages submitted to the PMO for review and approval that do not comply will be corrected prior to processing.</td>
<td>February 19</td>
</tr>
</tbody>
</table>
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<td>Performance Audit</td>
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<th>Status</th>
<th>Management Corrective Action Plan</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td>Performance Audit</td>
<td>2017</td>
<td>3</td>
<td></td>
<td>Project Closeout</td>
<td>3a: PMO should validate the master list of all projects in closeout - non-legacy</td>
<td>Closed</td>
<td>The PMO developed a Close Out Summary Report of all projects that are in the closeout process or have completed closeout. The list is updated at least monthly and submitted to District in the Monthly Deliverable Binder.</td>
<td>July 2018</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>3b: PMO should ensure that CPTs complete required Lessons Learned for each project completed</td>
<td>Closed</td>
<td>PMO team SOP CP 2.0, Rev.2, dated 9/8/17 regarding the use of new checklist and outline of form CP-380 &quot;Project Lesson Learned&quot; which is due NLT 30 days after the project Final Notice of Completion. 1/31/2019 - In addition, Annual All Hands meeting announced contest to solicit Lessons Learned from participants.</td>
<td>September 2017</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>3c: PMO should revise SOPs to reflect that retention should be paid within 30 days of receipt of the retention invoice.</td>
<td>Closed</td>
<td>The SOP was updated and Regional Program Directors have reinforced to CPTs the requirement to adhere to statute.</td>
<td>July 2018</td>
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<td></td>
<td>3d: Legacy Projects - PMO should review all legacy projects for completeness and accuracy to ensure contractual, procedural, and regulatory project closeout items are satisfied.</td>
<td>Closed</td>
<td>The list of legacy projects that were not closed out by prior PMO contractors was developed, a strategy to closeout legacy projects was approved. Closeout implementation began August 2018 and will continue until all legacy projects are financially closed out and archived.</td>
<td>August 2018</td>
</tr>
</tbody>
</table>
## Appendix - Summary of Recommendations and Corrective Actions - 2017

### Corrective Action Progress

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<th>Recommendations</th>
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<th>Management Corrective Action Plan</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>2017</td>
<td>4</td>
<td>PMIS Integration</td>
<td>PMO should continue enhancing PMIS by increasing connectivity between platforms (Primavera P6, CostPoint, Meridian Proliance, SharePoint)</td>
<td>Closed</td>
<td>The Data Warehouse serves as the center of consolidating information from the various PMIS applications. Alternatives were discussed with the District in 2017. The District determined that it would continue with Proliance and the Proliance agreement was extended in 2017.</td>
<td>2017</td>
</tr>
<tr>
<td>Performance</td>
<td>2017</td>
<td>5</td>
<td>Risk Management</td>
<td>5a: CPTs and PMO should update the risk register monthly and add a risk comments field.</td>
<td>Closed</td>
<td>Quarterly risk workshops with CPTs are held and CPTs are requested to update the risk register monthly. Updated are included in the monthly PMO Binder and in the Risk Register.</td>
<td>July 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5b: SOPs should be updated to increase PMO oversight to projects of inherently higher risk to the program.</td>
<td>Closed</td>
<td>District, PMO and CPT leaders are updated on high risk projects and events weekly. SOP was updated.</td>
<td>July 2018</td>
</tr>
</tbody>
</table>
## Corrective Action Progress

<table>
<thead>
<tr>
<th>Source</th>
<th>Year</th>
<th>Item</th>
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<th>Recommendations</th>
<th>Status</th>
<th>Management Corrective Action Plan</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Audit</td>
<td>2017</td>
<td>6</td>
<td>Change Order</td>
<td>6a: PMO should discuss the compliance issues identified by this audit with the CPTs as &quot;Lessons Learned&quot; and establish procedures to monitor CPT compliance with the requirements established by the SOPs going forward.</td>
<td>Closed</td>
<td>PMO Regional Program Directors will reinforce with the CPTs full compliance with the SOPs for change order processing.</td>
<td>September 2018</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6b: District should update SOPs with a written procedure of current PMIS process flow for guidance on revisions to Professional Service Master Agreements, Task Orders and Multiple Award Task Order Contracts.</td>
<td>Closed</td>
<td>PMO updated and revised the SOPs with a written procedure.</td>
<td>September 2018</td>
</tr>
</tbody>
</table>
Preferred Project Delivery Method
Facilities, Master Planning & Oversight Committee

February 20, 2019
SUMMARY

California Education Code > $2.5 Million

Since 2003, Design-Build has been the preferred project delivery method at LACCD

- Best Value Selection
- Design Integration from Sub Trades
- Better Schedule Control
- Better Cost Control
  - Transfers Risks for Errors & Omissions
  - Fewer Change Orders
- Reduced Claims
- Reduced Staff Levels to Manage Projects
HISTORICAL PROJECT DELIVERY METHODS

LACCD Bond Program has used:

- 2002 Design-Bid-Build (Low Bid)
- 2003 Design-Build (Over $2.5M)
- 2013 Lease-Lease-Back (Fresno Case in 2014 Prohibited this as a delivery method)
- 2019 Job Order Contracts

Future is focused on Best Value Selection
BEST VALUE SELECTION

1. Benefits
   - Repeat Business / Reputation
   - Fewer Delays / Claims

2. Delivery Methods with Best Value Selection
   - Design-Build       YES
   - Design-Bid-Build  No
INTEGRATION WITH BUILDERS & SUB Trades

1. Design-Build is One (1) Contract
   - Design & Construction
     - General Contractor & Sub Trades Design Involvement

2. Design-Bid-Build is Two (2) Contracts
   - Design - Bid & Award - Construction
EARLY INVOLVEMENT CURVE

Opportunity for Influence

Level of Influence

Major Influence
Rapidly Decreasing Influence
Low Influence

Influence
Commitment$$
Scope Definition

Project Life Cycle

Conceptual Analysis and R&D
Front End Planning
Basic Data and Scoping
Project Authorization
Production Engineering and Procurement
Construction
Engineering Complete
Turnover and Start-up

Project Expenditures
DESIGN-BUILD NOW COMMON PLACE

43 states have full or widely permitted authorization to utilize Design-Build for public agencies.

Design-Build authorization & construction spending by state.

Design-build is permitted by all agencies
- Design-build is widely permitted
- Design-build is a limited option
- Design-build is limited to one political subdivision, agency or project

Source(s): FMI analysis of multiple sources
NON-RESIDENTIAL CONSTRUCTION SPENDING

Total US Non-residential spending anticipated to reach over $550 billion by 2020

Source(s): FMI
Design-Build utilization continues to expand into project sizes <$25 million as owners continue to gain exposure of its benefits.

Source(s): FMI analysis of multiple sources
PERFORMANCE STUDY DESIGN-BUILD

Delivery Method Performance Study

*Construction Industry Institute*

*After 20 years, Design-Build projects deliver better schedule and cost performance*
<table>
<thead>
<tr>
<th></th>
<th>1998</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Growth (% lower is better)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DBB</td>
<td>4.8%</td>
<td>5.7%</td>
</tr>
<tr>
<td>DB</td>
<td>2.2%</td>
<td>1.9%</td>
</tr>
<tr>
<td><strong>Schedule Growth (% lower is better)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DBB</td>
<td>4.4%</td>
<td>3.3%</td>
</tr>
<tr>
<td>DB</td>
<td>0%</td>
<td>1.6%</td>
</tr>
<tr>
<td><strong>Delivery Speed (Square feet per month)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DBB</td>
<td>3,250</td>
<td>2,550</td>
</tr>
<tr>
<td>DB</td>
<td>6,842</td>
<td>5,143</td>
</tr>
</tbody>
</table>
Reduces Project Management Staffing Levels

<table>
<thead>
<tr>
<th>Responding to Change Orders</th>
<th>Design-Build</th>
<th>Design-Bid-Build</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner Scope</td>
<td>Owner Scope</td>
<td></td>
</tr>
<tr>
<td>Unforseens</td>
<td>Unforseens</td>
<td></td>
</tr>
<tr>
<td>Not Applicable</td>
<td>Agency Required</td>
<td>Errors &amp; Omissions</td>
</tr>
</tbody>
</table>
TO RECAP

California Education Code > $2.5 Million

Since 2003, Design-Build has been the preferred project delivery method

- Best Value Selection
- Design Integration from Sub Trades
- Better Schedule Control
- Better Cost Control
  - Transfers Risks for Errors & Omissions
  - Fewer Change Orders
- Reduced Claims
- Reduced Staff Levels to Manage Projects
BuildLACCD Current Funding*
As of December 2018

Inclusive of all Bond measures (A/AA/J/CC)

- $487.1 Colleges
- $123.6 Satellites
- $33.2 Central Services
- $2,195.8 Measure CC Bond**
- $751.5 Program-Wide Initiatives
- $336.1 Retire District Debt & Refinance
- $5,673.8 District Bond Contingency

TOTAL = $9.6B

* in millions
** remaining funds not yet allocated to individual projects
Funding Summary*
As of December 2018

* Inclusive of all Bond measures (A/AA/J/CC)
Current Funding - Colleges
As of December 2018

TOTAL = $5.67B*

* Inclusive of all Bond measures (A/AA/J/CC)
Notes
1. South Gate is included within the Satellites category per the Dashboard report.
2. Release Program Reserve and Measure CC Bond excluded.
Cash Flow and Invoicing
As of December 2018

Cash Flow
![Cash Flow Graph]

Invoices Paid
![Invoices Paid Graph]

Invoice Process Time*
![Invoice Process Time Graph]

* # of days between received date at the CPT/PMO and the date the check is cut
Projects Status Summary
As of December 2018

*Number of Projects counts each individual project as one project (e.g. ADA project bundled with a building projects count as 2 individual projects.)
Project Close Out
July – December 2018

Project Closeout Status To Date:

<table>
<thead>
<tr>
<th>Status</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active (in design or construction)</td>
<td>113</td>
</tr>
<tr>
<td>Substantially Complete*</td>
<td>711</td>
</tr>
<tr>
<td>Total Projects</td>
<td>824</td>
</tr>
</tbody>
</table>

*Substantial Completion is a milestone achieved with the “Notice of Substantial Completion” form is signed by all required stakeholders.
Procurement Activity
As of December 2018

Notable New Awards:

• LAVC - Accessibility and Gym Complex Campus Improvement Projects (“CIP”)
  – Awarded: July 2018
  – $5,315,650

• Watson Center CIP
  – Awarded: September 2018
  – $13,994,630

• Low Voltage Construction Services PQSP
  – Awarded: October 2018
  – Up to $40,000,000

• Job Order Contracting Consulting Services
  – Awarded: December 2018
  – Up to $1,000,000
LSEDV Program Performance
LSEDV: Local, Small, Emerging, Disabled Veteran-Owned
As of December 2018

GOAL = 30%

- LSEDV Companies
- Non-LSEDV Companies

44%  56%
Local Worker Hire Performance
As of December 2018

Local Workers under New PLA*

- Local Workers: 37%
- Non-Local Workers: 63%

Local Workers under Old PLA**

- Local Workers: 33%
- Non-Local Workers: 67%

Source: District Wide - Local Hire Performance Ranking December 18 report
* Cumulative since the inception of the amended Project Labor Agreement (PLA) on July 8, 2015; goal is 35% local worker hire.
** Cumulative since October 2014 for remaining projects covered under old PLA; goal is 30% local worker hire.
Safety Report
As of December 2018

**Total Recordable Incident Rate:**
2.89
(July ‘18 – Dec ‘18)
Goal*: < 3.4

**Labor Hours:**
276,868.5**
(July ‘18 – Dec ‘18)

* Goal of 3.4 used to align with a “green” threshold as part of the Key Performance Indicators (KPIs).
** construction labor hours covered by OCIP

---

**Incidents**

<table>
<thead>
<tr>
<th>Month</th>
<th>Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>1</td>
</tr>
<tr>
<td>Aug</td>
<td>1</td>
</tr>
<tr>
<td>Sept</td>
<td>1</td>
</tr>
<tr>
<td>Oct</td>
<td></td>
</tr>
<tr>
<td>Nov</td>
<td></td>
</tr>
<tr>
<td>Dec</td>
<td>1</td>
</tr>
</tbody>
</table>

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* Goal of 3.4 used to align with a “green” threshold as part of the Key Performance Indicators (KPIs).
Risk Program Update
As of December 2018

Risk Identification/Cost Workshops: January – July 2018
• Multiple Risk Workshop sessions conducted with each CPT and PMO department to:
  1. Identified new risks and mitigation measures.
  2. Reviewed and updated ongoing risks and mitigation measures.
  3. Closed risks.
  4. Performed quantitative and qualitative evaluations of risk data.

Risk Review/Model Execution: August – September 2018
• Active College risk registers reviewed and ran model results.

Briefing of College Presidents: October – December 2018
• Briefed each of the College Presidents on annual risk model results, top risk activity, exposure trend, and available contingencies and reserve funds, for each of the respective campuses.
• Briefed the Chief Facilities Executive on program-wide risk activity and model results.

Next Steps: Ongoing
• Continue to conduct Risk Workshops with PMO Departments and CPT to identify new risks for existing A/AA/J projects and new CC projects, as well as update and close, as necessary.
• Run Expected Value Risk Analysis Model on 2019 risk activity.
• Annual Risk Assessment Briefing to District: Late-2019.
Continuous Improvement Initiatives
As of December 2018

PMO Reporting Deliverables Tracking Assessment: Ongoing

Key PMO Reporting Enhancements:
- Enhanced Lessons Learned (LL) Submission process:
  - Introduced new LL Comments/Issue Form, Master Tracking List, and Informational Notice
  - LL meeting/brainstorming session conducted (CPT/PMO); resulting in:
    - 2 focus group meetings were established to address/resolve Programming Criteria and Contract/Accounting concerns and issues.
- Introduced Earned Value Reporting (For Measure CC)
- Enhanced CPT staffing tool projection (Pilot being conducted at Harbor and Southwest)
- Enhanced Cost Account Generator Engine (Currently in use)
- Introduced enhanced process for Prompt payments
- Updated Section 01- 3150 Health, Safety & Environmental Requirements
- SOP Updates
CPT Quality Assessment (9 Colleges):
• Areas of assessment completed for 2018: Milestone Coding, Building Information Modeling (including PMO), Finance/Accounting, Program Forms & Templates.
  • Assessment reports to be completed by February 22, 2019. Assessment implementation process will follow.
  • Next assessment scheduled to be completed in June 2019 in the areas of safety, closeout, and finance/accounting.

PMO Department Assessments:
• PMO Building Information Modeling (BIM) department assessment report to be completed by February 22, 2019
• Recommendations implementation: April/2019 – March/2019
• Next Assessment scheduled to begin in February 2019 in the areas of Contract Workflow, Documents Control, Labor Compliance.
External Assessments
As of December 2018

KPMG Financial Audit Report:

• Financial Audit Issued December 2018: No Findings.

KPMG Draft Performance Audit Report Action Items:

• KPMG Presented Performance Audit to FMP&OC on November 28, 2018 and January 23, 2019

• High Priority- PMO Transition: High priority recommendations related to contract and PMO deliverables discussed with District.


• Procurement: No Findings.

Performance Audit Scope
Covers: July 1, 2017 – June 30, 2018

1. PMO Transition

2. Cost Estimating

3. Procurement
Thank You
### Los Angeles City College

<table>
<thead>
<tr>
<th>Line #</th>
<th>Project #</th>
<th>Project Name</th>
<th>Original Contract Amount [A]</th>
<th>Approved Change Order Amount to Date [B]</th>
<th>Change Order % / [A-B]</th>
<th>Revised Contract Amount to Date [C = A + B]</th>
<th>Original Contract Substantial Completion</th>
<th>Physical % Complete</th>
<th>Revised Contract Substantial Completion Date [K]</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>40J-102.01</td>
<td>60% - Transfer and Accessibility Improvements</td>
<td>$960,000</td>
<td>$0</td>
<td>0%</td>
<td>$960,000</td>
<td>Jan-19</td>
<td>0%</td>
<td>Jan-19</td>
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<tr>
<td>2</td>
<td>40J-905.33</td>
<td>West - Trans and Accessibility Improvements - ATA-Lot 2 Bridge</td>
<td>$2,168,850</td>
<td>$0</td>
<td>0%</td>
<td>$2,168,850</td>
<td>Jul-19</td>
<td>0%</td>
<td>Jul-19</td>
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### Los Angeles Harbor College

<table>
<thead>
<tr>
<th>Line #</th>
<th>Project #</th>
<th>Project Name</th>
<th>Original Contract Amount [A]</th>
<th>Approved Change Order Amount to Date [B]</th>
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<th>Revised Contract Amount to Date [C = A + B]</th>
<th>Original Contract Substantial Completion</th>
<th>Physical % Complete</th>
<th>Revised Contract Substantial Completion Date [K]</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>00J-222.07</td>
<td>Site Restorations at Bungalow Complexes</td>
<td>$87,500</td>
<td>$0</td>
<td>0%</td>
<td>$87,500</td>
<td>Jul-19</td>
<td>0%</td>
<td>Jul-19</td>
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</table>

### South Gate Educational Center

<table>
<thead>
<tr>
<th>Line #</th>
<th>Project #</th>
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<th>Original Contract Amount [A]</th>
<th>Approved Change Order Amount to Date [B]</th>
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<th>Revised Contract Amount to Date [C = A + B]</th>
<th>Original Contract Substantial Completion</th>
<th>Physical % Complete</th>
<th>Revised Contract Substantial Completion Date [K]</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>03H-350.03</td>
<td>South Gate Educational Center - Demo</td>
<td>$636,260</td>
<td>$0</td>
<td>0%</td>
<td>$636,260</td>
<td>Mar-19</td>
<td>0%</td>
<td>Mar-19</td>
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</table>

### South Los Angeles College

<table>
<thead>
<tr>
<th>Line #</th>
<th>Project #</th>
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<th>Original Contract Amount [A]</th>
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<th>Revised Contract Substantial Completion Date [K]</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>07T-779.17</td>
<td>Construction Technology Yard and Storage Building - Phase II</td>
<td>$1,520,600</td>
<td>$0</td>
<td>0%</td>
<td>$1,520,600</td>
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<td>0%</td>
<td>Dec-19</td>
</tr>
<tr>
<td>6</td>
<td>07T-775.01</td>
<td>Grand Avenue Enhancement Phase 1</td>
<td>$942,000</td>
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<td>0%</td>
<td>$942,000</td>
<td>Jul-19</td>
<td>0%</td>
<td>Jul-19</td>
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<tr>
<td>7</td>
<td>07T-773.02</td>
<td>Blue Line Station Extension</td>
<td>$2,317,786</td>
<td>$256,200</td>
<td>0%</td>
<td>$2,574,000</td>
<td>Sep-19</td>
<td>0%</td>
<td>Sep-19</td>
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</table>

### Los Angeles Valley College

<table>
<thead>
<tr>
<th>Line #</th>
<th>Project #</th>
<th>Project Name</th>
<th>Original Contract Amount [A]</th>
<th>Approved Change Order Amount to Date [B]</th>
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<th>Physical % Complete</th>
<th>Revised Contract Substantial Completion Date [K]</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>09W-982.00</td>
<td>Valley Academic and Cultural Center</td>
<td>$78,508,391</td>
<td>$301,621</td>
<td>1.19%</td>
<td>$78,809,912</td>
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<td>Dec-18</td>
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<tr>
<td>9</td>
<td>09W-951.00</td>
<td>Building M Phase 2</td>
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<td>$0</td>
<td>0%</td>
<td>$1,650,700</td>
<td>Jun-19</td>
<td>0%</td>
<td>Jun-19</td>
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</table>

### West Los Angeles College

<table>
<thead>
<tr>
<th>Line #</th>
<th>Project #</th>
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<th>Original Contract Amount [A]</th>
<th>Approved Change Order Amount to Date [B]</th>
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<th>Physical % Complete</th>
<th>Revised Contract Substantial Completion Date [K]</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>09W-953.00</td>
<td>Physical Security and Hardware - West</td>
<td>$3,782,491</td>
<td>$0</td>
<td>0%</td>
<td>$3,782,491</td>
<td>Mar-19</td>
<td>0%</td>
<td>Mar-19</td>
</tr>
</tbody>
</table>

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**Notes:**
1. **Contract Type:** DBB = Design-Bid-Build  DB = Design-Build  LLB = Lease Leaseback  PQSP = Prequalified Service Providers
2. Columns [A], [B], and [C] are based on values for the prime general contractor solely.
3. Total Change to Date values excludes notices of changes and Change Order Proposals.
4. Design EAC is calculated only for Design-Build contracts.
5. Construction EAC includes the total of new construction and renovation hard costs.