**Date/Time of Meeting: Friday, September 27, 2019 @ 8:00 a.m. – 3:00 p.m.**

**Location: Sheraton Hotel in Redding**

**Attendance:**

Audrey Higashi Diana Nolen Kevin Nolen

Amy Small Ed Hammerich Linda Sturges

Brandy Gray Honey Kintzler Richard Olson

Charis Stockwell Kendal Dummer Rochell Barkocy

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**Training Session:**

**Summary/Overview:**

1. Successes
2. What we do
3. Why we do it

Notes:

Discussion of CRM responsibilities to the District, and the District responsibilities.

* **District is technically and legally the general contractor**.
* CRM manages and directs the project on behalf of the District, from design to finish.

Moving forward, CRM will be much more involved in the design aspect of the project by working directly with an architect and engineer that provides services directly to CRM clients.

Kevin has met with a design firm in Arcata, Greenway, in furtherance of this concept.

* A vital part of CRM services provided to the District is clarification of the plans – verifying that anything not included or clearly defined in the plans is clarified prior to bidding.
* **Diana and Audrey are vital to the team as they keep the machine operating.**

It is vital to Diana and Audrey that receipts and needed information are sent to them.

The system now in place will be mailing all receipts for the week on Friday in self-addressed stamped envelopes.

**Protocols/Processes:**

1. Standards for documents
2. How the “belly of the beast” works!
3. Email etiquette

Notes:

* **Scope Clarification:**
* Scope clarifications are to be onsite, in a binder on the plan table or in proximity, and available to all contractors for review.
* The format for scope clarifications must be maintained, and the face page containing General Notes and items 1-6 are always included in every scope clarification.
* **RFI (Request for Information):**
* RFI contains standard language that must be included in all RFI. Life Safety issues are to be submitted ASAP.
* **Documentation:**
* Documentation is vital, critical and required.
* Document. Document. Document. It has to be done.
1. It is legal.
2. It confirms the understanding of a verbal conversation.
3. If another person must continue absent the originator, it provides a historical reference point.
4. It is protection for CRM, and for you.

We are all guilty of not doing it.

**Of all things learned today, learn this: Documentation and Schedules.**

* Documentation is vital. Email follow-ups especially manage our risk. Email formatting should include bullet points, standardized subject line which includes project title, contract number if applicable, and searchable identifier in subject line.
* The font will always be Garamond.
* When sending an internal email and including an attachment, identify in the email where attachment is saved.
* Email should be sent confirming conversation, whether face-to-face or phone conversation.
* Upon 100% completion by contractor, an email is sent to contractor.
* **CRM Document Formatting/Standards:**
* Garamond Font on all documents
* Columns as narrow as possible
* Do not combine rows/columns (just enlarge on row/column as needed).
* Standards- Ambiguity equals added costs.
* **Email Etiquette:**
* Use an attitude of helpfulness.

The perspective should be – how am I helping this person understand.

* If necessary, Kevin will be the person who drops the hammer.
* Kevin is all about building a team, including the Districts and contractors we work with.
* **Pre-Punchlist and Punchlist:**
* A pre-punch list is developed by the project manager onsite and will be sent to all affected contractors 30 days prior to the deadline for substantial completion. This helps the contractor follow the schedule. CRM develops the schedule for the project and will include the pre-punch list as a milestone date.
* The pre-punch list can be updated several times prior to the formal punch list being created. It can also include punch list items from the architect and/or consultants.
* The formal punch list should have no more than 10 items on it.
* **Retention:**
* Retention cannot be released until a Notice of Completion has been recorded with the County Recorder. A Notice of Completion will need to be completed and recorded for each contractor.
* Retention will be released 30 days after filing of Notice of Completion.
* **Receipts:**
* Submitting our receipts in a timely manner assists Diana and Audrey. These are vital for the preparation of financial reports, including tax reporting.
* System: Self-addressed, stamped envelopes distributed by Audrey.

These will be mailed every Friday and should contain all receipts for the week.

* Receipts do not need to be sent electronically.

**Project Management:**

1. Project Development

Notes:

* **PUSD Team will need to meet to develop schedules for CES**
* Door/Window/Hardware/Hollow Metal/Signage
* Temporary facility
* Temporary fencing
* Portable toilets
* **MVUSD Team will need to meet to develop schedule for HES and HHS gym.**

Need right away at HHS and HES.

* Temporary fencing
* Portable toilets.
* Door/Window/Hardware/Hollow Metal/Signage
* **Reason CRM is there.**
* Reason we’re on site is usually predicated on mold. Usually about a year after mold is discovered is when construction project begins.
	+ - 1. Test and Report:

Can be manipulated a little bit by report initially going to Kevin, the he sends to District Superintendent. Once notified, the school must act.

* + - 1. Funding.

Kevin helps find funding, does the groundwork and helps the District navigate through a very difficult process.

* + - 1. Trust.

Critical. Before any contract is advertised, Kevin has established a trust relationship with the District.

* + - 1. The end result is the kids.

Giving them a good, safe school.

* CRM gives the District information, but the District makes the decisions.
* **Going Forward:**

Use a different model – move away from the big architectural firm and work with “our” own architect. We must have a record designer, either an architect or structural engineer. If we are under DSA oversight, there is no way around having a record designer. Some things are outside of DSA purview.

* Process: Pre-emptive work → Architect → DSA
* If we are going to include providing design, we need to make sure everything is ready to give over to designer.
* **Organization:**
* How you organize your project matters. How you organize your day matters.
* Notes are a must.

Without notes, you will miss something. If we miss something, costs go up and time delays happen. Note taking is vital – either at the moment or at the first opportunity.

* Computer:

For how to organize your computer files, Richard is a resource.

Make use and be familiar with the CRM website.

Be familiar with the CRM contractor Dropbox. This Dropbox has a particular organization and must be maintained.

All contractor Dropbox folders should be the same regardless of site.

Contractor Dropbox folders should only, ever contain final, finished documents.

Nothing should be placed in Contractor Dropbox folders that can be altered.

Be familiar with the project multiprime Dropbox.

How you organize your personal files should make sense to you and allow you to locate information when needed.

Develop a system that works best for you and be consistent. This should be true of all electronic documents and emails.

* **Dropbox**
* Changing from current Dropbox to business Dropbox.
* **Submittal Exchange**
* Part of daily procedure for Project Manager Assistants will be monitor and follow up on RFI’s and Submittals in Submittal Exchange. RFI’s must be answered by the designers within 3 days, and Submittals must be responded to by the designers within 7 days.
	+ - 1. Linda will monitor Submittal Exchange for MVUSD projects and will send a notice to the design team each Monday, listing all past due RFI’s/Submittals.
			2. Amy will monitor Submittal Exchange for PUSD projects and will send a notice to the design team each Monday, listing all past due RFI’s/Submittals.
* We will be uploading more to Submittal Exchange going forward, including as-builts.
* **Daily Reports**
* Must be done.
* Identify who is on site, and how many per contractor.
* Brief description of work being done.
* Include visitors (i.e., testing, inspectors, etc.)
* **CCD**

Two types of CCD – A and B

* Submit CCD A immediately.
	+ Pertains to life safety or structural.
	+ Required to be submitted and no work until answered.
* CCD B is usually based on a change order.

Pertains to finishes.

* **Schedules**

Why are schedules important?

* Include school and/or owner calendar.

Setting the schedule should first start with identifying the finish date and working backwards.

* Milestones:

Rough → Insulation → Finish

Need to determine what your milestones for your project will be.

In order to determine your milestones, you must know your project.

Build the project in your mind by knowing your plans, what is in the specs, then translate into a schedule. By knowing your project, and monitoring your schedule daily, you will know when your schedule needs to be adjusted, when you need to push.

Know your milestones

Set your milestones properly

Guard with your life.

* Find out your lead times.
* Approval of contracts is a trigger to get submittal process started.

Know your contractors.

* District provided materials must be factored into schedule.

Your schedule is a form of documentation. It must be sent out weekly. Sometimes you will have to direct very specifically.

* Refer to Richard’s email on how schedules are set out.

Schedules slip – we cannot allow the schedule to control us – we must control the schedule.

Milestones cannot slip.

1. Project Construction

Notes:

* **Bidding**
* Because of CUPCA, and once a District formally adopts this, anything under $60,000 can be done without formal bid.
* Anything over $25,000 must have a payment bond.
* **Advertisement:**
* Advertisement has a minimum of 15 day – because of the local newspapers being a weekly rather than a daily publication, we will continue to run ad for 2 weeks (2 cycles).
* For bids that have mandatory pre-bid walk, language will need to be added to advertisement.
* The only time a pre-bid walk would be required is for abatement bids.
* **Bid Opening**
* Take down information as it is outlined in Bid Checklist form.

Check off all documents submitted in bid.

* Process:
	+ - 1. Be early.
			2. Designate Bid Clock
			3. Must have witness – even if you must hunt one down.
			4. District representative (witness) should sign bid checklist.
			5. Verbally acknowledge time bid is closed.
			6. Announce bidder name.
			7. Acknowledge contents of bid document in sequence as set out in Bid Checklist form.

Indicate whether document submitted or missing.

Cost breakdown is very important as it can be compared with schedule of values submitted for payment by Contractor.

* + - 1. Original bid received stays with District.

 Scan copy to Richard of Summary and Checklist.

 Scan copy to project coordinator of Summary, Checklist and Complete Bid.

1. Project Closeout

Notes:

* **As Builts**
* **Close out process**
* Charis and Brandy for their respective Districts.

**Financial:**

1. Change Orders

Notes:

1. Invoices / Pay Requests

Notes:

**Other Items / Questions / Notes:**