Project Management Manual
Capital Planning and Development

Oregon State University
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Overview

The Project Management Manual serves to identify processes, procedures, responsibilities and resources for the management of capital projects, from initiation to completion at Oregon State University (OSU). The purpose of the manual is to provide a consistent, preferred management approach for capital projects.

The Project Management Manual identifies the major elements to be considered during the design and construction of projects and has been created for project managers and construction managers overseeing capital construction projects on behalf of OSU.

Throughout the manual, the responsibilities for project management are assigned to a Project Manager (PM). Many of the capital projects that OSU Capital Planning and Development manage include both a Project Manager (PM) and Construction Manager (CM). The manual does not distinguish between typical roles of a PM and CM.

There are numerous client groups associated with OSU that may initiate project requests and be involved throughout the project. In the Project Management Manual, they are referred to as Units and encompass OSU colleges, departments, offices, divisions, etc. throughout the university.
1.0 Capital Planning and Programming

Description

This section includes information regarding Capital Planning and Programming including how a capital project is identified and the programming process.

Section Contains

1.01 Project Identification
1.02 Initial Discussion & Analysis
1.03 Identify Course of Action
1.04 Project Development Report
   1.04.1 Project Development Report Template
1.01 Project Identification

Capital Project Needs, Ideas and Opportunities are introduced to Capital Planning and Facilities Services (CP/FS) and initiated by requesting Unit via:

- Annual Capital Planning discussion with us and Department
- Request to Capital Planning directly via phone, email or in person
- Request to Space Management website space request form
- Contact with any CP/FS team member – request forwarded to Capital Planner
- Projects on Capital Plan and Capital Improvements and Renewal (Deferred Maintenance)
1.02 Initial Discussion & Analysis

Initial Discussion & Analysis of client request with Capital Planning – *Initiated by Capital Planning*. A *Project Development Report* (see below) will be initiated for the project.

- Identify Project Scope and Options
- Identify Expected Cost (order of magnitude +/- 50%)
- Discuss Funding Options – proposed expenditure must have authority approval before completion of the Project Development Report.
- Discuss Space use considerations
- Discuss Project timing
1.03 Identify Course of Action

Identify Course of Action for project approval and completion – *Initiated by Capital Planning*. Request to Capital Planning will generally follow one of several paths;

- **Capital Plan and/or Capital Forecast Plan** – Projects $5M and over, new construction (new building or building addition) and projects that will request OSU or State Paid Debt must have Infrastructure Work Group (IWG) (a sub-committee of the Provost Council) and OSU Board of Trustees approval. Capital Planning will guide project through Capital Plan & Forecast Plan approval processes.

- **Minor Capital Project** – Will require a Project Agreement to verify funding and authorization to use funds. Will identify scope of work with *Project Development Report*. Minor projects will normally be assigned a Project Manager and start design and construction activities per the parameters of the *Project Development Report* and *Project Agreement*.

- **Unit Managed Project** (proposed) – Simple projects (not capitalized, not involving a permit or involving building systems (unless facilities shops perform systems work i.e. electrical/mechanical/plumbing) can be managed by the Unit. The *Project Development Report* will indicate that the project can/will be managed by the Unit.

- **Space Request** – Will be forwarded to the CP/FS Space Allocation Manager (likely involved in the *Initial Discussion and Analysis*). Space request are often in conjunction with a Minor Capital Project to improve the requested space.

- **Equipment or Other Purchase** – The *Initial Discussion and Analysis* will determine if there are infrastructure, contracted installation, building modifications or other Capital Project needs to accommodate the equipment – if not, CP/FS is not involved and the Unit may purchase the equipment through their business center.

- **Facilities Services (Trade Shops) Work Order** – Repairs, Minor painting, carpentry, electrical, plumbing, HVAC or other improvements will be identified during *Initial Discussion and Analysis*. Request will be forwarded to the Facility Services Work Center

- **Studies** – Studies by outside consultants to help understand project parameters, or provide further understanding and promotion (i.e. renderings, studies or other material to help the Unit, OSU and the OSU Foundation understand and promote the project). Studies can be part (initial phase) of the project or become a Minor Capital Project for the completion of the study.
1.04 Project Development Report

Capital Planning will assist the Unit creating a Project Request Report, a 1-2 (or more) page document that captures project parameters including scope, program, alternative options, cost projections, funding plan, and descriptions on how the project meets prioritization standards. This may require a meeting or even a series of meetings involving all concerned parties. (See 1.04.1 Project Development Report Template).

Attachments

1.04.1 Project Development Report Template
2.0  Capital Budget and Capital Forecast

Description

A project that is over $5M, new construction (new building or building addition) or requires State Paid Bond funding or OSU paid bond funding will require inclusion in the OSU Biannual Capital Plan and the OSU 10 Year Forecast Plan. The Capital Forecast is reviewed and prioritized by the Infrastructure Working Group (IWG) in the Spring of even years. The Capital Budget is reviewed and prioritized in the Spring of every year. The Project Development Report will serve as the basis for prioritization by the IWG. Capital Planning will guide projects to the IWG for consideration in both the Capital Budget and Forecast.

Section Contains

2.01  Project Study
2.02  Infrastructure Working Group (IWG) Prioritization
2.01 Project Study

Initiated by CPFS. For projects that have been included in the 10 Year Capital Forecast (or Capital Budget if the project is executed before it can appear on the Capital Forecast), Capital Planning will work with the Unit and OSU Foundation on creating a project study. The project study will, at a minimum, include a proof of concept program, massing, architectural/engineering and cost model analysis. Promotional material such as models and renderings, may be included in the project study as needed to promote fundraising or otherwise elevate the profile of the project.
2.02 Infrastructure Working Group (IWG) Prioritization

The IWG has created a hierarchy of criteria to use in developing a comprehensive prioritization matrix of projects. The hierarchy of criteria consists of five higher-level criteria, each further defined by sub-criteria as summarized next:

- **Criticality of Project**
  - Life Safety and Seismic Resilience
  - Sustainability

- **Alignment with University Mission**
  - OSU Strategic Plan 3.0
  - OSU Operating Plan
  - OSU Enrollment Plan
  - State Higher Education Coordination Commission (HECC) Criteria

- **Physical Quality of Facility**
  - Building condition
  - Accessibility
  - Building efficiency
  - Operating life span

- **Impact of Facility**
  - Student success
  - Employee success
  - Revenue generation
  - Reputation
  - Scholarship
  - Outreach

- **Leverage Potential of Project**
  - Cost
  - Collateral advantages
  - Space quality, efficiency and quantity
Capital Forecast Decision Making Criteria

Criticality
- Life safety, seismic
- Operations/sustainability

Physical Quality
- Building condition, life span
- Accessibility
- Space efficiency, utilization

Impact
- Financial
- Student success
- Reputation
- Employee success
- Scholarship & research
- Outreach

Leverage
- State funding
- Private gifts, grants
3.0 University Land Use Planning

Description

University Land Use Planning (ULUP) is involved in the project development process to assure compliance with OSU, city of Corvallis and other jurisdictional regulations. The Project Manager (PM) should contact University Land Use Planning Manager or Senior Planner as early as possible in order to determine what level of involvement is necessary and which land use processes are applicable. In particular, ULUP must have input on site selection, site development and certain design elements of the building exterior, including the roof. Development in the Historic District includes added restrictions/requirements for changes to the exterior of a building (i.e. windows and building materials) and site improvements (i.e. screening, lighting, and sidewalks).

The PM and University Land Use Planner work collaboratively throughout the project:

- Programming
- Pre-Design
- Schematic Design
- Design Development
- Permitting
- Construction

Section Contains

3.01 Campus Planning Committee
3.02 Project Submittal Requirements
   - Campus Mater Plan (CMP) Checklist
   - Sector Development Tracking
3.03 Parking Development Agreement (DA)
3.04 Historic District
3.05 Natural Features
3.06 Transportation and Parking
3.07 Sign Plan
   3.07.1 Campus Sign Plan Guidelines
3.01 Campus Planning Committee

The Campus Planning Committee (CPC) is an advisory committee with broad campus representation that provides input to the Vice President for Finance and Administration regarding the physical development of the Oregon State University main campus. As outlined in Chapter 5 of the OSU Campus Master Plan, the committee consists of at least fifteen (15) but not more than twenty (20) members, appointed by the Vice President of Finance and Administration. The CPC reviews all proposals for new construction, significant remodeling, or renovation that visually alters the exterior appearance of the campus. In its review of development proposals, the CPC may recommend approval, denial, or modification of a proposal. The CPC’s recommendation is forwarded to the Vice President for Finance and Administration for final consideration. The CPC recommendation is implemented as recommended by the CPC or as altered by the Vice President for Finance and Administration.

- **Site Approvals:** The Campus Planning Committee reviews all proposals for a site within main campus. Prior to CPC approval, University Land Use Planning staff review site requests for consistency with the Campus Master Plan and Historic Preservation Plan (if applicable), as well as conduct an assessment of existing conditions and potential transportation and parking impacts from the proposed development. This information is presented in a staff report including a recommendation to the Campus Planning Committee. The following is a description of the process and submittals which helps facilitate prompt generation of staff reports for review by the CPC.

  **Project Submittal Process and Timeline:**
  - Contact University Land Use Planning Manager to discuss project sponsor’s need and determine assigned planning staff person
  - Email assigned staff person all submittal information with the project name and work order number in the subject line
  - All information should be submitted to the assigned staff person forty-five (45) days prior to the CPC meeting
  - Assigned University Land Use Planning staff will review project(s) and generate staff report(s) in the priority order established by the Capital Projects Manager

  **CPC Site Approval - Submittal Information:**
  - Project Name:
  - Project Overview: Provide a brief description of the project including:
    - Location
    - Project description
    - Proposed Use(s) – provide detailed information if there are multiple uses
    - If the project involves any unique uses/features or relationships to adjacent buildings, include that information.
Note any structural, landscape, or infrastructure on the site that will be removed and/or demolished as part of the project, as well as information on replacement (if applicable)

- Preferred Location: Provide at least two (2) preferred locations and describe the reason for these locations.
- Adjacent Building and/or Structure Name(s) and Location(s):
- Sector:
- Existing Use of Site:
- Proposed Use(s):
- Estimated Building Size: (Include estimated footprint, number of floors, and total square feet)
- Anticipated Occupancy: (Include staff, students, other users if applicable)
- Parking Displacement: (Yes or No)
- Utility Extension will be Required: (Yes or No)
  - Include any specific information if available
- Infrastructure Extension will be Required: (Yes or No)
  - Include any specific information if available
- Additional information Pertinent to Site Request:
  - Graphic Materials (Exhibits) -- PDFs (e.g., 8.5 x 11 or 11 x 17)
    - Preferred Site Location(s) (note: hand sketch that notes desired project area is acceptable)
    - Conceptual area plan for a project involving multiple buildings or structures (if applicable)
    - Photo exhibits or mockup drawings (if available)

**Schematic Design Approvals:** The CPC reviews all proposals for new construction, significant remodeling, or renovation that visually alters the exterior appearance of the campus. Prior to CPC approval, University Land Use Planning staff review projects for consistency with the Campus Master Plan and Historic Preservation Plan (if applicable) and generate a staff report which includes a recommendation to the Campus Planning Committee. The following is a description of the process and submittals which helps facilitate prompt generation of staff reports for review by the CPC.

**Project Submittal Process and Timeline:**

- Contact University Land Use Planning Manager to determine assigned planning staff person
- Email assigned staff person all submittal information (in the order specified) with the project name and work order number in the subject line
- All information should be submitted to the assigned staff person forty-five (45) days prior to the CPC meeting
- Assigned University Land Use Planning staff will review project(s) and generate staff report(s) in the priority order established by the Capital Projects Manager

**CPC Submittal Information:**
Project narrative including:

- Statement of project intent
- Project scope
- Size
- Height
- Location
- Materials
- Descriptions of use
- Discussion on the proposed use of the area and any foreseeable expansion
- Discussion of any structural, landscape, or infrastructure on the site that will be removed and/or demolished as part of the project, as well as information on replacement (if applicable)

Design narrative addressing:

- Code Compliance
- Site Design
  1. Site Development
  2. Site access and parking
  3. Entrances
  4. Streets
  5. Lighting
- Open Space
- Parking
- Pedestrian Access and Circulation
- Landscaping
- Utilities and Site Furnishings
- Building Design Elements
  1. Style
  2. Proportion
  3. Modulation
  4. Vertical Bays
  5. Corners
  6. Base
  7. Cornice
  8. Windows (window design and percent glazing coverage on each façade)
9. Entries
10. Building Materials
11. Roofs
12. Building Systems
13. Accessibility
14. OSU Design Criteria
15. Sustainability
16. Fire rating
17. Lighting

- General Information
  1. Floor Area Ratio
  2. Site Building Coverage
  3. Setback and Building Height
  4. Transition Area
  
  - Exhibits -- PDFs (e.g., 8.5 x 11 or 11 x 17)
    
    - Building elevations
    - Site Plan
    - Conceptual area plan
    - Photo exhibits or mockup drawings
    - Cut sheets or specs for site features (e.g., windows, benches, lights, ladders, mechanical equipment)

- Timelines: The Campus Planning Committee meets quarterly (January, April, July, October). In order to ensure a project is on the agenda, materials need to be provided to University Land Use Planning staff forty-five (45) days prior to the next CPC meeting.
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3.02 Project Submittal Requirement

The City of Corvallis Land Development Code (LDC) Chapter 3.36: Oregon State University (OSU) Zone regulates development and open space on campus. The university submits a Campus Master Plan (CMP) Checklist and Sector Development Tracking Report with building permit applications to show project compliance with the city’s regulations. University Land Use Planning staff are responsible for the preparation of both the CMP Checklist and the Sector Development Tracking Report and work collaboratively with Project Managers / Construction Managers to prepare these materials. City of Corvallis Development Services staff reviews the CMP Checklist and Sector Development Tracking Report for consistency with building permit materials.

- **Campus Master Plan (CMP) Checklist:** The purpose of this report is to evaluate whether a proposed project within OSU Main Campus is consistent with LDC Chapter 3.36, the OSU Campus Master Plan, and design criteria. Planning staff prepare the checklist based on information provided by Project Managers / Construction Managers and the design teams.

  - Information needed for CMP Checklist (*note: if information is not applicable to the project, note N/A rather than leave blank*):
    - Project Name
    - Project Description
    - Project Location
    - Use Type
    - Sector Development (*note: must be consistent with numbers in the Sector Development Tracking*)
      - Building Square Footage (GSF)
    - Open Space (*note: must be consistent with numbers in the Sector Development Tracking*)
      - Proposed Open Space Development (sq ft)
    - Proposed building height (feet)
    - Roof Mounted Equipment (e.g., equipment, satellite dishes, antenna, co-located/attached wireless telecommunications facilities or other communication equipment)
      - Is roof mounted equipment visible from the entrances of buildings that abut the development?
      - Screening method
      - Line-of-sight drawings
    - Building Setbacks
- **Main Building Entrance**
  - Location
  - Public Amenity at entrance, square footage of public amenity
- **Ground Floor Windows**
  - Do the windows/pedestrian entrances/display windows cover at least 25 percent of the length and 15 percent of the surface area of the ground floor facade?
- **Landscaping Plan (provide scaled site plan and planting plan)**
- **Parking Improvements**
  - Refer to information in the section on the Parking Development Agreement (DA)
- **Transportation Improvements (if applicable)**
- **Site Furnishings**
- **Transit Stops**
- **Bike Parking**
  - Site plan showing proposed location(s), hoops, and covered parking
  - Provide number of covered and uncovered parking spaces
- **Mechanical Equipment and Trash Enclosures, and Outdoor Storage Areas**
  - Type of screening proposed
- **Public, Private, and Franchise Utilities**
  - Is a transformer required?
  - Type of screening proposed
- **Exterior Lighting**
  - Locations
  - Fixture type (provide specs/cut sheet of any alternative to OSU standard approved by OSU Electrical Supervisor)
• **Sector Development Tracking:** The Oregon State University is divided up into nine (9) sectors, and the Corvallis Land Development Code specifies a development allocation (i.e., the gross square footage allowed for new construction) for each sector. Furthermore, the LDC specifies a minimum open space requirement for each sector, which is the amount of area that must remain in green space or as a pedestrian amenity. OSU’s University Land Use Planning staff track development on campus for this report, including the addition and removal of structures (GSF and footprint), impervious surfaces, and parking. Planning staff generate a report with updated project information and it is submitted by Project Managers / Construction Managers with building permit information.

  o Information needed for Sector Development Tracking Report:
    - Project Name
    - Project Number (unique ID)
    - Structure (GSF)
    - Impervious Development (GSF)
    - Structure (Sq Ft)
    - Impervious Footprint (Sq Ft)
    - Parking Lot (Sq Ft)
    - Driveways (Sq Ft)
    - Pedestrian Facilities (Sq Ft)

    *Note: Impervious Development includes pad for bike parking, bike shelter, generator enclosure, etc.*

• **Timeline:** University Land Use Planning staff require one (1) week to prepare CMP Checklist and Sector Development Tracking report, as it can be an iterative process. If all information is provided, a CMP Checklist and Sector Development Tracking Report can be provided within one to three days from time of request.
3.03 Parking Development Agreement (DA)

In Spring 2015, Oregon State University entered into an Interim Parking Development Agreement with the City of Corvallis (effective April 9, 2015). This requires OSU – specifically University Land Use Planning staff – to provide an OSU Parking Submittal (described below) to City of Corvallis – Development Services staff at least thirty (30) days prior to the date a project’s building permit application is submitted to the City. The following procedure ensures that University Land Use Planning receives the necessary information from Project Managers and design teams in an organized and consistent format, facilitating prompt generation of Interim Parking Development Agreements for submittal to the City of Corvallis.

**DA Parking Submittal**

*Project Submittal Process and Timeline:*
- Provide the University Land Use Planning Manager with the required submittal information (see below for specifics)
- University Land Use Planning staff prepares the submittal
- University Land Use Planning staff emails draft of submittal to key OSU staff for review at least two (2) days prior to submittal:
- University Land Use Planning staff revises OSU Parking Submittal per comments from key OSU staff
- University Land Use Planning staff submits hard copy of Parking Submittal to City of Corvallis – Development Services at least thirty (30) days prior to the date the building permit application is actually submitted to the City

*Interim Parking Development Agreement - Submittal Information:*
- Project Name:
- Project Overview: Provide a brief description of the project including:
  - Location
  - Building description
  - Proposed Use
  - If the project involves any unique uses/features or relationships to adjacent buildings, include that information.
  - Note any structural, landscape, or infrastructure on the site that will be removed and/or demolished as part of the project, as well as information on replacement (if applicable)
- Habitable Area (Exhibit) -- PDFs (e.g., 8.5 x 11 or 11 x 17)
- Exhibit showing each floor of building and demarcating the habitable area; include the square footage on the exhibit. If there are multiple floors, provide habitable area for each floor and sum for the building.
  - Habitable area calculation does not include the following: mechanical, electrical, storage, stairs, common space, interior partitions
    - Auto Parking Loss (Exhibit) -- PDFs (e.g., 8.5 x 11 or 11 x 17)
      - Exhibit showing the location of any parking that will be displaced with the project.
      - Individual stalls need to be label “displaced parking spaces” and illustrated in another color
    - Auto Parking Need -- PDFs (e.g., 8.5 x 11 or 11 x 17) and GIS and/or AutoCAD files
      - Exhibit (and preferably GIS or AutoCAD files) showing the location of proposed replacement parking

**Timelines:** Preparation and review of DA submittal generally takes one to two weeks, though this largely depends on review period by OSU leadership.

**DA Parking Submittal:** For projects involving less than 3,000 habitable square feet or involving infrastructure, University Land Use Planning staff prepare a DA Exemption for submittal with building permits. These generally can be completed in one or two days.
3.04 OSU National Historic District

The OSU National Historic District was approved by the US Department of the Secretary of Interior and listed on the National Register of Historic Places on June 25, 2008. The OSU National Historic District encompasses approximately 180 acres of Oregon State University’s main campus. At the time of its creation, eighty-three (83) resources were identified: fifty-nine (59) contributing and twenty-four (24) non-contributing. Of the fifty-nine (59) contributing resources, four (4) are open spaces: Library Quad, MU Quad, Lower Campus, and 30th Street Mall.

The City of Corvallis has authority delegated from the state and federal governments to evaluate Historic Preservation Permit changes to Designated Historic Resources listed in the National Register of Historic Places, including the OSU National Historic District. The city has established procedures and standards for the review of development including contributing and non-contributing resources.

Typically, OSU’s Land Use Planning staff prepares and submits Historic Preservation Permit (HPP) exemption requests and applications. On major Capital Projects, preparation of HRC-level application materials and presentation at the Historic Resources Commission hearing may be part of the design teams scope; in these instances, University Land Use Planning staff serves as a resource and liaison to the design team.

- **Exemption Requests:** The City of Corvallis Land Development Code (LDC Section 2.9.70) exempts certain development/redevelopment activities from a Historic Preservation Permit. University Land Use Planning staff assist Project Managers, Construction Managers, and Facilities Services staff by preparing HPP exemption requests for review and concurrence by City of Corvallis – Planning staff.

**HPP Exemption Request Process:**

- Provide the University Land Use Planning Manager or Senior Planner with the required exemption information (see below for specifics)
- University Land Use Planning staff prepares exemption request and submits to City of Corvallis – Planning staff for concurrence
- Once City of Corvallis – Planning staff concur the proposed activity is exempt from HPP requirements, University Land Use Planning staff email documentation to Project Manager, Construction Manager, and/or Facilities Services staff.

*This email documentation is submitted to City of Corvallis – Development Review with building permit applications.*

**HPP Exemption Request – Submittal Information:**

- Resource Name
- Description of proposed modification(s) including any structural, landscape, or infrastructure change
- Photos, Drawings, Cut sheets *(if applicable)*
• **Historic Preservation Permit (HPP) Applications:** The City of Corvallis has two types of Historic Preservation Permits: Director-level and Historic Resources Commission (HRC)-level. University Land Use Planning staff assist Project Managers, Construction Managers, and Facilities Services staff by preparing Director-level and HRC-level HPP applications.

An approved Director-level or HRC-level Historic Preservation Permit (i.e., Notice of Disposition) is required prior to permitting (building, electrical, demolition, etc.).

**Director-level Historic Preservation Permit:** Director-level Historic Preservation Permits generally involve an alteration or new construction activity that is minor in nature but is not an outright exempt activity. There are specific procedures and clear and objective review criteria for these Director-level permits, which are reviewed by city staff for compliance with LDC Sections 2.9.90 and 2.9.100.

**HRC-level Historic Preservation Permit:** Historic Resources Commission-level Historic Preservation Permits involve alteration or new construction, demolition, or moving activities not covered through Director-Level or considered an exempt activity under LDC Section 2.9.70. The HRC-level Historic Preservation Permit is classified as a quasi-judicial land use decision, involves public notice, and requires a public hearing before the Historic Resources Commission.

**HPP Application Process:**

- Contact University Land Use Planning Manager or Senior Planner to find out who is the assigned staff person
- Email assigned staff person all submittal information with the project name in the subject line
- Application materials must be submitted at least twenty-one (21) days prior to the city’s application deadline

**HPP Director-level and HRC-level Application Submittal Materials and Format**

- **Introduction**
  - Two sentences describing the project using lay person terminology
  
  *Example: OSU proposes replacement of two (2) existing roof access ladders and the installation of two (2) additional roof access ladders on the north and south sides of Gill Coliseum.*

- **Project Description**
  - One paragraph describing the project including location, purpose/reason for work, and what is being done

  *Example: OSU proposes installation of three (3) handrails at the north, patio stairway of Weatherford Hall. The project is necessary to meet building code and ADA requirements. Currently, the stairway contains no handrails, and its width necessitates their presence to comply with code requirements. The proposed railings are in tubular, black, powder-coated steel to match the existing handrails on the adjacent ADA ramp.*

- **Description of the proposed alteration materials, including:**
  - Material type
- Color
- Finish (e.g., matte, glossy, etc.)
- Composition/presentation
- Method of attachment for railings, shutters, light fixtures, etc.

- Description of additional site developments
  - Changes to impervious surfaces *(include specific square footage; separate changes to pedestrian areas from out impervious surfaces)*
  - Addition or removal of landscaping
  - Mechanical equipment
  - Screening (e.g., fences, landscaping) – including size of impacted area

- Description of chemical or physical treatment
  - Pressure washing
  - Abatement

- Exhibits – PDFs (only 8.5 x 11 or 11 x 17)
  - Elevations
  - Site Plan
  - Photo exhibits or mockup drawings
  - Cut sheets or specs for site features (windows, benches, lights, ladders, etc.)
  - Line-of-sight drawings for any rooftop elements

**Timelines:** City staff and HRC review of the Historic Preservation Permit application materials follows a specified timeframe. Land Use Planning Staff need at least twenty-one (21) days prior to the city’s application deadline to prepare an application.
<table>
<thead>
<tr>
<th>City of Corvallis HRC Project Review Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review Process / Weeks</strong></td>
</tr>
<tr>
<td><strong>Staff Reviews Application for Completeness (SRC Letter)</strong></td>
</tr>
<tr>
<td><strong>SRC Letter Sent to Applicant</strong></td>
</tr>
<tr>
<td><strong>Applicant Submits Revisions</strong></td>
</tr>
<tr>
<td><strong>Staff Review of Revisions</strong></td>
</tr>
<tr>
<td><strong>Public Notice Published</strong></td>
</tr>
<tr>
<td><strong>Staff Report Prepared</strong></td>
</tr>
<tr>
<td><strong>Staff Report Released</strong></td>
</tr>
<tr>
<td><strong>HRC Hearing / Decision</strong></td>
</tr>
<tr>
<td><strong>Decision Signed</strong></td>
</tr>
<tr>
<td><strong>Permit Effective</strong></td>
</tr>
</tbody>
</table>

- Appeals to City Council - Include a 20 day public notice period, staff report to City Council, and up to three Council meetings.
- Staff Report to City Council, and up to three Council meetings.
- 2nd Tuesday of Month
- 1-2 Days after decision
- 12 days after decision
- 20 days before Hearing
- 1 Week before Hearing
- 2-3 Weeks
- 1-2 Days after decision
3.05 Natural Features

Natural Features

OSU’s main campus includes a variety of natural features including creeks, wetlands, mature tree groves, and open space areas. Some of these features are subject to local, state, and federal regulations that have implications for land use, management, and development. Local and federal protected areas surround Oak Creek along the entire length of the waterway, limiting development in these areas. The city of Corvallis has identified and classified five stands of trees on campus as Highly Protected Significant Vegetation (HPSV), which provides additional protections implemented by the Corvallis Land Development Code (LDC). In addition to the HPSV areas, the LDC outlines protections for trees defined by the code as significant or historically significant. On campus there are a number of individual trees that are listed as historically significant given their age or association with the university. Others meet the criteria for significant trees based on their size and location. Removal of significant and historically significant trees can be done only if certain criteria are met.

University Land Use Planning staff assist Project Managers on mapping (GIS) natural features, identifying site constraints, determining regulatory parameters, and preparing plans/documents as needed.
3.06 Transportation and Parking

University Land Use Planning staff is responsible for the annual vehicle parking utilization study, transportation assessment (i.e., BTM report), biannual bike parking utilization study, as well as transportation and infrastructure planning on campus. Staff is the lead on transportation planning for OSU’s main campus and serve as OSU’s representative on the Technical Advisory Committee for the City of Corvallis Transportation System Plan; the Technical Advisory Committee for the Corvallis Area Metropolitan Planning Organization’s Regional Transportation Plan update; and the stakeholder group for the Oregon Department of Transportation’s Highway 20 Safety study. OSU Planners participate in the development of other jurisdictions’ long-range plans, coordinate/integrate OSU’s transportation planning efforts with other jurisdictions, and work towards mutually beneficial solutions.

Planners work closely with Project Managers, Construction Managers, and the Landscape Manager on projects involving infrastructure upgrades, frontage improvements, bike parking, vehicle parking, and street improvements.
3.07 Sign Plan

The Sign Plan policy sets forth the process by which OSU employees acting in their official capacity and OSU departments may seek and receive OSU approval to place Signage, including but not limited to monument signs, building signs, banners and posters, on OSU buildings and around campus.

Oregon State University requires an effective system of visual communication that projects a uniform institutional identity, while at the same time integrating well with the present and future campus environment.

The Campus Sign Plan describes a harmonious and aesthetically pleasing arrangement in the following three areas of design:

1. Communication – what signs say, to whom and for what purpose; how they say it; where the signs are located; and how well signs communicate
2. Graphic Design – how typography, maps, diagrams, iconic and coded symbols, and colors are used to organize information, emphasize messages, and help to create an overall visual identity
3. Sign Design – how signs are fabricated and installed, their size and shape, how they are maintained and integrated within the OSU physical environment, and how they work within the scope as defined by the Land Development code for the City of Corvallis.

The Campus Sign Plan was formally adopted by the Campus Planning Committee on June 26, 2006.

Attachments

3.07.1 Campus Sign Plan
4.0 Sustainability

Description

This section includes information on when and how the OSU Sustainability Office should be included in capital projects.

Section Contains

4.01 Green Building Systems
   Certification Systems
   • LEED Certified
   • LEED Equivalent
   • Green Globes
   • Living Building Challenge
   • The Sustainable Sites Initiative

Green Building Standards/Tools
   • ASHRAE 90.1-2016
   • ASHRAE 189.1-2014
   • Energy Star
   • Life Cycle Cost Analysis
   • Living Building Challenge Red-List

4.02 Energy Trust

4.03 Utility Metering
   • Steam
   • Electricity
   • Water
   • Natural Gas

4.04 Additional Measures
4.01 Green Building Systems

Purpose

This section details which green building systems, certifications and/or standards may to be used on projects in the absence of a performance standard requested by the client, or proposed as an alternative to a client request.

Responsibility

After input from client and design team, the OSU Sustainability Office will make the final determination on the appropriate green building standard(s), protocol(s) or tool(s) to apply to each project. Once a standard, protocol or tool is selected, the OSU Project Manager (PM) will be responsible for assuring that the design team includes the applicable standards in the design of the project and for keeping track of all relevant documentation on the standards used and systems implemented.

Timeframe

When an OSU Project Manager is assigned to a project, the PM shall contact the Sustainability Office. Standard, protocol and/or tool applicability begins in the pre-design phase. Further timing along the project arc depends on the tool selected. Applying a system or seeking a certification may add time to the design process.

Process

When an OSU Project Manager is assigned to a project, the PM shall contact the Sustainability Office to introduce the project scope and collaboratively evaluate options for green building standard, protocol or tool selection. Client, design team, and other stakeholder feedback will typically inform the final selection of the tools late in the pre-design phase. The following are the tools the Sustainability recommends to be the most suitable for the types of construction projects OSU performs. Combinations of tools may be chosen to allow OSU to reach its carbon planning goals as well as increase our level of sustainability as a whole.
Certification Systems

LEED Certified

Governed by US Green Building Council and administered by Green Business Certification, Inc., Leadership in Energy and Environmental Design (LEED) is currently the most utilized comprehensive green building certification system in the US. It provides detailed direction on what types of systems and materials are and for each certification level. It requires extensive documentation as well as a review of the building before certification is awarded. There are costs associated with the registration for the program as well as with each certification any building receives. Three of five LEED pathways may apply to OSU projects:

- LEED for Building Design and Construction - Applies to buildings that are being newly constructed or going through a major renovation
- LEED for Interior Design and Construction - Applies to projects that are a complete interior fit-out
- LEED for Building Operations and Maintenance - Applies to existing buildings that are undergoing improvement work or little to no construction

LEED Equivalent

For projects designed and built to meet LEED criteria, but not certified with the USGBC, LEED Equivalent is administered internally by OSU and offers a lower cost alternative than LEED Certified but similar long term performance.

Green Globes

Green Globes is a certification system similar to LEED. Its criteria are in some areas less strict than LEED but follow a similar structure. It is administered by the Green Building Institute and requires a third party to verify all building systems and performance in order for a building to receive certification. Certification costs are typically much lower than LEED. Green Globes has three pathways:

- Green Globes for New Construction - helps architects, engineers, construction professionals, owners, and building operators to evaluate, quantify, and improve the environmental friendliness and sustainability of new building projects as well as major renovations
- Green Globes for Existing Buildings - gives owners and operators choices when considering minor capital improvements or implementation of best practices when minor renovations or upgrading existing buildings
- Green Globes for Sustainable Interiors - provides a healthier, more productive space through a dual-pathway approach to interior build-outs, utilizing either lifecycle assessment (LCA) or Environmental Product Declarations (EPDs)

Living Building Challenge

This is a rigorous rating system with the goal of net positive energy, water, and waste. This means for energy and water more is produced or harvested than is actually used by the building and occupants and for waste that more is reused and recycled than is thrown away. This system encourages the use of on site features such as wells, rainwater harvesting, and renewable energy. Points are awarded based on the level to which each of those factors are achieved and total benefits to building occupants and local eco systems.
The Sustainable Sites Initiative

This is a detailed system that incorporates aspects of the exterior environment such as water management, soil and vegetation, and natural habitat restoration or protection. Similar to LEED, it is administered by Green Business Certification, Inc. (GBCI). It is also referenced by LEED for the LEED Sustainable Sites credits. In absence of LEED application to a project, sustainable sites criteria can be used to achieve the level of environmental protection not considered by other tools.

Green Building Standards/Tools

ASHRAE 90.1-2016

This standard discusses energy efficiency on a whole building level including lighting, HVAC, and building envelope. It is a prescriptive code that details all elements of energy use for a building and what requirements must be met in order for it to be more efficient. ASHRAE is also the system referenced by LEED and Green Globes, supporting a green building rating if these more comprehensive systems are applied to the project.

ASHRAE 189.1-2014

This standard gives detailed specifications on green design as a whole for the building. Categories include water management, site design, and impact on atmosphere, materials, and resources. These guidelines can be used to maximize the overall sustainability of a building.

Energy Star

Administered by the US EPA, this is a system for long term energy reduction and tracking. It allows institutions to create and implement their own goals and plans but gives a prescriptive outline to best achieve long term results. Energy Star also rates appliances based on their energy usage and environmental friendliness.

Life Cycle Cost Analysis

LCCA is a tool to compare an account for the upfront (construction) cost of different building systems and their long term operation and maintenance. It can be used to decide whether it is cost effective from a building stewardship and owner perspective to install an energy or water system that exceeds code efficiency. It can be applied to many different building systems, making it a versatile tool to inform better investment decisions. It is a commonly applied tool within higher education.

Living Building Challenge Red-List

When a comprehensive tool like LEED or Green Globes is not applied to a project, construction materials sourcing and toxicity should be considered. The Red-List names materials that can be found in many building materials and that are harmful in one or more ways to people and the environment. Following this list will also help prevent harmful materials from needing to be disposed of during construction and at the end of their life cycle.
4.02 Energy Trust

Purpose

The Energy Trust of Oregon provides financial incentives for proactive replacement of existing functioning energy consuming systems and for capital construction projects that exceed energy code. The incentive is provided as a reimbursement after the expense, and often requires preapproval. This section discusses when and how OSU will apply for Energy Trust incentives. It also details when to contact the Sustainability Office to begin the application process.

Applicability

When a construction or analytical activity involves building systems or equipment that use energy, consult the OSU Sustainability Office to see if there is a financial incentive path for going beyond the code-required efficiency level. Systems and activities typically eligible for incentives include (but are not limited to):

- Space heating and cooling including air handlers, exhaust fans, supply fans, chillers, boilers, variable frequency drives (VFDs) and any system that controls these systems, including building automation systems
- Water heating
- Lighting fixtures, lamps, sensors and lighting controls
- Compressors and associated equipment like receivers, driers, filters and VFDs
- Lift pumps and recirculation pumps, and VFDs
- Building envelope, including windows, insulation, air sealing/weatherization, duct insulation, and sometimes roofing related materials
- Renewable energy systems (any except nuclear)
- Kitchen equipment, including hoods
- Some process equipment including recirculation pumps, VFDs, process heaters, etc.

Responsibility

At Energy Trust’s request, the Sustainability Office is the liaison with the Energy Trust. **OSU personnel should not contact Energy Trust without prior approval and/or involvement from the Sustainability Office.** For capital construction projects, the PM should contact the Sustainability Office as soon as the design team has been named, at which point the Sustainability Office will begin the incentive application process.
Timeframe

This process should begin in the pre-design phase for capital projects. For equipment purchases/replacements, the process should begin after quotes/bids are received but prior to any purchase being made. Energy Trust incentive offers for new construction is an iterative process and involves several steps during conceptual design and design development, typically not adding much time to those processes if integrated properly. Some analytical and equipment approvals can take up to 6 weeks but typically is granted in 2-4 weeks, and an estimated incentive offer received. The Sustainability Office can provide more information during their consultation, to help ensure any added time for Energy Trust evaluation meets project expectations.

Process

For major or minor capital projects, the PM should contact the Sustainability Office as soon as the design team has been named, at which point the Sustainability Office will begin the incentive application process and determine what is needed, based on the size and scope of the project. All major capital projects that involve building energy related systems should be eligible for Energy Trust incentives. For minor capital projects, please inquire with the Sustainability Office during initial scoping of the project to discuss eligibility.

For equipment replacement or work involving a single building system (window replacement, motors and drives, domestic water heating, etc.), contact the Sustainability Office when rough scope is known and funding has been approved. **It is critical that the Sustainability Office starts the application process before equipment is purchased,** but should occur after bids or quotes are received. Existing equipment model numbers, proposed equipment model numbers and a bid or quote are typically needed to start the incentive process for single system or equipment incentives.

The Sustainability Office will manage the incentive paperwork and process, and request action from the PM or equipment purchaser as needed. Please note that Energy Trust incentives are provided as reimbursements AFTER the work is complete, but require approval BEFORE work begins. This means project funding (cash flow) must be sufficient to cover the full scope of work without Energy Trust incentives. Incentive funds are typically received 6 weeks after Energy Trust has been notified and approves project completion. For capital projects, once an initial estimated incentive offering is received prior to work beginning, project budgets can be adjusted to reflect the estimated incentive amounts.
4.03 Utility Metering

Purpose

This section details the specifics of utility metering for construction projects and new metering points.

Responsibility

The PM is responsible for following these guidelines and may contact the Sustainability Office for support at any time.

Timeframe

This process should begin in the design phase, when electrical, steam, water, or gas delivery is specified.

Process

For each type of metering, follow the specific standards described:

Steam Metering

When placing steam meters, including replacements and new construction, following the OSU Construction Standards is typically sufficient. Installations should never use isolation manifolds, even though metering hardware is often provided with this equipment. When selecting meters refer to Oregon State University’s construction standards section 33 09 00: Instrumentation and Control for Utilities. Placement of the meter display should be considered during the design phase. Providing good access and an easy to read screen is required in order to record data. Also, clearly designating which meter is the main meter and which are sub meters on drawings is critical. All meters must be clearly labeled.

As per OSU Construction Standards, meters/totalizers should connect to a data acquisition device in each building. This device interfaces between the meters/totalizers and OSU Ethernet, allowing remote data monitoring and control of metering systems. The Sustainability Office can help determine the most cost effective locations for data acquisition devices and other metering equipment.
**Electrical Metering**

When selecting meters refer to Oregon State University’s construction standards section 33 09 00: Instrumentation and Control for Utilities. Placement of the meter display should be considered during the design phase. Providing good access and an easy to read screen is required in order to record data. Also, clearly designating which meter is the main meter and which are sub meters on drawings is critical. All meters must be clearly labeled.

As per OSU Construction Standards, meters/totalizers should connect to a data acquisition device in each building. This device interfaces between the meters/totalizers and OSU Ethernet, allowing remote data monitoring and control of metering systems. The Sustainability Office can help determine the most cost effective locations for data acquisition devices and other metering equipment.

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**Water Metering**

All water supply mains must be metered and meters must meet City of Corvallis and OSU requirements. This includes domestic, irrigation, fire, and sewer deduct meters. Reference Oregon State University’s construction standards section 33 09 00: Instrumentation and Control for Utilities. Providing good access and an easy to read screen is required in order to record data. Also, clearly designating which meter is the main meter and which are sub meters on drawings is critical. All meters must be clearly labeled.

In addition to water consumption meters, some buildings will have a sewer deduction meter installed to monitor water that is diverted away from the sewer and into another process in the building. Please consult the Sustainability Office if there is water consuming equipment that does not result in water discharges to drain (typically cooling towers).

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**Natural Gas Metering**

OSU does not directly monitor or manage natural gas meters. These meters are controlled by the natural gas utility NW Natural. Any considerations related to natural gas piping or meters should be referred to NW Natural.

As per OSU Construction Standards, meters/totalizers should connect to a data acquisition device in each building. This device interfaces between the meters/totalizers and OSU Ethernet, allowing remote data monitoring and control of metering systems. The Sustainability Office can help determine the most cost effective locations for data acquisition devices and other metering equipment.
4.04 Additional Sustainability Measures

Purpose

In addition to, or in some cases as a substitute for, applying a green building certification system or standard, individual sustainability measures can be implemented.

Responsibility

The PM should work with the project team to determine the desired outcomes for the project and which sustainability measures should be utilized.

Timeframe

This process should begin in the design phase.

Process

Additional sustainability measures to consider include:

- Site selection, proximity to transportation, stormwater management and infill
- Energy use reduction, energy efficient HVAC equipment, renewable energy
- Water use reduction, rainwater collection, or water reuse
- Providing recycling facilities, reuse/recycling of demolition and construction materials, use of recycled or regional materials in construction
- Indoor Air Quality (increased ventilation, use of low-emitting materials, daylighting)
5.0  Project Delivery

Description

This section includes information regarding project delivery of a capital project from project commencement through design, construction & closeout.

Section Contains

5.01  Project Commencement
   5.01.1  Project Scope
   5.01.2  New Project Set Up
       5.01.2.1  e-Builder Project Request Form
   5.01.3  Project Agreement
       5.01.3.1  Project Agreement (PA) (e-Builder Process)
   5.01.4  Project Schedule
   5.01.5  Project Budget
       5.01.5.1  Project Management Fee Departmental Rule
       5.01.5.2  Linear Equation for Project Management Fee

5.02  Capitalization
   5.02.1  Capital Accounting Overview
   5.02.2  Fixed Asset Types
   5.02.3  Building List

5.03  OSU Construction Standards
   5.03.1  ADA Requirements

5.04  Consultant Selection
   5.04.1  Consultant Retainer vs. Non-Retainer Solicitation
   5.04.2  Consultant Selection Process
   5.04.3  Commitment Approval (e-Builder Process)

5.05  Design Phase
   5.05.1  Geotechnical Investigation
   5.05.2  Hazardous Materials and Abatement
   5.05.3  Value Engineering
   5.05.4  Campus Planning Committee (CPC)
       5.05.4.1  CPC Site Approval Staff Report Template
       5.05.4.2  CPC Schematic Design Approval Staff Report Template
   5.05.5  Historic Review and Approval
5.05.6 AUAC Review
   5.05.6.1 AUAC Review Form

5.05.7 Utility Coordination

5.05.8 Plan Review
   5.05.8.1 Plan Review Comment Form

5.05.9 Insurance Carrier Plan Review
   5.05.9.1 AIG Plan Review Desk Submission Specifications

5.06 Contractor Selection
   5.06.1 Contractor Solicitation, Contracts and Project Delivery Methods
   5.06.2 MWESB
   5.06.3 Bid Process
   5.06.4 Commitment Approval Process (e-Builder Process)

5.07 City of Corvallis
   5.07.1 City Pre-Development Meeting
      5.07.1.1 PRO 3027 from PIP Manual (City of Corvallis)
      5.07.1.2 Pre-Development Meeting Guidelines (City of Corvallis)
      5.07.1.3 e-Plans Pre-Development Meeting Guide (City of Corvallis)
   5.07.2 City Review
      5.07.2.1 Commercial Plan Review Process (City of Corvallis)
      5.07.2.2 Commercial Plan Review Application Checklist (City of Corvallis)
   5.07.3 Permitting Process
      5.07.3.1 ePlans User Registration Guide (City of Corvallis)
   5.07.4 Public Improvement by Private Contract (PIPC)
      5.07.4.1 PIPC Application (City of Corvallis)
      5.07.4.2 PIPC Application Checklist (City of Corvallis)
      5.07.4.3 PIPC Permit Procedure Manual (City of Corvallis)
   5.07.5 Project Development Guide (City of Corvallis)

5.08 Environmental Permitting
   5.08.1 Environmental Impact Reports
   5.08.2 Archaeological Sites
   5.08.3 Wetland Mitigation
      5.08.3.1 Wetland Mitigation for Wetlands and Tidal Waters (Oregon DSL)
   5.08.4 Water Rights
   5.08.5 DSL Permits

5.09 Construction
   5.09.1 Pre-Construction Meeting
      5.09.1.1 Sign In Sheet
      5.09.1.2 Pre-Construction Meeting Agenda
   5.09.2 Safety
      5.09.2.1 EH&S Construction Safety Requirements
      5.09.2.2 EH&S Safety Policies
   5.09.3 Progress Payments
      5.09.3.1 Payment Application (Excel)
      5.09.3.2 Payment Application (PDF)
5.09.4 Construction Meetings
5.09.5 Daily Reports
   5.09.5.1 Daily Report Template
5.09.6 Submittals
5.09.7 RFI’s
5.09.8 Changes
   5.09.8.1 PCMM Change Order Process Flow Chart (PCMM)
   5.09.8.2 Budget Change (BC) (e-BUILDER Process)
   5.09.8.3 Project Agreement (PA) to add $ to Budget (e-BUILDER Process)
   5.09.8.4 Potential Change Order (PCO) (e-BUILDER Process)
   5.09.8.5 Change Order: Construction Contract (CO) (e-BUILDER Process)
   5.09.8.6 Change Order: Professional Services Amendment (PSA) (e-BUILDER Process)
5.09.9 Invoice Approval (IAP, GIAP) (e-BUILDER Process)
5.09.10 Campus Closures

5.10 Project Closeout
5.10.1 Substantial Completion
5.10.2 Temporary Certificate of Occupancy (TCO)
   5.10.2.1 TCO Policy & Procedure (City of Corvallis)
5.10.3 Punch List
5.10.4 Warranty Period
5.10.5 O&Ms
5.10.6 Record Documents
5.10.7 Archive
5.10.8 Training
5.10.9 Certificate of Occupancy (CO)
   5.10.10 Warranty Inspection
   5.10.11 Project Close (CLOSE) (e-BUILDER Process)
5.01 Project Commencement

Description

Project Commencement includes information on how to set up a project in the Project Management Software Program, e-Build. It also includes information on how to determine project scope of work including budget, schedule and funding.

Section Contains

5.01.1 Project Scope
5.01.2 New Project Set Up
   5.01.2.1 e-Builder Project Request Form
5.01.3 Project Agreement
   5.01.3.1 Project Agreement Process (e-Build Process)
   5.01.3.2 Project Agreement Template
5.01.4 Project Schedule
5.01.5 Project Budget
   5.01.5.1 Project Management Fee Departmental Rule
   5.01.5.2 Linear Equation for Project Management Fee
5.01.6 Funding
5.01.1 Project Scope

Purpose

To determine the scope of work to meet the client’s needs and adhere to OSU’s construction standards and best practices.

Responsibility

It is the responsibility of the Project Manager to understand the Scope of Work prior to beginning work and throughout the duration of the project.

Timeframe

In many cases, a Project Development Report will be generated prior the Project Manager being assigned to a project. The Project Manager should review the Project Development Report with the preparer (usually the Project Controls Manager or Capital Planner) for a common understanding. If a Project Development Report is not available, the Project Manager should complete the Project Development Report when they are assigned to the project.

Process

Use the Project Development Report (section 1.04.1) to meet with the client and determine the project scope parameters. If a completed Project Development report is available, review the scope and meet with the client to determine if any updates need to be made.
5.01.2 New Project Setup

Purpose

The purpose of this section is to provide information on how new projects are assigned project numbers and setup in the e-Builder Project Management Software Program.

Responsibility

The Project Manager (PM) is responsible for requesting a new project.

Timeframe

New projects are assigned a project number and set up in e-Builder when the customer requests the project and it is likely that the project request will develop into a capital project.

Process

The PM sends an email to the e-Builder Project Administrator with a completed e-Builder Project Request form 5.01.2.1

The e-Builder Project Administrator will setup the project in e-Builder and apply Folder & Budget Templates to the Project. Once the project is setup, the e-Builder Project Administrator will return the completed form with the assigned Project Number. Projects that are in the Customer Request, Project Development or Planning stage will be assigned a “REQ” suffix. Once the Project Agreement is fully executed, the suffix will be changed to correspond with the Fiscal Year in which the Project Agreement is executed.

Once the project is set up in e-Builder, the next step is for the PM to proceed with the Project Agreement Process (Project Management Manual 5.01.3) to setup an initial budget and request a Project Agreement.

Attachment

5.01.2.1 Project Request Form
5.01.3 Project Agreement

Purpose

To identify the procedures for the implementation of Project Agreements; agreements used to memorialize the assumptions and decisions made in support of a project.

Responsibility

A Project Agreement is created by the Capital Planner and/or a Project Manager to document the project scope, cost and funding source.

Timeframe

A Project Agreement will be prepared when the scope of work is agreed upon by all parties including the Sponsoring Department, Capital Planning & Development, and Financial Services and when the Sponsoring Department is ready to commit funds to the project.

Process

The Project Agreement will be executed using the Project Agreement Process in e-Builder (see section 5.01.3.1).

Additional information regarding Project Agreements:

- The Approved Budget is the total project budget including construction costs and soft costs.
- The Project Agreement should be updated when the Approved Budget changes.
- A signature from the sponsoring department’s dean or director is required to ensure the department heads are aware and supportive of the project.
- A signature from Financial Services is required as a confirmation that the funding source is appropriate and contains adequate funds to support the project budget.
- At a minimum, Capital Planning will need the following information to execute a Project Agreement:
  - A Description of the Project
  - Requirements of the Project Sponsor
  - The completion or other schedule milestone if germane to the project sponsor
  - Total cost of the project including the established facilitation cost where applicable
  - The funding source (index)
  - The signer for the funding source
For projects where the final total project cost cannot be known accurately until design or an element of the design is completed, Capital Planning prefers an agreement for the design/study followed by an agreement with the total project cost when known.
5.01.3.1 Project Agreement Process

Purpose
The purpose of this section is to provide information on how to use the Project Agreement Process in e-Builder to setup initial budget and request preparation of a Project Agreement for signatures.

Responsibility
- The Project Manager (PM) is responsible for initiating the Project Agreement Process.
- The Capital Planner is responsible for reviewing the initial Project Agreement Process step and generating the Project Agreement to upload into e-Builder.
- Accounting is responsible for adding funding and determining whether the project will be capitalized.
- The Project Controls Manager will review the final Project Agreement and update the project identifier suffix if necessary.
- The API: Create Commitment step is an automated step that adds a commitment for the Project Management Fee if applicable to the project.

Timeframe
The PM should initiate the Project Agreement Process when they are ready to set up the initial budget and when all applicable parties are ready to sign the Project Agreement.

Process
e-Builder Workflow
Project Manager Responsibilities

1. To start the process, select **Start Process** from the Processes option within a given project.


3. Start Screen (PM)
a. The **Department Budget Authority** is the individual in the unit requesting the project that will be responsible for signing the Project Agreement.

b. The **Scope of Work** for is the language used to prepare the Project Agreement.

c. If a **MOU** or **BUC Authorization Letter** exists for the project, uploaded the files into the process during this step.

d. Use the **Initiator Comments** box to provide any additional information to the Capital Planner. Note: the Capital Planner will upload the Executed Project Agreement in the subsequent steps.

**Start Screen Continued**

<table>
<thead>
<tr>
<th>Budget Change Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Status:</strong> Draft</td>
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<tr>
<td><strong>Reason Code:</strong> Select One..</td>
</tr>
<tr>
<td><strong>Date Of Change:</strong> 08.11.2017</td>
</tr>
</tbody>
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<table>
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<table>
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<tr>
<th>Budget Change Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recalculate All</td>
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</table>

<table>
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<tr>
<th>Budget Change Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are no budget change items.</td>
</tr>
</tbody>
</table>

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e. Under Budget Change Details, select **Reason Code: Initial Budget Setup**.

f. Date of Change will default to current date.

g. Click **Add All Line Items** to add all existing budget line items to setup the initial budget, or click **Add Item** to add one existing budget line item at a time. Select one of the options to create your initial budget. Note: Total budget must match Project Agreement total.

<table>
<thead>
<tr>
<th>Budget Change Items</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Change Amount</strong></td>
</tr>
<tr>
<td><strong>Net Budget Amount</strong></td>
</tr>
</tbody>
</table>

h. Set up the Initial budget by adjusting the **Change Amount** column for each line item.
i. If the Funding Source(s)/Index are known at this time, enter them during this step.

j. Once the Initial Budget is complete, click Submit to submit the Project Agreement request to the Capital Planner.

Additional Process Information

- The process will continue to Capital Planning Review to prepare the Project Agreement (PA), distribute for signatures, and upload the executed PA. In the event that a PA has already been executed prior to beginning the Project Agreement Process, the executed PA will be uploaded in this step.
- After the executed PA is uploaded, Accounting will add funding.
- Once funding is added, the revised budget will reflect in Cost Summary and Budget Details.
5.01.4 Project Schedule

Purpose

To create and utilize a schedule as a tool to summarize, plan, and monitor the progress of the entire project from Design through Occupancy.

Responsibility

The Project Manager (PM) is responsible for development of the Project Schedule. Collaboration with the design consultant and contractor is required.

Timeline

The Project Schedule is developed during Project Commencement and is finalized during the design phase. The schedule is updated on a regular basis throughout the life of the project.

Process

Project Schedule

The Project Schedule is a summarized schedule of the entire project and communicates time-related goals and program objectives of the project to all stakeholders.

Typical elements of the Project Schedule include:

- Site Acquisition
- Environmental Assessments
- Design Activities & Milestones
- Permit Activities
- Bid & Award
- Construction
- Procurement and Installation of FF&E
- Commissioning
- Occupancy
- Project Closeout
The Project Schedule should be developed using the Critical Path Method (CPM). The preferred software program for creating schedules is Microsoft Project.

If the project effects classroom usage, the Office of the Registrar must be notified at least a year in advance of any disruptions to classroom use.

Construction Schedule

Construction phase schedules build upon the Project Schedule and develop more detail relating to the construction of the project. Development of the construction schedule should be coordinated with the contractor and reviewed with the owner and design consultant. A finalized and approved CPM Progress Schedule becomes the baseline schedule, which is updated regularly by the contractor.

The contractor updates the schedule monthly and submits it for review by the Project Manager. If there is a need for a schedule revision, the contractor should provide a description of the revision and a revised schedule.
5.01.5 Project Budget

Purpose

Define how the Project Manager develops project budgets.

Responsibility

The Project Manager is responsible for developing the project budget and maintaining the budget throughout the project. The project manager should also control project costs and provide timely budget reports on a regular basis.

Budget models are started with the Project Development Report (PDR) and should be updated as necessary as the PDR is updated.

Timeframe

A budget is prepared when the project is initially set up at the beginning of the project, typically using the Total Project Cost Template. The budget should be monitored and maintained throughout the project.

Process

Projects over $5M are included in the Capital Forecast and Capital Budget (in the year they are planned to start). The overall budget for the project is set by Capital Planning as the project develops over time. Factors used to determine the project budget include:

- Expected project Square Feet and expected cost per square foot
- Cost of money if a loan is being used
- Other circumstances such as
  - Parking Cost
  - Site remediation
  - Required Street or Other Improvements
  - Connection and improvement of the accessible travel grid
  - Cost to improve and connect project to storm and sanitary sewer, water supply, campus steam, natural gas, electrical power and information systems
  - Demolition cost of existing structures (if responsibility of the project per the PDR)
  - Trash compactors
  - Permits, fees and Systems Development Charges
The project budget is developed after there is a written scope of work and some preliminary design. Estimates in the conceptual stage should be orders of magnitude, not budgets.

The budget should be prepared from construction cost estimates and the cost of additional services and contingencies.

Contingency is typically included at 10% (3% for contractor’s and 7% for owner’s).

Capital projects are assessed a project management fee (PMF) based on total project cost. The fee is applied on all projects unless the Vice President of Finance and Administration makes an exception.

Construction Cost Estimates

The construction cost estimate will be formatted using the Master Budget Template and include Direct Construction Costs and Soft Costs.

The Project Manager should work with the various project stakeholders to develop an overall budget for the project. The budget should be developed with the client’s interests in mind and with a realistic awareness of how much the project will cost.

The Project Manager should set up the initial Budget in e-Builder using the Project Agreement Process. The budget can be setup up after a project is setup in e-Builder (see section 5.01.2). For questions on how to setup the budget in the Project Agreement Process, see section 5.01.3. The budget can be setup and saved as a draft and does not need to be submitted until a Project Agreement is desired.
5.01.6 Funding

Purpose

Identify Funding Source for Capital projects.

Responsibility

Projects on the Capital Forecast and Annual Capital Budget will have funding sources approved by the Infrastructure Work Group (IWG). This includes almost all bond funded projects including OSU issued bonds.

Capital Improvements and Renewal projects are funded by state issued bonds. Projects requesting state issued bonds are prioritized by IWG and authorized by Capital Planning.

Projects using Internal Bank Loans must have approval from the Associate Vice President for Finance and Administration. Interest on Internal Bank Loans are a project cost that the Project Manager (PM) must include in the project budget.

Funding for department sponsored projects are provided by departments requesting projects and are used to confirm that there is adequate funding to complete the project.

The PM is responsible for determining the funding sources from the Project Sponsor and communicating that source on the Project Agreement.

Timeframe

A funding source is determined when the project is requested by the department and when a Project Agreement is executed. Capital Accounting allocates funding sources in e-Builder.

Process

The department requesting the project will provide the funding source to be used to pay for the project including all construction costs and soft costs. The funding source will be documented on the Project Agreement and in e-Builder.

Funding Sources that are used include:

- Plant Fund Indexes – begin with ZAR and are created for capitalization purposes
• Building Use Credits – must have a BUC authorization letter
• Operating Indexes – usually begin with the department abbreviation ie. QCP, MHD, YIA
5.02 Capitalization

Description

Capitalization includes information on determining whether or not the project is Capitalized and specific parameters relating to Capitalized Projects.

Capitalized projects must go through Capital Planning/Facilities Services accounting and must be managed in e-Builder by a qualified and licensed user. Generally, a capitalized asset is an improvement that is greater than $100,000 (or $50,000 for infrastructure) and extends the useful life or functionality of the OSU owned building or asset.

**Plant Funds** – Financial fund set up to capture costs associated with an asset for capitalization purposes. Any project that meets the capitalization requirements must have plant fund(s) established. Costs for these projects cannot be paid from non-plant funds. Plant Fund indexes begin with “ZARxxx”.

**Section Contains**

- 5.01.1 Capital Accounting Overview
- 5.01.2 Fixed Asset Types
- 5.01.3 Building List
5.02.1 Capital Accounting Overview

Capital Accounting

- Provide accounting support to Capital Planning and Development (CPD), Real Estate & Leasing, Space Management, and Facilities Services
- All projects that meet capitalization criteria must be processed through the Capital Accounting Office
- Provide accounting support for all projects managed by CPD PM’s & CM’s

Accounting Staff:

- **Stephanie Harvey: Director of Financial Planning & Budgeting** – supervises capital accounting staff, reviews and signs all Project Agreements scope and funding sources, reports out at year-end on status of projects. Currently works with all Self Support unit’s budgets as well.
- **Diane McGill: Fiscal Coordinator** – reviews projects for capitalization, sets up plant funds when necessary, monitors project expenses, processes reimbursements on bond funded projects, reports out at year-end on status of projects.
- **Bezu Abebe: Fiscal Coordinator 1** – primary contact for project reconciliations and clearing account reconciliation, creates invoices for billing as required
- **Angela Meyer: Accountant 2** – pays all invoices associated with contracts and PO’s on Master Contracts
- **Susan Clark: Accounting Tech** – pays all invoices, travel reimbursements, PO’s for all departments listed above.
- **Floyd Brunker: Accounting Tech** – pays all invoices, travel reimbursements, PO’s for all departments listed above.

Asset Items:

- Buildings
- Parking Lots
- Landscaping
- Infrastructure
- Improvements Other than Buildings (IOTB)
- Capital Equipment

Capitalization Threshold & Criteria:

- $100,000 (unless infrastructure or IOTB - $50k) **AND** must extend life or functionality

Project Agreements required on all projects:

- Provide scope
- Asset identification
- Funding sources (provided by requesting department)
- Project Management Fee
- Provide department accounting contact on projects less than $100k.
Funding Sources we use:

- Indexes – 3 primary “types” that we use.
  - Plant fund indexes begin with “ZAR” – created for capitalization purposes
  - Building Use Credits – must have BUC authorization letter
  - Operating indexes usually begin with department abbreviation: ie. QCP, MHD, YIA

Project Managers are responsible for:

- Budget development
- Initiate Project Agreement Forms
  - And updating project agreements when budget changes
- Setting up the project in e-Builder
- Updating e-builder with any budget adjustments as required by amendments or change orders.
- Review invoices:
  - To ensure work being billed has been performed
  - Items being billed are in compliance with contract
  - Help with funding (if certain elements of a project are supposed to be paid with certain funding sources)
- Notifying accounting know when a project has reached substantial completion (tenant occupancy)
- Ensuring equipment purchased on equipment list is returned to OSU.
- Inviting Angela to attend all Architect and Pre-Construction meetings.

Accounting is responsible for:

- Obtaining certified payroll
- Reviewing contractor’s travel & meal reimbursements fall within OSU guidelines, mark-ups are accurate
- Reviewing sub-contractor billings, ensure travel & meals reimbursements fall within OSU guidelines, mark-ups are accurate
- Using funding information as provided on the project agreement.
- Ticks and Ties the invoices and subs
- Ensure % billed is accurate
- MWESB reports are submitted (YE and Final)
- Equipment lists are provided with CM/GC contracts

Accounting cannot process an invoice unless there is a fully executed contract in place. Invoices will be returned to vendors until contract is executed. Same for amendments and change orders.
5.02.2 Fixed Asset Types

Purpose

Fixed assets are tangible assets that last more than one year. Capital assets are not expensed in year of purchase, but are capitalized and depreciated over multiple years.

Responsibility

The Project Manager is responsible for determining the primary fixed asset type for each project.

Timeframe

The Project Manager should determine the Fixed Asset Type when requesting a Project set up in e-Builder (see Section 5.01.2)

Process

The following are Fixed Asset Type descriptions:

Buildings - Permanent structures normally used to house people or property. Fixtures attached to and forming a permanent part of a building should be included in the cost. When constructing a new building on land owned by OSU, the cost of demolishing existing buildings is included in the cost of the new building. The value of land associated with buildings should be reported separately as land.

Improvements Other than Buildings (IOTBs) - Capitalized improvements that are not part of land or buildings. Examples include fountains, bleachers, dugouts, goal posts, and scoreboards.

Infrastructure - Long-lived capital assets that normally are stationary in nature and normally can be preserved for a significantly greater number of years than most capital assets. Examples include roads, bridges, tunnels, drainage systems, water and sewer systems, sidewalks, alleyways, street lighting systems, traffic lights/signs, fire hydrant, gas/electric/fiber optic distribution systems, dams, wells and septic systems.

Infrastructure could be confused with land improvements. Distinction is generally, the magnitude of the project. Infrastructure tends to pertain to large parts of campus rather than to a specific building or specific piece of land.
**Land Improvements - Depreciable** - Permanent improvements, other than buildings, that ready land for its intended use and that deteriorate with use or the passage of time. Examples include parking lots, yard lighting, fencing and gates, paths, telephone and power lines, retaining walls, railroads, tennis courts, athletic fields, golf course, landscaping and septic system.

**Land** - Reflects the carrying value of land owned by the State. If land is purchased, this account includes the purchase price and costs incurred to get the land in condition for its intended use such as legal fees, title fees, surveying costs, appraisal and negotiation charges, site preparation and excavation costs (clearing, filling, and leveling) and similar costs. If land is purchased as a building site (not previously owned by OUS), demolition costs to remove existing buildings are added to the cost of the land. Land purchased for resale is accounted for as inventory. Land acquired by donation is valued at fair market value at the time of donation. Land is not depreciated.
5.02.3 Building List

A complete list of Oregon State University Buildings is found on the Facilities Services website at http://facilities.oregonstate.edu/buildings.

The Building List includes the following information on each building:

- Building #
- Property Name
- Address
- Current Work Orders
- Usable Square Feet
- Assignable Square Feet
- Non-Assignable Square Feet

In addition, the Property name contains a link for more detail about the Building Profile and Building Manager(s).
5.03 Construction Standards

Description

The OSU Construction Standards support OSU’s policies related to the design and maintenance of facilities on campus and to the OSU Campus Master Plan. The documents are separated by divisions according to the Construction Specification Institute (CSI) MasterFormat 2014. The current Construction Standards can be found on the Capital Planning & Development website at http://fa.oregonstate.edu/cpd-standards

Section Contains

  5.03.1 ADA Requirements
5.03.1 ADA Requirements

Purpose

In the pursuit of becoming a fully accessible campus, Oregon State University expects all Consultants and service providers to design to 2010 ADA Standards for Accessible Design and the Oregon Structural Specialty Code (OSSC) and to exhibit a commitment to employing Universal Design Principles in their service and product delivery.

Responsibility

The Project Manager (PM) is responsible for assuring that design consultants adhere to the ADA and Accessibility Best Practices in the OSU Construction Standards (http://fa.oregonstate.edu/cpd-standards). In addition, the Project Manager shall arrange for the review of all new construction and major renovation projects with the Accessible University Advisory Committee (AUAC), coordinate an Accessible Design Workshop, and contract with an independent consultant to perform a Third Party Review as outlined in the OSU Construction Standards.

Timeframe

The Project Manager should notify the Office of Equal Opportunity and Access and the ADA Construction Manager of any projects that might have accessibility implication early on in the design process. The reviews stipulated in the OSU Construction Standards should be included in the project schedule at the appropriate times.

Process

Upon execution of a contract with the design consultant, the PM shall provide the consultant access to the OSU Construction Standards which include the Accessibility Best Practices. In addition to the 2010 ADA Standards for Accessible Design and OSU’s Construction Standards, the consultants need to be made aware of related codes and standards such as the latest Oregon Structural Specialty Code (OSSC), ICC/ANSI A117.1, the Proposed Accessibility Guidelines for Pedestrian Facilities in the Public Right-of-Way (PROWAG), and the Oregon Transportation Commission (OTC) Standards for Accessible Parking.
On all new construction and major renovation projects, accessibility review should be incorporated into the design schedule at significant points in the design process. Typical review points would be at the end of the Schematic Design, Design Development, and Construction Document phases of the design.

The independent consultant who will be performing the Third Party Review should be under contract before the Schematic Design Phase is completed. The Third Party reviewer will review the Schematic Design drawings and Construction Documents for accessibility potential accessibility concerns (and on larger projects the Design Development drawings). The Third Party Review consultant will also do an on-site accessibility evaluation at Substantial Completion. The Office of Equal Opportunity and Access and the ADA Construction Manager should also be contacted at this stage in the construction process.
5.04 Consultant Selection

Description

All consultant contracts (including special inspections), regardless of value, go through Contract Administration (Contracts). The following sections contain information on procurement options for Professional Consultants.

Section Contains

5.04.1 Consultant Retainer Contracts
5.04.2 Consultant Non-Retainer Contracts
5.04.3 Commitment Approval Process (e-Builder Process)
5.04.1 Consultant Retainer Contracts

Purpose

Determine procurement methods for Consultant Retainer Contracts and their corresponding contract limits.

Responsibility

Contract Administration (Contracts) will ultimately determine the method of Consultant contracting.

Timeframe

When the project team is ready for selection of consultants for design or other professional services. This occurs only after completion of a Project Agreement.

Process

< $100,000 – Contracts with a total expected cost of less than $100,000 may be directly procured from and awarded to any firm on the retainer list deemed capable of performing the work.

$100,000 - $250,000 – Contracts with a total expected cost between $100,000 and $250,000 require that OSU solicit proposals from at least three firms, two of which must have MWESB certification or identify themselves as such.

$250,000 - $1,000,000 – Contracts with a total expected design cost of between $250,000 and $1,000,000 require that the opportunity be open to all retainer consultants.

> $1,000,000 – Contracts with a total expected cost in excess of $1,000,000 are not permitted to be procured under the retainer contract program.
5.04.2 Consultant Non-Retainer Contracts

Purpose

Determine procurement methods for Consultant Competitive Contracts and their corresponding contract limits.

Responsibility

Contract Administration (Contracts) will ultimately determine the method of Consultant contracting.

Timeframe

When the project team is ready for selection of consultants for design or other professional services. This occurs only after completion of a Project Agreement.

Process

< $25,000 – Contracts with a total expected cost of less than $25,000 may be directly procured from and awarded to any firm deemed capable of performing the work.

$25,000 - $100,000 – Contracts with a total expected cost between $25,000 and $100,000 may be procured and awarded using either the informal or formal process.

> $100,000 – Contracts with a total expected cost in excess of $100,000 must be procured and awarded through the formal selection process.
5.04.3 Commitment Approval Process

Purpose
The purpose of this section is to provide information on how to use the Commitment Approval Process in e-Builder to request a Commitment (Construction Contract, Professional Services, Purchase Order) to be executed.

Responsibility
- Project Manager (PM) is responsible for initiating the Commitment Approval Process.
- Accounting is responsible for reviewing funding for the commitment.
- Capital Contracts Manager is responsible for determining whether or not the Commitment is subject to BOLI fees and for assigning a Procurement Specialist.

Contracts:
- Procurement Specialist is responsible for preparing contracts and sending to Risk/Legal for review if necessary. If not, the Procurement Specialist will send the contract out for signatures with an Executive Summary and Yellow Top. Once the contract is executed, the Procurement Specialist will upload the executed document and submit to finish the process.

Purchase Orders:
- Procurement Specialist is responsible for executing POs that are subject to BOLI and uploading the document to submit and finish the process.
- PCMM Staff is responsible for processing POs over 25k that are not subject to BOLI.
- Business Center Staff is responsible for processing POs under 25k, but over 5k, that are not subject to BOLI.
- Support Staff is responsible for processing POs under 5k that are not subject to BOLI.

Timeframe
The PM should initiate the Commitment Approval Process when they are ready to issue agreements or purchase orders to contractors, for professional services and to vendors.
Project Manager Responsibilities

1. To start the process, select **Start Process** from the Processes option within a selected project.

2. Choose **Commitment Approval Process (CAP)** from the Process Selections.
3. Start Screen (PM)

**Commitment Approval Process (CAP)**

**Start Process**

- **Project:** PMM
- **Project Number:** PMM - 18
- **Process:** Commitment Approval Process

**Commitment Details**

- **Backup Documentation:**
  - **Date Needed:** [ ]
  - **Material Only:** [ ]
  - **Vendor Email Address:** [ ]
  - **Ship to Location:** [ ]
  - **Attached Documents Checklist:**
    - Proposal
    - Bid Tab
    - Scoresheet
    - RFP
  - **Duration in Days/ Hours:**
  - **Special Instructions:**

- **Please attach all related backup documentation on the Attached Documents Tab above.**

**Attached Documents Tab**

Select **Attached Documents Tab** to attach documents.

Select **Attach** to open the Attach Documents window.

- **a.** Enter **Date Needed** for commitment. This should be a realistic expectation of when the final document will be executed.
- **b.** If it is a **Material Only** Purchase Order, check **Yes**, otherwise leave at default **No**.
- **c.** Include a **Vendor Email Address**. This will be used for electronically delivering documents, if applicable.
- **d.** Select **Ship to Location** code or leave at default **JOB SITE – Specify in Special Instructions** where the jobsite is.
- **e.** Specify which documents will be attached in the **Attached Documents Checklist**. Attach documents in the **Attached Documents** tab.
  - **i.** Select **Attached Documents Tab**

Select **Attach** to open the Attach Documents window.
Attach Documents from zPMM

<table>
<thead>
<tr>
<th>Project:</th>
<th>zPMM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process:</td>
<td>Commitment Approval Process</td>
</tr>
</tbody>
</table>

1) Select Attachment Method
   - Upload and attach file(s) from your computer
   - Attach files from the e-Builder Document module for the zPMM project

2) Select Files to Upload from Your Computer
   File 1
   - Select a File: [Browse...]
   - Description: 

   File 2 (optional)
   - Select a File: [Browse...]
   - Description: 

3) Select an e-Builder Destination folder
   - Destination Folder: [Browse]

ii. Either Select Files to Upload from Your Computer (must select an e-Builder Destination Folder); or attach files from the e-Builder Documents
iii. Once all files have been selected, click **Attach Selected** to go back to the **Attached Documents** tab
iv. All documents listed are attached to the process and appear under Documents for the project.
f. Navigate back to the Details tab to finish the Commitment Approval Process

g. Specify a duration for the contract or a hard date for contract completion in Duration in Days/Hard Date.

h. Use Special Instructions box to communicate any special instructions to Procurement, Contracts and Materials Management staff.

Start Screen (PM) Continued

i. Select Commitment Type from the dropdown menu (Construction Contract, Professional Services or Purchase Order)

j. Select Company from dropdown menu (click in field and start typing company name to search)

k. Company Number will automatically populate once the company is selected

l. Select the Contact that corresponds with the company’s VP address

m. Input Commitment Date and Notice to Proceed date if applicable.

n. Enter Scope of Work to be written into the contract/PO if applicable and not clear in the attached documentation.

o. Retainage Percent defaults to 0.00. Enter appropriate number if retainage is being held. Note: retainage is typically held only on Construction Contracts exceeding $1,000,000 in value
Start Screen (PM) Continued

Add Commitment Item(s) by completing the information in the Add New Commitment Item box.

i. Item Number will default to 001, 002, and so on.

ii. Select a Line Item that corresponds with your budget (i.e. 01.10100 Construction)

iii. Description will default to the title of the Budget Line Item that was selected. This field can be changed.

iv. Select a Funding Rule from the drop down menu.

v. Enter value for Retainage Percent if retainage is being held.

vi. Enter Amount of commitment that corresponds with the Budget Line Item Selected.

vii. Select Add to populate Commitment Items.
q. Select **Submit** to submit the Commitment Approval request to Procurement, Contracts and Materials Management staff.

**Additional Process Information**

- Select **Save Draft** to keep a draft of the Commitment Approval Process in your court.
- Once the process is complete, the Commitment will appear in the Cost Summary for the project.
## 5.05 Design Phase

### Description

During the design phase, there are various internal and external stakeholders who provide input to design decisions and review plans and specifications at various stages of design.

### Section Contains

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
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<tbody>
<tr>
<td>5.05.1 Geotechnical Investigation</td>
<td></td>
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<td>5.05.2 Hazardous Materials and Abatement</td>
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<td>5.05.3 Value Engineering</td>
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<td>5.05.4 Campus Planning Committee (CPC)</td>
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<tr>
<td>5.05.4.1 CPC Site Approval Staff Report Template</td>
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<td>5.05.4.2 CPC Schematic Design Approval Staff Report Template</td>
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<td>5.05.5 Historic Review and Approval</td>
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<td>5.05.6 AUAC Review</td>
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<td>5.05.6.1 AUAC Review Form</td>
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<td>5.05.9.1 AIG Plan Review Desk Submission Specifications</td>
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5.05.1 Geotechnical Investigation

Purpose

A geotechnical investigation includes surface and subsurface exploration of a site. A geotechnical engineering firm is selected to complete the geotechnical investigation and prepare a report from existing and new data.

Responsibility & Timeframe

The Project Manager (PM) is responsible for initiating procurement of a geotechnical firm to complete the geotechnical investigation after an architect is contracted for the project.

Process

See section 5.04 for information on selecting consultants for Capital Projects.

Typically a geotechnical engineer is selected from the retainer list, depending on total contract value.

The geotechnical engineer completes a geotechnical investigation and prepares a report from existing data and new data that is obtained from the investigation. This report is sent directly to the architect.
5.05.2 Hazardous Materials and Abatement

Purpose

Determine the process for identifying hazardous materials and abatement procedures including asbestos, lead paint, etc.

Responsibility

On every project involving existing OSU facilities, the Project Manager should request that Environmental Health & Safety (EH&S) perform a survey for the existence of hazardous material.

Timeframe

No removal of building materials or building systems shall occur without the inspection for hazardous material by EH&S or by an independent consultant as directed by EH&S.

Process

If the disturbance of hazardous material is expected on any project, the Project Manager should contact EH&S prior to performing any demolition work.

The Project Manager will coordinate budget and schedule with EH&S for remediation work performed under a separate contract.

If during construction, any hazardous material is suspected, the contractor should immediately stop work and notify the OSU Project Manager. The Project Manager will contact EH&S and schedule remediation prior to work resuming on the project.
5.05.3 Value Engineering

Purpose

Value Engineering (VE) is the process of questioning whether project design concepts fulfill requirements for performance, quality, aesthetics, and budget at a reasonable life cycle cost, of examining a project or feature with the objective of improving value, and of recommending optimum alternative design solutions.

Responsibility

The Project Manager formally initiates the request for a VE session.

Timeframe

Value Engineering can take place at any time during any design phase, but ideally occur early on in schematic design.

Process

At the time of the request for VE session, the Project Manager provides the initial description of the scope and objective of the VE session. Typically, VE sessions include the Project Manager, Capital Planning & Development representatives, Facilities representatives, Architect/Engineer representatives and any other consultants as required.

During the VE session, the team evaluates alternatives and applies cost estimates to each option and a VE report is generated that communicates the results of the VE session. The team meets to finalize recommendations and generates a written report documenting the findings.

The Project Manager meets with members of the project team to review proposed alternatives and determine which will be adopted and their impact on the project cost and schedule.
5.05.4 Campus Planning Committee (CPC)

Purpose

Describe the procedure for submitting information to University Land Use Planning for projects requiring Site Approval from the Campus Planning Committee.

Responsibility

The OSU Campus Master Plan (CMP) states that University Land Use Planning staff shall evaluate project proposals and provide input with regard to CMP plan policies to assist the project sponsors to develop plans that incorporate and address plan policies and zoning requirements.

The Campus Planning Committee (CPC) reviews all proposals for a site within the main campus. Prior to CPC approval, University Land Use Planning staff review site requests for consistency with the Campus Master Plan and Historic Preservation Plan (if applicable), as well as conduct an assessment of existing conditions and potential transportation and parking impacts from the proposed development. This information is presented in a staff report that includes a recommendation to the Campus Planning Committee.

The Project Manager should contact University Land Use Planning Manager to discuss project sponsor’s need and determine potential location as well as determine the assigned planning staff person.

Timeframe

All information must be submitted to the assigned staff person at least thirty (30) days prior to the CPC meeting. Projects must be included in the OSU Capital Forecast or the annual Capital Budget before requesting a site.

Process

Assigned University Land Use Planning staff will review project(s) and generate staff report(s) in the priority order established by the University Land Use Planning Manager in consultation with the Capital Projects Manager.
CPC Site Approval – Submittal Information:

- **Project Name:**
- **Project Overview:** Provide a brief description of the project including:
  - Location
  - Building description
  - Proposed Use
  - If the project involves any unique uses/features or relationships to adjacent buildings, outdoor areas, or landscapes, include that information.
  - Note any structural, landscape, or infrastructure on the site that will be removed and/or demolished as part of the project, as well as information on replacement (if applicable)
  - Anticipated project timeline
- **Preferred Location:** Provide a preferred location, as well as other considered locations if applicable, and describe the reason for the preferred location.
- **Project on the OSU Forecast Plan:** (Yes or No)
- **Adjacent Building and/or Structure Name(s) and Location(s):**
- **Sector:**
- **Existing Use of Site:**
- **Proposed Use(s):**
- **Estimated Building Size:** (Include estimated footprint, number of floors, and total square feet)
- **Anticipated Occupancy:** (Include staff, students, other users if applicable)
- **Parking Displacement:** (Yes or No)
- **Utility Extension will be Required:** (Yes or No)
  - Include any specific information if available. Please note if this information has not yet been determined.
- **Infrastructure Extension will be Required:** (Yes or No)
  - Include any specific information if available. Please note if this information has not yet been determined.
- **Additional information Pertinent to Site Request:**
- **Graphic Materials (Exhibits)** – PDFs(e.g., 8.5 x 11 or 11 x 17)
  - Preferred Site Location(s) (hand sketch that notes desired project area is acceptable)
  - Conceptual area plan for a project involving multiple buildings or structures (if applicable)
  - Photo exhibits or mockup drawings (if applicable)
5.05.5 Historic Review and Approval

Purpose

Describe the process to submit a historic preservation application to the City of Corvallis for a Director-level and Historic Resource Commission (HRC-level) review.

Responsibility

Typically, OSU’s Land Use Planning staff prepares and submits Historic Preservation Permit (HPP) exemption requests and applications. On major Capital Projects, preparation of HRC-level application materials and presentation at the Historic Resources Commission hearing may be part of the design team’s scope; in these instances, University Land Use Planning staff serves as a resource and liaison to the design team.

Timeframe

Application materials must be submitted at least twenty-one (21) days prior to the city’s application deadline. City staff and HRC review of the Historic Preservation Permit application materials follows a specified timeframe.
Process

Assigned University Land Use Planning staff will review project(s) and generate staff report(s) in the priority order established by the University Land Use Planning Manager in consultation with the Capital Projects Manager.

Exemption Requests: The City of Corvallis Land Development Code (LDC Section 2.9.70) exempts certain development/redevelopment activities from a Historic Preservation Permit. University Land Use Planning staff assists Project Managers, Construction Managers, and Facilities Services staff by preparing HPP exemption requests for review and concurrence by City of Corvallis – Planning staff.

HPP Exemption Request Process:

- Provide the University Land Use Planning Manager or Senior Planner with the required exemption information (see below for specifics)
- University Land Use Planning staff prepares exemption request and submits to City of Corvallis – Planning staff for concurrence
- Once City of Corvallis – Planning staff concur, the proposed activity is exempt from HPP requirements, University Land Use Planning staff email documentation to Project Manager, Construction Manager, and/or Facilities Services staff.
  
  **This email documentation is submitted to City of Corvallis – Development Review with building permit applications.**

HPP Exemption Request – Submittal Information

- Resource Name
- Description of proposed modification(s) including any structural, landscape, or infrastructure change
- Photos, Drawings, Cut Sheets (if applicable)
- Note any removal and/or demolition that is part of the project, as well as information on replacement (if applicable)

Historic Preservation Permit (HPP) Applications: The City of Corvallis has two types of Historic Preservation Permits: Director-level and Historic Resources Commission (HRC)-level. University Land Use Planning staff assist Project Managers, Construction Managers, and Facilities Services staff by preparing Director-level and HRC-level HPP applications.

**An approved Director-level or HRC-level Historic Preservation Permit (i.e., Notice of Disposition) is required prior to permitting (building, electrical, demolition, etc.)**

**Director-level Historic Preservation Permit:** Director-level Historic Preservation Permits generally involve an alteration or new construction activity that is minor in nature but is not an outright exempt activity. There are specific procedures and clear and objective review criteria for these Director-level permits, which are reviewed by city staff for compliance with LDC Sections 2.9.90 and 2.9.100.
**HRC-level Historic Preservation Permit:** Historic Resources Commission-level Historic Preservation Permits involve alteration or new construction, demolition, or moving activities not covered through Director-Level or considered an exempt activity under LDC Section 2.9.70. The HRC-level Historic Preservation Permit is classified as a quasi-judicial land use decision, involves public notice, and requires a public hearing before the Historic Resources Commission.

**HPP Application Process:**

- Contact University Land Use Planning Manager or Senior Planner to find out who is the assigned staff person
- Email assigned staff person all submittal information with the project name in the subject line
- Application materials must be submitted at least twenty-one (21) days prior to the city’s application deadline

**HPP Director-level and HRC-level Application Submittal Materials and Format**

- **Introduction**
  - Two sentences describing the project using lay person terminology
  - *Example:* OSU proposes replacement of two (2) existing roof access ladders and the installation of two (2) additional roof access ladders on the north and south sides of Gill Coliseum.
- **Project Description**
  - One paragraph describing the project including location, purpose/reason for work, and what is being done
  - *Example:* OSU proposes installation of three (3) handrails at the north, patio stairway of Weatherford Hall. The project is necessary to meet building code and ADA requirements. Currently, the stairway contains no handrails, and its width necessitates their presence to comply with code requirements. The proposed railings are in tubular, black, powder-coated steel to match the existing handrails on the adjacent ADA ramp.
- **Description of the proposed alteration materials, including:**
  - Material type
  - Color
  - Finish (e.g., matte, glossy, etc.)
  - Composition/presentation
  - Method of attachment for railings, shutters, light fixtures, etc.
- **Description of additional site developments**
  - Changes to impervious surfaces (*include specific square footage; separate changes to pedestrian areas from out impervious surfaces*)
  - Addition or removal of landscaping
  - Mechanical equipment
  - Screening (e.g., fences, landscaping) – including size of impacted area
- **Description of chemical or physical treatment**
  - Pressure washing
  - Abatement
- **Exhibits – PDFs (only 8.5 x 11 or 11 x 17)**
  - Elevations
- Site Plan
- Photo exhibits or mockup drawings
- Cut sheets or specs for site features (windows, benches, lights, ladders, etc.)
- Line-of-sight drawings for any rooftop elements
5.05.6 Accessible University Advisory Committee (AUAC) Review

Purpose

The Accessible University Advisory Committee (AUAC) is charged with developing and overseeing the implementation of a comprehensive plan for improving the accessibility of OSU’s built environment.

Responsibility

For all new construction and major (<$5M) renovation, design teams (including architect/engineer, consultants, Project Manager and project owner) will engage in an “Accessibility Design Charrette” discussion intended to identify innovative approaches to accessibility.

The Project Manager facilitates the AUAC review.

Timeframe

All new construction and renovation projects will be presented to the AUAC in the form of a “facilitated review” during the final stages of Schematic Design. Additional review will be conducted in the Construction Document stage.

Process

New construction and renovation projects that impact the core function of a building or space will be presented to the AUAC in the form of a facilitated review during the final stages of Schematic Design. The Project Manager will facilitate the review. The attached worksheet is to be completed prior to submitting for project review.

General criteria for AUAC review of projects prior to execution:

- The project will be paid for by funding specifically allocated for the purposes of improving campus accessibility
- The project will employ an “OSU Best Practice” in which that best practice may not be exactly applicable to the project, therefore requiring specific analysis of how best approach the work.
- The project requires further interpretation of the “OSU Best Practice” given the nature of the project, and/or it comes in to conflict with other regulations or decision-making bodies.
• The use of the “OSU Best Practice” may be replaced with an alternative that meets or exceeds the functionality of the established best practice.

• The project will impact accessibility and there is not an “OSU Best Practice” or clear requirement through the 2010 ADA Standards for Accessible and Universal Design Principles, and user feedback is necessary before proceeding.

• The project relates to acute problem areas on campus that require multiple perspectives on how to execute solutions. These include:
  o Parking lots/spaces
  o Path of travel
  o Classroom Renovations/improvements
  o Other areas to be determined as identified through Equal Opportunity and Access (EOA) or other department receiving feedback/complaints related to campus accessibility

• The project will provide programmatic accommodations for one or more specific people.

Design Review and Approval by AUAC

The AUTIF review will be facilitated by the Project manager (and design professional, at the discretion of the Project Manager) and will include the following:

• Incorporation of the 2010 ADA Standards for Accessible and Universal Design Principles
• Incorporation of concepts and design solutions resulting from Accessible Design Charrette
• Path of Travel and accessible parking conditions on and adjacent to site
• Emergency considerations, evaluation and egress
• Doorways, bathrooms, ramps, paths, signage plans
• Programmatic accommodations for specific building occupants.
5.05.7 Utility Coordination

Purpose

Projects that tie into, require relocation of or replacement of existing utilities need to be coordinated during the design phase of the project.

Responsibility & Timeframe

The Project Manager (PM) is responsible for coordinating utility work during the design phase of a project.

Process

Franchise Utilities

1. Call in Work Order to Estimator at Utility’s Local Office
2. Send plans to request estimate or request a meeting to discuss project details
3. Provide feedback from meeting to Design Teams
4. If franchise utility is performing the utility work, request a check from Capital Accounting for prepayment.

Franchise Utility Contact Information

<table>
<thead>
<tr>
<th>Service</th>
<th>Company</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Solid Waste</td>
<td>Republic Services of Corvallis</td>
<td>541-754-0444</td>
</tr>
<tr>
<td>Electrical Utility</td>
<td>Pacific Power</td>
<td>888-221-7070</td>
</tr>
<tr>
<td></td>
<td>Consumer Power, Inc.</td>
<td>541-929-3124</td>
</tr>
<tr>
<td>Cable Television</td>
<td>Comcast Cable Services</td>
<td>888-824-8264</td>
</tr>
<tr>
<td>Natural Gas</td>
<td>Northwest Natural</td>
<td>541-926-4253</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>Centurylink</td>
<td>800-244-1111</td>
</tr>
<tr>
<td></td>
<td>Pioneer Telephone Cooperative</td>
<td>888-929-1014</td>
</tr>
<tr>
<td></td>
<td>LS Networks</td>
<td>503-294-5300</td>
</tr>
<tr>
<td>Franchise Utility Specialist</td>
<td>City of Corvallis</td>
<td>541-754-1731</td>
</tr>
<tr>
<td>Public Works Department</td>
<td>City of Corvallis</td>
<td>541-766-6916</td>
</tr>
</tbody>
</table>
Private Utilities

OSU owned utility work is coordinated with facilities shops.
5.05.8 Plan Review Process

Purpose

The Plan Review Process was developed to ensure all pertinent university stakeholders have an opportunity to review and offer comments on capital construction projects during various stages of design development.

Responsibility

The Project Manager (PM) is responsible for organizing and scheduling reviews with key stakeholders. Pertinent university stakeholders include, but are not limited to, Facilities Services maintenance staff, Information Technology and Network Services staff, University Land Use Planning staff, Environmental Health and Safety staff, Parking Services staff, Campus Space Planning staff and Disability Access Services staff.

Timeframe

Plan reviews are typically scheduled at the end of major design milestones of a project – schematic design, design development & construction documentation. A review of the As-Built drawings and Operating and Maintenance (O&M) Manuals will also be conducted when they have been submitted at the end of a project.

Process

Depending on the scope and scale of the project, key stakeholders may review the documents independently and submit comments electronically. For large projects, the stakeholders attend “page turn” review meetings with the design consultants and offer verbal input.

For small projects where no page turn reviews are necessary, the review notification process is coordinated through the Plan Center. When a project is to be reviewed, the PM contacts the Plan Center and completes a Plan Review Notification form. The information provided by the project manager instructs the plan center staff who to notify, as well as the status of review and a timeline for the review. At this time, the PM also provides the Plan Center staff with the documents to be reviewed. The Plan Center staff maintains the documents in the plan center so they can be accessed during business hours and/or provides the documents to the reviewers electronically. Comment forms are returned to the Plan Center staff who collect them at the end of the review period and forward them to the PM.
Comments are provided to the design team who, in consultation with the PM, determines if they are to be incorporated into the project documents. Comments will be deemed to be relevant if they are consistent with campus construction standards, as well as campus development plans, policies and practices.

A form has been developed for commenting purposes, titled Comment Review form, and is attached.

**Attachment**

5.05.8.1 Plan Review Comment Form
5.05.9 Insurance Carrier Plan Review

Purpose

Early involvement in any building project is critical in order to evaluate property protection issues and avoid expensive retrofits at a later stage. The Insurance Carrier helps to oversee projects to:

- Verify that building designs meet local building regulations and use materials accepted by the general insurance market;
- Confirm that fire and security protection is commensurate with the proposed risk; and
- Review and approve sprinkler designs and calculations to ensure that sprinkler systems are designed and installed in accordance with international and/or local standards.

Responsibility

The Project Manager (PM) is responsible for sending plan review documents to the Insurance Carrier. Copy the Oregon State University Assistant Risk Officer, Christina McKnight.

Timeframe

Plan review documents are typically sent to the Insurance Carrier once SD or DD documents are complete. The turnaround time for plan review is typically two weeks.

Process

Plan reviews should be sent to the Insurance Carrier, AIG, at planreview.americas@aig.com, reference the policy number #011144073 and the Building Name in the subject of the e-mail.

The Insurance Carrier typically reviews plans on the following project situations:

- New construction exceeding 10,000 square feet
- Roof replacements exceeding 25,000 square feet
- Sprinkler installations impacting more than 50 sprinklers
- Hazardous equipment installations (e.g. equipment with flammable or explosive environments, etc.)

Refer to the attached specification sheet for plan review submission requirements on new construction.
AIG New Construction Plan Review Program

Construction

- Provide our office with a full set of construction documents and specifications for the project. Included should be the details and wind uplift design of the roofing and wall systems, mechanical systems and structural details of the building. MSDS or Manufacturers Details for Roofing System Components (once they spec the wind rated system)

- Project a site visit to see installation of roof deck installation (steel or concrete)

- Project Visit to see installation of above deck roofing components

- Provide our office with details of any EIFS systems.

- Provide our office with the details of any insulated metal panel wall systems. (Systems should be either UL-listed and/or FM Approved and have a minimum 1-hr fire resistive rating and a fire spread rating of 25.)

- BFE (base flood elevation) is needed.

- Details of the emergency generator system and fuel oil tank storage arrangements should be provided to our office.

- Details of all outdoor and indoor oil-filled and dry type transformers.

Fire Protection Water Supply

- Description of existing or proposed fire protection water supply

- Description of fire pumping supplies

- Plans and specifications of the yard hydrant system(s).

- Latest water test data, if any

- Final acceptance of the automatic fire pumps will be by an acceptance test witnessed by a representative of AIG Global Property Engineering. A minimum two to three week advance notice is needed in order to avoid scheduling conflicts

The information contained in this document is intended for the express purpose of assisting AIG personnel in the management of an AIG insurance program. No warranty, guarantee, or representation, either expressed or implied, is made as to the correctness or sufficiency of any representation contained herein. This document may not address each and every possible loss potential, violation of any laws, rules or regulations, or exception to good practices and procedures. The absence of comment, suggestion, or recommendation does not mean the property or operation(s) is in compliance with all applicable laws, rules, or regulations, is engaging in good practices and procedures, or is without loss potential. No responsibility is assumed for the discovery and/or elimination of hazards that could cause accidents or damage at any facility that is subject to this document. Reliance upon, or compliance with, any of the information, suggestions or recommendations contained herein in no way guarantees the fulfillment of your obligations under your insurance policy or as may otherwise be required by any laws, rules or regulations.
**Automatic Sprinkler Protection**

- Detail description of sprinkler installation with applicable code references
- Supporting hydraulic calculations
- Plans of systems
- Equipment cuts and specifications. (All fire protection equipment, including piping, hangers, control valves, shall be UL-listed and FM Approved.
- A copy of the manufacturer’s specification sheet for each specific component installed shall be included with shop drawings.
- Final acceptance of the automatic sprinkler systems by AIG Global Property Risk Engineering is contingent upon field investigation and satisfactory completion of the Contractor’s Material & Test Certificate.

**Surveillance**

- Details of the fire and supervisory alarm system should be provided.
- Details of the systems riser diagrams
- Details floor plan drawings showing location of devices
- Point to point wiring diagram should be provided.
- Equipment Cuts
- Battery Calculations

**Special Hazards**

- Details and location of computer and telecommunication rooms and protection.
- Details of kitchen equipment and protection.
- Details of flammable or combustible liquid storage arrangement.
- Details of Warehouse Storage Areas.
5.06 Contractor Selection

Description

This section includes information on considerations and methods for selecting a contractor for Capital Projects.

Section Contains

5.06.1 Contractor Solicitation, Contracts and Project Delivery Methods
5.06.2 Minority-owned, Woman-owned, or Emerging Small Business (MWESB)
5.06.3 Bid Process
5.06.4 Commitment Approval Process (e-BUILDER Process)
5.06.1 Contractor Solicitation, Contracts, and Project Delivery Methods

Purpose

Provide information about the various types of Construction Contracts and how they are utilized.

Responsibility

The Project Manager should work with PCMM to determine the best method for soliciting construction services.

Timeframe

The delivery method and contract type should be identified when the preliminary scope, schedule and budget have been determined – at the end of concept design at the latest.

Process

The Project Manager should work with PCMM to determine which type of contract best fits the project goals.

Purchase Order

Purchase orders (P.O.) can be used for contracts valued at <$25,000. P.O.s for construction services must be issued by PCMM, not business offices.

Retainer Contract

Qualified contractors may be included in the OSU retainer contract program. Inclusion allows OSU to issue contracts with the following limitations:

< $50,000 – Contracts with a total expected cost of less than $50,000 may be directly procured from and awarded to any firm on the retainer list deemed capable of performing the work.

$50,000 - $500,000 – Contracts with a total expected cost between $50,000 and $500,000 require that OSU invite at least three firms to bid on a project, two of which must have MWESB certification or identify themselves as such.

$500,000 - $1,000,000 – Contracts with a total expected cost of between $500,000 and $1,000,000 require that the bidding opportunity be open to all contractors on the retainer list.
$1,000,000 – Contracts with a total expected cost in excess of $1,000,000 are not permitted to be procured under the retainer contract program.

Federally funded projects cannot be procured using the retainer process.

**Standard Construction Contract**

Projects with an estimated construction cost of over $1,000,000 follow the process for a standard advertised bid. Contracts with values between $50,000 and $1,000,000 could also use the standard contract if it’s been determined that use of the retainer contract is not in OSU’s best interests. This contract is typically used for projects with a design, bid build delivery method.

PCMM will put the project out for bid once all design documents are developed and required review processes are completed. A construction contract will be issued by PCMM to the lowest responsive and responsible bidder upon approval from the PM. (PM should discuss the decision with the funding department prior to authorizing PCMM to proceed with the contract award.)

**Construction Manager/General Contractor (CM/GC)**

When a project’s direct construction cost is estimated to be greater than $5 million, and/or the required completion date of the project requires an accelerated/phased construction schedule or other pertinent factors apply, the project is considered appropriate for the CM/GC process. The contractor provides consulting services such as cost estimating, scheduling and constructability analysis during the design phase, and in some cases begins phased construction, prior to completion of the entire building design.

Contractors are selected based on qualifications, not bid price. An RFQ/RFP process is used to select the contractor. The RFQ/RFP is developed by PCMM with input from the PM. A selection committee is determined by the PM. Contractors are paid a fee for their services, in addition to a negotiated fee for preconstruction services. The contractor bids the various construction packages, but does not have to take the lowest bidder.

**Design-Build**

The design-build method is a project delivery system in which the design and construction services are contracted by a single entity.

**Integrated Project Delivery (IPD)**

IPD is a project delivery method that integrates project teams in order to take advantage of the knowledge of all team members to maximize the project outcome. All three parties (Owner, Architect, Contractor) are aligned by a single contract.
5.06.2 Minority, Women Owned and Emerging Small Business (MWESB)

Purpose

All businesses, including, minority, women, emerging small and service disabled veteran-owned (MWESB) businesses shall be given the maximum practicable opportunity to compete for and be awarded contracts for projects.

Responsibility & Timeline

The Project Manager should work with PCMM when soliciting construction related services to identify potential MWESB firms.

Process

Retainer Program for Construction Related Services

All contracts with a contract value greater than $50,000 that are awarded under the Retainer Program for Construction Related Services shall require a Solicitation Effort to at least two (2) MWESB Firms.

CM/GC and Design/Build Capital Construction Projects

All RFPs for capital construction projects and associated professional consultants utilizing CM/GC or Design/Build processes shall include a Management Plan by the proposer as part of the evaluation criteria. At least ten percent (10%) of the total points allocated for evaluation shall be allocated to the Management Plan.
5.06.3 Bid Process

Purpose

The purpose of this section is to identify the steps included in the bidding process for capital and non-capital construction projects.

Responsibility & Timeline

The Project Manager (PM) and Construction Contract Administration (CCA) work together to schedule and execute the bid process when contractor solicitation is desired.

Process

1. The PM provides CCA with bid documents.
2. CCA schedules (with input from the PM) the following:
   - Advertisement/Invitation to Bid
   - Pre-bid walk-through
   - Addenda deadlines
   - Bid Closing Dates
   - Bid Opening Dates
3. **Pre-Bid Walkthrough**: PM conducts pre-bid walkthrough with design firm representative and PCMM in attendance.
4. **Addendum**: CCA collects addendum information from designer and reviews addendum for content. PM reviews addendum and confirms the information is correct. CCA coordinates addendum preparation and distribution within allotted timeframe as described in the solicitation.
5. **Bid Opening**: CCA collects, opens and announces bid results. CCA confirms bids are complete. PM reviews bid results and either authorizes CCA to proceed with award process or; contacts sponsoring department to obtain additional funding. If funding is not available, PM coordinates with department to determine if redesign and rebid is appropriate, or if project is to be cancelled.
6. **Award**: PM initiates Commitment Approval Process (CAP) through e-builder to issue a contract for construction service.
5.06.4 Commitment Approval Process

Purpose
The purpose of this section is to provide information on how to use the Commitment Approval Process in e-Builder to request a Commitment (Construction Contract, Professional Services, Purchase Order) to be executed.

Responsibility
- Project Manager (PM) is responsible for initiating the Commitment Approval Process.
- Accounting is responsible for reviewing funding for the commitment.
- Capital Contracts Manager is responsible for determining whether or not the Commitment is subject to BOLI fees and for assigning a Procurement Specialist
- Contracts:
  - Procurement Specialist is responsible for preparing contracts and sending to Risk/Legal for review if necessary. If not, the Procurement Specialist will send the contract out for signatures with an Executive Summary and Yellow Top. Once the contract is executed, the Procurement Specialist will upload the executed document and submit to finish the process.
- Purchase Orders:
  - Procurement Specialist is responsible for executing POs that are subject to BOLI and uploading the document to submit and finish the process.
  - PCMM Staff is responsible for processing POs over 25k that are not subject to BOLI.
  - Business Center Staff is responsible for processing POs under 25k, but over 5k, that are not subject to BOLI.
  - Support Staff is responsible for processing POs under 5k that are not subject to BOLI.

Timeframe
The PM should initiate the Commitment Approval Process when they are ready to issue agreements or purchase orders to contractors, for professional services and to vendors.
Process

e-Builder Workflow (see link for larger Workflow)

Project Manager Responsibilities

1. To start the process, select **Start Process** from the Processes option within a selected project.

2. Choose **Commitment Approval Process (CAP)** from the Process Selections.

<table>
<thead>
<tr>
<th>Process Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Change (BC)</td>
<td>Net $0 Budget Change</td>
</tr>
<tr>
<td>Change Order: Construction Contract (CO)</td>
<td></td>
</tr>
<tr>
<td>Change Order: Professional Services Amendment (PSA)</td>
<td></td>
</tr>
<tr>
<td>Close Project (CLOSE)</td>
<td>Process to CLOSE a project. This should only be performed if all invoices and time have been billed.</td>
</tr>
<tr>
<td>Commitment Approval Process (CAP)</td>
<td></td>
</tr>
<tr>
<td>Potential Change Order (PCO)</td>
<td></td>
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<tr>
<td>Project Agreement (PA)</td>
<td></td>
</tr>
<tr>
<td>Test Process (TP)</td>
<td></td>
</tr>
</tbody>
</table>
3. Start Screen (PM)

**Commitment Approval Process (CAP)**

<table>
<thead>
<tr>
<th>Details</th>
<th>Attached Documents (0)</th>
<th>Attached Processes (0)</th>
<th>Attached Forms (0)</th>
</tr>
</thead>
</table>

**Commitment Details**

- **Backup Documentation:**
  - Date Needed: [ ]
  - Material Only: [Yes, No]
  - Vendor Email Address:
  - Ship to Location: [JOB SITE - Specify in Special Instructions]
  - Attached Documents Checklist:
  - Duration in Days/Hour Date:
  - Special Instructions:

Please attach all related backup documentation on the Attached Documents Tab above.

---

a. Enter **Date Needed** for commitment. This should be a realistic expectation of when the final document will be executed.
b. If it is a **Material Only** Purchase Order, check **Yes**, otherwise leave at default **No**.
c. Include a **Vendor Email Address**. This will be used for electronically delivering documents, if applicable.
d. Select **Ship to Location** code or leave at default **JOB SITE – Specify in Special Instructions** where the jobsite is.
e. Specify which documents will be attached in the **Attached Documents Checklist**. Attach documents in the **Attached Documents** tab.
   i. Select **Attached Documents Tab**

Select **Attach** to open the Attach Documents window
Attach Documents from zPMM

<table>
<thead>
<tr>
<th>Project:</th>
<th>zPMM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process:</td>
<td>Commitment Approval Process</td>
</tr>
</tbody>
</table>

1) Select Attachment Method
- Upload and attach file(s) from your computer
- Attach files from the e-Builder Document module for the zPMM project

2) Select Files to Upload from Your Computer

File 1
- Select a File: [Browse...]
- Description: 

File 2 (optional)
- Select a File: [Browse...]
- Description: 

3) Select an e-Builder Destination folder

- Destination Folder: [Browse]

ii. Either Select Files to Upload from Your Computer (must select an e-Builder Destination Folder); or attach files from the e-Builder Documents

iii. Once all files have been selected, click **Attach Selected** to go back to the **Attached Documents** tab

iv. All documents listed are attached to the process and appear under Documents for the project.
f. Navigate back to the Details tab to finish the Commitment Approval Process

g. Specify a duration for the contract or a hard date for contract completion in Duration in Days/Hard Date.

h. Use Special Instructions box to communicate any special instructions to Procurement, Contracts and Materials Management staff.

Start Screen (PM) Continued

i. Select Commitment Type from the dropdown menu (Construction Contract, Professional Services or Purchase Order)

j. Select Company from dropdown menu (click in field and start typing company name to search)

k. Company Number will automatically populate once the company is selected

l. Select the Contact that corresponds with the company’s VP address

m. Input Commitment Date and Notice to Proceed date if applicable.

n. Enter Scope of Work to be written into the contract/PO if applicable and not clear in the attached documentation.

o. Retainage Percent defaults to 0.00. Enter appropriate number if retainage is being held. Note: retainage is typically held only on Construction Contracts exceeding $1,000,000 in value
Add Commitment Item(s) by completing the information in the **Add New Commitment Item** box.

i. **Item Number** will default to 001, 002, and so on.

ii. **Select a Line Item** that corresponds with your budget (i.e. 01.10100 Construction)

iii. **Description** will default to the title of the Budget Line Item that was selected. This field can be changed.

iv. Select a **Funding Rule** from the drop down menu.

v. Enter value for **Retainage Percent** if retainage is being held.

vi. Enter **Amount** of commitment that corresponds with the Budget Line Item Selected.

vii. Select **Add** to populate **Commitment Items**.
q. Select **Submit** to submit the Commitment Approval request to Procurement, Contracts and Materials Management staff.

**Additional Process Information**

- Select **Save Draft** to keep a draft of the Commitment Approval Process in your court.
- Once the process is complete, the Commitment will appear in the Cost Summary for the project.
5.07 City of Corvallis

Description

The City of Corvallis Development Services Division is involved in the construction of capital projects by reviewing plans, issuing permits, and conducting inspections.

Section Contains

5.07.1 City Pre-Development Meeting
   5.07.1.1 PRO 3027 from PIP Manual (City of Corvallis)
   5.07.1.2 Pre-Development Meeting Guidelines (City of Corvallis)
   5.07.1.3 e-Plans Pre-Development Meeting Guide (City of Corvallis)

5.07.2 City Review
   5.07.2.1 Commercial Plan Review Process (City of Corvallis)
   5.07.2.2 Commercial Plan Review Application Checklist (City of Corvallis)

5.07.3 Permitting Process
   5.07.3.1 ePlans User Registration Guide (City of Corvallis)

5.07.4 Public Improvement by Private Contract (PIPC)
   5.07.4.1 PIPC Application (City of Corvallis)
   5.07.4.2 PIPC Application Checklist (City of Corvallis)
   5.07.4.3 PIPC Permit Procedure Manual (City of Corvallis)

5.07.5 Project Development Guide (City of Corvallis)
5.07.1 City Pre-Development Meeting

Purpose

Pre-Development meetings are offered by the City of Corvallis prior to plan submittal to assist in project planning. Pre-Development meetings are scheduled through the Development Services (Building) Division with representatives of the City’s plan review staff, convened at the request of a property owner, developer, or design professional to discuss questions regarding a specific development proposal which is still in the design stage and for which no building permit application has been submitted.

Responsibility

Requested by the Project Manager and facilitated by City of Corvallis staff.

Required Attendees Include:

- Design Professional
- Owner’s Representative
- Lead Plans Examiner
- Planning/LDC Staff
- Engineering Staff
- Erosion/Grading Staff

Timeline

A minimum of one Pre-Development meeting shall be held between representatives of the City, Owner, DPRC, and General Contractor (if known) prior to applying for a permit.

Process

In order to assure a successful predevelopment or preconstruction meeting, the following procedures should be followed:

- For predevelopment meetings, upon the initial contact with City staff, the Project Coordinator will confirm that a predevelopment meeting is the most appropriate forum to address the customer’s questions; there may be a better process available such as a pre-application meeting with Planning
staff or direct contact with a Project Coordinator. For preconstruction meetings, either City staff or the applicant may initiate the request for a meeting.

- For predevelopment meetings, the PM will be required to submit the following in writing at least five (5) working days in advance of the meeting:
  - proposed agenda
  - summary of key questions (the more specific, the better)
  - any plans that have been developed to date (1 set)
  - name of project design professional

The five day advance submittal requirement better assures that schedules of the best qualified staff can be coordinated to attend and also allows sufficient time for staff to thoroughly review the proposal.

If the required information is not received at least five (5) working days in advance of the meeting, the meeting will be rescheduled.

- If a design professional has been retained for the project, he/she must attend the predevelopment meeting.

- City staff will chair/facilitate the meeting; meetings will take place in City Hall.

- Customer will be asked to take meeting minutes; when the minutes have been completed and if requested by the customer, staff will review and “sign off” on the minutes prepared by the customer. City staff must concur with the meeting minutes if intended as binding for future discussion and design.

- For predevelopment meetings, all pertinent information related to the project shall be placed in the PRE case file until plans are submitted and a BLD case file is opened. At that point the PRE case file may be closed and documents rolled into the BLD case for future reference.

**Attachments**

5.07.1.1  PRO 3027 from PIP Manual *(City of Corvallis)*
5.07.1.2  Pre-Development Meeting Guidelines from Project Development Guide *(City of Corvallis)*
5.07.1.3  e-Plans Pre-Development Meeting Guide *(City of Corvallis)*

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5.07.1 City Pre-Development Meeting  Project Management Manual - 113
5.07.2 City Review

Purpose

Plans are required to be submitted for review in conjunction with permit applications for new buildings or the remodel or expansion of existing buildings. Plans are generally not required for simple building repairs or other construction activities that do not affect the structural integrity of the building, public health or safety.

Responsibility & Timeline

See Attached Commercial Plan Review Process and Application Checklist

Process

See Attached Commercial Plan Review Process and Application Checklist

Attachments

| 5.07.2.1 | Commercial Plan Review Process (City of Corvallis) |
| 5.07.2.2 | Commercial Plan Review Application Checklist (City of Corvallis) |
5.07.3 Permitting Process

Purpose

Building permits are required whenever a building or structure regulated by the State Building Code is constructed, enlarged, altered, repaired, moved, or converted to another use. Mechanical, plumbing, and electrical permits are required whenever these systems are installed, altered, or replaced.

Responsibility

The Project Manager (PM) should submit the building permit application to the City of Corvallis.

Timeline

See section 5.07.2.1 Commercial Plan Review Process for timeline.

Process

1. ePlans is the preferred method of submitting Permit Applications to the City of Corvallis. If ePlans is not being used, the PM should submit three (3) copies of plans and specifications to the city with a building permit application.
2. City will complete a plan review letter. See timeline in section 5.07.2 City Plan Review.
3. Once complete, send a copy of the review letter to the engineer or architect to complete. They will have to write a response letter addressing each item that they are responsible for.
4. Revisions must be submitted to the city along with a revision form.
5. If DEQ permit is required, turn into City Planning. The Land Use Compatibility Statement has to be signed by the city before the application can be sent to DEQ. Accounting issues a check for the application fee. OSU can take up to a week to process the check, so make the request early.
6. If PIPC is required, refer to section 5.07.4 Public Improvement by Private Contract (PIPC) for additional information.

Attachments

5.07.3.1 – ePlans User Registration Guide (City of Corvallis)
5.07.4 Public Improvement by Private Contractor (PIPC)

Purpose

A special application process is required for all public improvements constructed under private contracts within the City of Corvallis. A public improvement is defined as infrastructure that must be constructed in accordance with the latest edition of the *City of Corvallis Standard Construction Specifications* and which will become the permanent maintenance responsibility of the City.

PIPC projects generally encompass the following:
1. New or reconstructed sanitary and storm sewers, laterals and appurtenances.
2. New or reconstructed public water mains and appurtenances
3. New or reconstructed public street or roadway facilities
4. Drainageway improvements that are required concurrent with development.

Responsibility

OSU Project Manager Responsibilities include:
1. Maintaining overall responsibility for project and construction management; contract administration; permit acquisition and compliance; and right-of-way and/or easement dedications
2. Retaining the services of a licensed professional Engineer of Record
3. Hiring a licensed and insured Contractor
4. Obtaining Erosion Prevention & Sediment Control and Excavation and Grading Permits from the City
5. Ensuring that construction does not begin until the PIPC Permit is issued and the preconstruction meeting is held
6. Ensuring that any and all final and warranty inspection punch-list repairs are completed and accepted by the city.

Timeline

Expect the city to take several weeks once they have all the forms. A development agreement can be signed in order to get building permits issued before the PIPC is complete. The city will honor it as soon as the PIPC drawings have been approved.
Process

Project name printed on PIPC drawings should contain “OSU” before the project title to ensure permit numbers are easily searchable.

Forms and actions for OSU:
1. Application for Permit (Notarized)
2. Storm Water Facilities Agreement (Notarized)
3. PIP Improvement Security Agreement (OSU has a standing agreement)
4. Copy of DEQ Permit
5. Permit Fees paid by OSU – City of Corvallis sends invoice to OSU and is paid by Capital Accounting. Invoice paid will be reflected in e-Builder Actual Costs.

Forms and actions for Engineer of Record:
1. Seven (7) Full-Size sets of stamped plans
2. Electronic copy of plans
3. Scope of Work
4. LUA Condition of approval letter
5. Itemized bid tab, or stamped estimate
6. Set up PIPC Pre-con after plans have been reviewed and approved.

Forms and actions for Contractor
1. Certificate of Insurance
2. Contractor’s Indemnity Agreement Form
3. Detailed Project Schedule

Attachments

5.07.4.1  PIPC Application (City of Corvallis)
5.07.4.2  PIPC Application Checklist (City of Corvallis)
5.07.4.3  PIPC Permit Procedure Manual (City of Corvallis)
5.08 Environmental Permitting

Description

This section includes information on various activities that may have an impact on the environment and human health and what restrictions there are to minimize damage to the environment.

Section Contains

5.08.1 Environmental Impact Reports
5.08.2 Archaeological Sites
5.08.3 Wetland Mitigation
  5.08.3.1 Wetland Mitigation for Wetlands and Tidal Waters (Oregon DSL)
5.08.4 Water Rights
5.08.5 Department of State Lands (DSL) Permits
5.08.1 Environmental Impact Reports (EIR)

Purpose

The Environmental Impact Report (EIR) is a detailed, written analysis of all the effects that a land development or construction project would have on the local environment, such as on the air quality, noise levels, population, traffic impact, significant vegetation, parking, surrounding neighborhoods, historic resources, building density, property restrictions (deed restrictions and easements), groundwater impact, waterways, flood impact, visual impact, utilities, fire danger, endangered species, archaeological artifacts, and community beauty.

Responsibility & Timeframe

The Project Manager (PM) should determine the project impacts during the siting phase of design.

Process

A description of the site should identify the recommended site limits, current use, and significant features. Special attention should be placed on the current patterns of use of the site, which would be directly or indirectly affected by the project. Significant open spaces, views, trees, other vegetation, and architectural or historical elements should be identified. This will help to identify environmental concerns for appropriate action such as environmental impact statement or a declaration of non-significance.

A detailed Environmental Impact Report should be prepared by the Project Manager and/or design consultant which identifies all of the impacts of the proposed project. Additional measures to be taken should be identified which may include more detailed studies, the obtaining of permits, land-use actions, use-agreements, development agreements, mitigation measures, etc. This process could actually determine that the originally selected site is not appropriate for the proposed development.
5.08.2 Archaeological Sites

Purpose

Federal and state laws protect Oregon’s archaeological sites and cultural resources. Artifacts only need to be 75 years old to be considered an archaeological object in the State of Oregon (ORS 358.905-358.955). Archaeological objects can include prehistoric items such as arrowheads, spear points, charcoal and human and non-human bones, but can also include historical objects such as brick, glass and miscellaneous metal. Even objects that appear to be trash can constitute a significant archaeological site if they meet certain criteria.

Responsibility & Timeframe

If artifacts are found, it is the responsibility of the Project Manager (PM) to stop work and contact the State Historic Preservation Officer.

Process

If human remains are encountered immediately contact 911. If artifacts are found that appear to be at least 75 years old, avoid the area of discovery and contact a professional archaeologist.
5.08.3 Wetland Mitigation

Purpose

Mitigation is a sequenced approach that considers avoiding any impacts to aquatic resource, minimizing the magnitude of the impacts, repairing or restoring impacted areas after the project is complete, and finally compensating for any unavoidable losses.

Responsibility & Timeframe

If identified wetland areas are located on or close to the project site, a wetland delineation should be conducted to clearly identify the wetland boundaries. If the project is going to impact the delineated wetlands, then mitigation measures need to be taken. This may mean changing the design so the wetland is not impacted, creating “new” wetlands, or purchasing wetland mitigation credits.

Process

Mitigation Steps

Compensatory mitigation includes basic steps:

1. Assess the functions and values of the proposed impact area
2. Identify the mitigation opportunity(ies) that best offset the impacts and develop a mitigation plan for the permit application.
3. Carry out the approved compensatory mitigation.
4. Monitor the success of the compensatory mitigation project and assure its management in the future, if applicable.

Planning Mitigation

Compensatory mitigation is to direct mitigation to the appropriate place(s) and ecosystem processes that will result in successful and meaningful mitigation and to offset the impacts of the proposed removal-fill project. Compensatory mitigation options include:

- Purchasing credits from a mitigation bank or In-Lieu-Fee project. Banks and ILFs are larger-scale mitigation projects approved under a detailed agreement with DSL to sell credits within a certain area
- Permittee-responsible mitigation conducted on the project site or elsewhere within the watershed. The mitigation obligation remains with the permit holder and a financial security or performance bond is generally required to ensure compliance.
Payment-in-lieu mitigation when no bank or ILF credits are available and when the applicant cannot identify a suitable mitigation project, DSL may accept payment-in-lieu of mitigation.

Visit [http://www.oregon.gov/dsl/WW/Pages/Mitigation.aspx](http://www.oregon.gov/dsl/WW/Pages/Mitigation.aspx) for more information.

Attachment

5.08.3.1 – Wetland Mitigation for Wetlands and Tidal Waters (*Oregon Department of State Lands*)
5.08.4 Water Rights

Purpose

Under Oregon law, all water is publicly owned. All users must obtain a permit or water right from the Water Resources Department to use water from any source – whether it is underground, or from lakes or streams.

Responsibility & Timeframe

The Project Manager on a development project needs to be aware that water cannot be withdrawn from a water body such as Oak Creek or drill a well for water usage without obtaining a permit for water rights. It is very unlikely that a water right permit would be issued to an entity within the City of Corvallis city limits (or any other City where OSU owns properties. Even outside of City limits, water rights may be difficult or impossible to obtain unless the water rights are purchased as part of a land purchase.

Process

If obtaining water from domestic source (City water) is not an option, submit permit to the Oregon State Water Resources Department clearly stating the need and desired use of the water.
5.08.5 Department of State Lands (DSL) Permits

Purpose

Oregon’s Removal-Fill Law (ORS 196.795-990) requires any person who plans to “remove or fill” material within “waters of the state” to obtain a permit from the Department of State Lands. Removal means taking rock, gravel, sand, silt, other inorganic substances, and large woody debris from the bed or banks of a waterway or their movement by artificial means within the beds or banks, including channel relocation. Fill means the deposit by artificial means of any material (organic or inorganic) at any one location in the bed or banks. Waters of the state include wetlands on private and public land.

Responsibility

The Designer is responsible to determine if a DSL Permit is required. To determine whether or not a DSL Permit is required please

Process

The first step is to identify all waters of the state, including wetlands, on the project site, called a jurisdictional determination.

In general, the removal, fill, or alteration of materials equaling 50 cubic yards or more within waters of the state, as described below, are required to obtain a DSL permit. Any removal, fill, or alteration of materials requires a permit if it is within streams designated as essential salmon habitat or is located within ¼ mile of a state scenic waterway.

If work is proposed within navigable waterways, a joint DSL/OMB permit will be required.

If a permit is required, there are various types of permits available. View https://www.oregon.gov/dsl/WW/Documents/rf_brochure.pdf for additional information.

The types of “waters of the state” include:

- Pacific Ocean: extreme low tide to 3 miles out
- Tidal Bays and Estuaries: highest measured tide or upper edge of wetland
- Perennial Streams, Lakes and Ponds: to ordinary high water
- Intermittent Streams: to ordinary high water
- Wetlands: wetland boundary as determined by delineation report
• Artificial Ponds and Ditches: ordinary high water
• Artificial Wetlands: wetland boundary
• Reservoirs: normal operating pool level or upper edge of adjacent wetland
5.09 Construction

Description

This section includes information on various activities that occur during the construction phase of a project.

Section Contains

- 5.09.1 Pre-Construction Meeting
  - 5.09.1.1 Sign In Sheet
  - 5.09.1.2 Pre-Construction Meeting Agenda
- 5.09.2 Safety
  - 5.09.2.1 EH&S Construction Safety Requirements
  - 5.09.2.2 EH&S Safety Policies
- 5.09.3 Progress Payments
  - 5.09.3.1 Payment Application (Excel File)
  - 5.09.3.2 Payment Application (PDF File)
- 5.09.4 Construction Meetings
- 5.09.5 Daily Reports
  - 5.09.5.1 Daily Report Template
- 5.09.6 Submittals
- 5.09.7 RFI’s
- 5.09.8 Changes
  - 5.09.8.1 PCMM Change Order Process Flow Chart (PCMM)
  - 5.09.8.2 Budget Change (BC) (e-BUILDER Process)
  - 5.09.8.3 Project Agreement (PA) to add $ to Budget (e-BUILDER Process)
  - 5.09.8.4 Potential Change Order (PCO) (e-BUILDER Process)
  - 5.09.8.5 Change Order: Construction Contract (CO) (e-BUILDER Process)
  - 5.09.8.6 Change Order: Professional Services Amendment (PSA) (e-BUILDER Process)
- 5.09.9 Invoice Approval (IAP, GIAP) (e-BUILDER Process)
- 5.09.10 Campus Closures
5.09.1  Pre-Construction Meeting

**Purpose**

Prior to the commencement of construction, a Pre-Construction Meeting is held. The Pre-Construction Meeting is usually the first opportunity for the contractor and major subcontractors to meet with OSU departments.

**Responsibility & Timeline**

The Project Manager (PM) should set up the pre-construction meeting after the construction contract has been executed.

**Process**

The following entities should be invited to the Pre-Construction Meeting:

- Architect
- Contractor
- Major Subcontractors
- OSU Facilities
- OSU Capital Accounting
- OSU Construction Contract Administration (CCA)
- OSU Environmental Health & Safety (EH&S)
- City of Corvallis
- Building Manager
- Parking Services
- Equal Opportunity and Access (EOA)

Use the attached Pre-Construction Sign-In Sheet to document attendance.

Use the attached Pre-Construction Meeting Agenda to facilitate the meeting.

Take Meeting Notes and distribute to attendees.

**Attachments**

- 5.09.1.1  Pre-Construction Meeting Sign In Sheet
- 5.09.1.2  Pre-Construction Meeting Agenda
5.09.2 Safety

Purpose

Provide an overview of safety at OSU and on major capital construction or renovation projects

Responsibility & Timeline

The project team is responsible for ensuring safety throughout the life cycle of all projects.

Process

Safety during Construction

The Project Manager PM should conduct regular site visits to make sure that safety measures are in place and being followed.

Environmental Health and Safety (EH&S) works with Capital Planning & Development to ensure safe jobsites. See attached documents for EH&S Construction Safety Requirements and Policies.

Attachments

5.09.2.1 EH&S Construction Safety Requirements
5.09.2.2 EH&S Safety Policies
5.09.3 Progress Payments

Purpose

Determine the process for contractor compensation in accordance with the contract documents.

Responsibility

The Project Manager (PM) is responsible for approving contractor payment applications.

Timeline

Payment applications are typically issued between the 15th and the last working day of the month per the contract documents.

Process

During the pre-construction meeting, the specific details for the application for payment will be reviewed (forms to complete, timely submission, materials stored off-site, etc.) as defined in the contract documents.

Prior to submitting the first application for payment, the Contractor will provide a schedule of values that outlines each section of work. The schedule of values will be reviewed and approved by the Project Manager (PM).

The contractor submits a payment application for each pay period using the schedule of values on an approved Payment Request form. See attached document for example. The payment application is submitted to Capital Accounting for review and to enter into the e-Builder Invoice Approval Process (see section 5.09.9). The PM will approve the contractor’s invoice in e-Builder.

Retention is held on construction contracts exceeding $1,000,000 and is written into the contract.

Attachments

5.09.3.1 – Payment Application (Excel)
5.09.3.2 – Payment Application (PDF)
5.09.4 Construction Meetings

Purpose

The purpose of all construction meetings is to discuss project specifics and document discussion, agreement, and pending action.

Responsibility

The Project Manager (PM) is responsible for attending all construction meetings and ensuring that appropriate documentation is maintained.

Timeline

Meetings are held frequently throughout the duration of the project. See below for timelines specific to meeting types.

Process

Pre-Excavation Meetings

Pre-Excavation meetings are held prior to the start of any excavation or trenching work to ensure that damage to underground utilities is avoided and that a response plan is established in the event of utility damage. Prior to this meeting, the contractor must coordinate utility locates.

Pre-Installation Meetings

Pre-Installation Meetings are held for all major components of work to ensure that all regulatory and manufacturer’s requirements are met prior to installation. The pre-installation meeting occurs after all submittals related to the work have been approved. Attendees should include parties affected by the work including, but not limited to the Contractor, Subcontractors, OSU Project Management Team, Facilities Services Shops, and any other affected OSU department personnel. Mock-ups may be required for various scopes of work per the contract documents. If mock-ups are part of the submittal package, they should be reviewed at the Pre-Installation meeting.
Progress Meetings

The frequency of Progress Meetings depends on the overall length and complexity of a project. Meeting frequency and schedule should be determined during the pre-construction meeting. Often called OAC meetings, attendees should include the Owner (OSU’s Project Management Team), Architect/Engineer Team and Contractor. Representatives of each major subcontractor may attend as appropriate to the progress of the project.

Progress Meetings are typically led by the Contractor, but an agenda should be prepared with the Project Manager’s input. Progress meeting minutes should be completed and distributed in a timely manner and will identify any unresolved issue, what action was agreed to, and who is responsible for taking the action.

Recommended Topics include

- Address any unresolved issues from previous meetings
- Review three week look ahead schedule
- RFI Review
- Submittal Review
- Change Order Log Review
- Safety Issues
- Additional New Business

While the Change Order Log is often reviewed at OAC meetings, usually a separate meeting is scheduled to review Change Orders in detail.
5.09.5 Daily Reports

Purpose

Daily Reports are used to document Site Visits

Responsibility & Timeline

The Project Management Team is responsible for performing site visits and documenting site visits with Daily Reports.

Process

During a Site Visit, the Project Management Team should at a minimum review the following:

- Safety measures in place and being followed
- Review construction progress
- Inspect construction to ensure compliance with construction documents
- Review on site as-built drawings for completeness and accuracy
- Complete Daily Reports (see attached template):
  - Weather
  - Temperature
  - Overview of Activities
  - Subcontractors/Suppliers On-Site
  - Conflicting Items
  - Reason for Visit
  - Comments
  - Photos as Necessary

Attachment

5.09.5.1 Daily Report Template
5.09.6 Submittals

Purpose

Submittals are required in accordance with the construction contract to assure compliance to the contract drawings and specifications.

Responsibility

The Contractor is responsible for preparing submittals for review by the Architect/Engineer. The Project Manager should review and track submittals.

Timeline

Review of submittals should be built into the schedule to allow ample time for preparation, review by owner, review by architect/engineer, potential re-review and procurement of material in time for install.

Process

As submittals are received, the Project Manager (PM) should review product and check against specifications. All concerns should be communicated with the architect/engineer. Appropriate submittals should be sent to relevant shops for review including mechanical, electrical, elevator, landscape, hardware, fire alarms and sprinklers.

The Project Manager (PM) should keep a log of submittals to document when submittals are received and sent to various stakeholders for review.
5.09.7 RFIs

Purpose

RFIs are used to obtain clarification of drawings, specifications, or other contract documents.

Responsibility

The Contractor initiates the RFI Process. The Project Manager (PM) should track the response to RFIs from the Architect/Engineer.

Timeline

RFIs are generated when design-related issues need to be addressed or confirmed and the information is not available in the construction documents.

Process

When a portion of the drawings, specifications, or other contract documents requires clarification or interpretation by the Architect/Engineer, the Contractor submits, in writing, a RFI. The RFI should be submitted on an approved form that will remain consistent throughout the project.

The Architect/Engineer reviews the RFI to determine applicability.

The Architect/Engineer issues a response to the RFI according to the timeline agreed upon in the contract documents.

Responses to RFIs are not intended to change the scope of work to increase or decrease the cost and/or schedule. If the Contractor believes that such a change will be necessary, they must indicate this change in writing.
5.09.8 Changes

Purpose

There are various reasons throughout the design and construction of a project that require changes to the overall project budget and/or schedule.

Responsibility

The Project Manager (PM) is responsible for coordinating changes with Units, Architects, Engineers, and Contractors. This includes ensuring that the budget and schedule can accommodate the change and obtaining proper documentation outlining the change in budget, contract value, and/or schedule.

Timeline

Proper Change Order documentation needs to be processed prior to any changes occurring on a project.

Process

When the need for changes occur on projects, the PM should coordinate with the unit sponsoring the project to ensure that they are aware of the change. If an increase to the overall budget is necessary, the PM should initiate the Project Agreement Process (Section 5.09.8.3) to add money to the overall budget. An amended Project Agreement will be processed and routed for signatures from the unit sponsoring the project and the Capital Planning and Development authorities.

If the overall budget is sufficient, money can be reallocated within the existing budget through the Budget Change Process in e-Builder (Section 5.09.8.2).

The PM should correspond with all Architects, Engineers, and Contractors that are impacted by the change and request documentation to back-up any changes to the existing contract. For Construction Contracts, change documentation is sent to Construction Contract Administration (CCA) through the e-Builder Potential Change Order (Section 5.09.8.4) and Change Order (Section 5.09.8.5) processes. For Professional Service Agreements, change documentation is sent to Construction Contract Administration (CCA) through the e-Builder Change Order: Professional Services Amendment (Section 5.09.8.6) process. Section 5.09.8.1 summarizes the information required by CCA and the overall CCA process. CCA will process formal contract amendments and route for signature. Work related to the change should not be conducted until all signatures are received.
5.09.8.1  **PCMM Change Order Process Flow Chart**
5.09.8.2  Budget Change (BC) *(e-Builder Process)*
5.09.8.3  Project Agreement (PA) to add $ to Budget *(e-Builder Process)*
5.09.8.4  Potential Change Order (PCO) *(e-Builder Process)*
5.09.8.5  Change Order: Construction Contract (CO) *(e-Builder Process)*
5.09.8.6  Change Order: Professional Services Amendment (PSA) *(e-Builder Process)*
5.09.8.2 Budget Change Process

Purpose
The purpose of this section is to provide information on how to use the Budget Change Process in e-Builder to reallocate budget dollars within a project. Use this process to execute a net $0 budget change. To add budget dollars to a project, a Project Agreement Process (5.10.11.2) is used to execute a New Project Agreement.

Responsibility
- The Project Manager (PM) is responsible for initiating the Budget Change Process.

Timeframe
The PM may use the Budget Change Process anytime throughout the project to reallocate money within the current budget.

Process
**e-Builder Workflow**

1. To start the process, select **Start Process** from the Processes option within a given project.
2. Choose **Budget Change (BC)** from the Process Selections.

<table>
<thead>
<tr>
<th>Process Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Change (BC)</td>
<td>Net $0 Budget Change</td>
</tr>
<tr>
<td>Change Order: Construction Contract (CO)</td>
<td></td>
</tr>
<tr>
<td>Change Order: Professional Services Amendment (PSA)</td>
<td></td>
</tr>
<tr>
<td>Close Project (CLOSE)</td>
<td>Process to CLOSE a project. This should only be performed if all invoices and time have been billed.</td>
</tr>
<tr>
<td>Commitment Approval Process (CAP)</td>
<td></td>
</tr>
<tr>
<td>Potential Change Order (PCO)</td>
<td></td>
</tr>
<tr>
<td>Project Agreement (PA)</td>
<td></td>
</tr>
<tr>
<td>Test Process (TP)</td>
<td></td>
</tr>
</tbody>
</table>

3. **Budget Change Screen (PM)**

- **Start Process**
  - Project: zPMM
  - Project Number: 1.PMM-18
  - Process: Budget Change
  - Subject: 

- **Budget Change Details**
  - Status: Draft
  - Date Of Change: 04.04.2018

  Supporting Document: Drag and drop file here or Browse Computer
  Description of Change: 

- **Budget Change Custom Fields**
  - There are no budget change custom fields.

- **Budget Change Items**
  - There are no budget change items.

  - Recalculate All
  - Add All Line Items
  - Add Item

a. Enter **Subject** for Budget Change. This is used as a brief identifier to explain the change.
b. If available, upload supporting documentation used in the Budget Change.
c. Under Budget Change Details, select **Reason Code** to explain the change.
d. Date of Change will default to current date.
e. Click **Add All Line Items** to add all existing budget line items to change budget, or click **Add Item** to add one existing budget line item at a time.
   *Note: Total budget must be net $0 change.*

f. Adjust the budget by adjusting the **Change Amount** column for each line item.

g. Once the Budget Change is complete, click **Submit** to finalize the change.

**Additional Process Information**

- Budget Change Process, once submitted, will reflect immediately in your **Cost Summary** and **Budget Details**.
- If your Budget Change is not net $0, the Budget Change will go back in your court to revise. You cannot submit a Budget Change through this process that increases or decreases the overall budget.
- To increase or decrease the overall budget, you will need to complete a new Project Agreement Process 5.10.11.2.
5.09.8.3 Project Agreement Process (increase or decrease overall budget)

Purpose
The purpose of this section is to provide information on how to use the Project Agreement Process in e-Builder to increase or decrease the existing budget and request preparation of a Project Agreement for signatures. *Note – the process is identical to the initial Project Agreement process except for Reason Code.

Responsibility
- The Project Manager (PM) is responsible for initiating the Project Agreement Process.
- The Capital Planner is responsible for reviewing the initial Project Agreement Process step and generating the Project Agreement to upload into e-Builder.
- Accounting is responsible for adding funding and determining whether the project will be capitalized.
- The Project Controls Manager will review the final Project Agreement and update the project identifier suffix if necessary.
- The API: Create Commitment step is an automated step that adds a commitment for the Project Management Fee if applicable to the project.

Timeframe
The PM should initiate the Project Agreement Process when they are ready to set up the initial budget and when all applicable parties are ready to sign the Project Agreement.

Process
e-Builder Workflow

![Workflow Diagram]
Project Manager Responsibilities

1. To start the process, select **Start Process** from the Processes option within a given project.


3. **Start Screen (PM)**

   **Project Agreement (PA)**

   **Start Process**

   - **Process Name:** Project Agreement
   - **Description:** Process to close a project. This should only be performed if all invoices and time have been billed.

   **Project Agreement Details**

   - **Department Budget Authority:**
     - *Scope of Work:
   - **MOU:**
   - **BUC Authorization Letter:**
   - **Executed Project Agreement:**
   - **Initiator Comments:**

   **Attached Documents (0)**
   **Attached Processes (0)**
   **Attached Forms (0)**

   **Start Process**

   - **Project:** zPMM
   - **Project Number:** PMM - REQ
   - **Process:** Project Agreement
a. The **Department Budget Authority** is the individual in the unit requesting the project that will be responsible for signing the Project Agreement.

b. The **Scope of Work** for is the language used to prepare the Project Agreement.

c. If a **MOU** or **BUC Authorization Letter** exists for the project, upload the files into the process during this step.

d. Use the **Initiator Comments** box to provide any additional information to the Capital Planner. Note: the Capital Planner will upload the Executed Project Agreement in the subsequent steps.

**Start Screen Continued**

![Budget Change Details](image)

- **Status:** Draft
- **Reason Code:** Select One...
- **Date Of Change:** 08.11.2017

There are no budget change custom fields.

There are no budget change items.

- **Recalculate All**
- **Add All Line Items**
- **Add Item**

**Budget Change Items**

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Budget Line Item</th>
<th>Current Budget Amount</th>
<th>Projected Commitments</th>
<th>Formula</th>
<th>Change Amount</th>
<th>Net Budget Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td>Construction</td>
<td>01.10100</td>
<td>5,050,000.00</td>
<td>5,005,000.00</td>
<td>Add</td>
<td>500,000.00</td>
<td>5,550,000.00</td>
</tr>
<tr>
<td>002</td>
<td>GC Design &amp; Estimating</td>
<td>01.10200</td>
<td>0.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>003</td>
<td>General Conditions</td>
<td>01.10300</td>
<td>500,500.00</td>
<td>500,500.00</td>
<td>Add</td>
<td>0.00</td>
<td>500,500.00</td>
</tr>
<tr>
<td>004</td>
<td>Owner’s Project Cotting...</td>
<td>01.10400</td>
<td>856,447.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>856,447.00</td>
</tr>
<tr>
<td>005</td>
<td>Schedule Reserve</td>
<td>01.10500</td>
<td>0.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>006</td>
<td>Project Administration</td>
<td>02.20100</td>
<td>125,053.00</td>
<td>125,053.00</td>
<td>Add</td>
<td>7,440.00</td>
<td>132,493.00</td>
</tr>
<tr>
<td>007</td>
<td>Telecom Services</td>
<td>02.20200</td>
<td>90,000.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>90,000.00</td>
</tr>
<tr>
<td>008</td>
<td>Printing, Advertising, Cet...</td>
<td>02.20400</td>
<td>1,000.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>1,000.00</td>
</tr>
<tr>
<td>009</td>
<td>Facilities Services</td>
<td>02.20500</td>
<td>45,000.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>45,000.00</td>
</tr>
<tr>
<td>010</td>
<td>Grounds Maintenance</td>
<td>02.20600</td>
<td>0.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>011</td>
<td>Keying / Key Shop</td>
<td>02.20700</td>
<td>8,000.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>8,000.00</td>
</tr>
<tr>
<td>012</td>
<td>Temporary Relocation / ...</td>
<td>02.20800</td>
<td>100,000.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>100,000.00</td>
</tr>
<tr>
<td>013</td>
<td>Art / Arar Commission Fees</td>
<td>04.80100</td>
<td>0.00</td>
<td>0.00</td>
<td>Add</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Total**

<table>
<thead>
<tr>
<th>#</th>
<th>Description</th>
<th>Budget Line Item</th>
<th>Current Budget Amount</th>
<th>Projected Commitments</th>
<th>Formula</th>
<th>Change Amount</th>
<th>Net Budget Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>8,000,000.00</td>
<td>5,994,553.00</td>
<td>Add</td>
<td>507,440.00</td>
<td>8,507,440.00</td>
</tr>
</tbody>
</table>

Note: the Capital Planner will upload the Executed Project Agreement in the subsequent steps.
h. Adjust the budget by adjusting the **Change Amount** column for each line item. Note: In most cases, if you are increasing or decreasing the overall budget, the Project Administration Fee will be increased or decreased accordingly.

**Start Screen Continued**

<table>
<thead>
<tr>
<th>Funding Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Instructions:</strong> Specify the funding indexes and amounts that will be used for this Project Agreement.</td>
</tr>
<tr>
<td><strong>Funding Index 1:</strong></td>
</tr>
<tr>
<td><strong>Funding Index 1 Amount:</strong></td>
</tr>
<tr>
<td><strong>Funding Index 2:</strong></td>
</tr>
<tr>
<td><strong>Funding Index 2 Amount:</strong></td>
</tr>
<tr>
<td><strong>Funding Index 3:</strong></td>
</tr>
<tr>
<td><strong>Funding Index 3 Amount:</strong></td>
</tr>
</tbody>
</table>

i. If the Funding Source(s)/Index are known at this time, enter them during this step.

j. Once the Initial Budget is complete, click **Submit** to submit the Project Agreement request to the Capital Planner.

**Additional Process Information**

- The process will continue to Capital Planning Review to prepare the Project Agreement (PA), distribute for signatures, and upload the executed PA. In the event that a PA has already been executed prior to beginning the Project Agreement Process, the executed PA will be uploaded in this step.
- After the executed PA is uploaded, Accounting will add funding.
- Once funding is added, the revised budget will reflect in Cost Summary and Budget Details.
5.09.8.4 Potential Change Order (PCO) Process

Purpose
The purpose of this section is to provide information on how to use the Potential Change Order Process in e-Builder to bundle potential change orders into change orders for construction contracts. See 5.09.8.6 for changes to Professional Service Agreements.

Responsibility
- The Project Manager or Construction Manager PM/CM is responsible for starting the process by entering the PCO into e-Builder using the Potential Change Order Process.
- The Project Manager or Construction Manager PM/CM is also responsible for making changes to the Potential Change Order to reflect the Final Cost and designating the PCO to be Bundled into a Change Order.
- Once the PCO is bundled into a Change Order and the Change Order is approved, the PCO process will be finished.

Timeframe
Project Managers enter PCOs into e-Builder when verified change documentation is received from vendors at various stages throughout the life cycle of the project.

Process
e-Builder Workflow

1. To start the process, select Start Process from the Processes option within a given project.
2. Choose **Potential Change Order (PCO)** from the Process Selections

<table>
<thead>
<tr>
<th>Process Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Change (BC)</td>
<td>Net $0 Budget Change</td>
</tr>
<tr>
<td>Change Order: Construction Contract (CO)</td>
<td></td>
</tr>
<tr>
<td>Change Order: Professional Services Amendment (PSA)</td>
<td></td>
</tr>
<tr>
<td>Close Project (CLOSE)</td>
<td>Process to CLOSE a project. This should only be performed if all invoices and time have been billed.</td>
</tr>
<tr>
<td>Commitment Approval Process (CAP)</td>
<td></td>
</tr>
<tr>
<td>Potential Change Order (PCO)</td>
<td></td>
</tr>
<tr>
<td>Project Agreement (PA)</td>
<td></td>
</tr>
<tr>
<td>Test Process (TP)</td>
<td></td>
</tr>
</tbody>
</table>

3. Start Screen (PM)

**Potential Change Order (PCO)**

### Start Process

<table>
<thead>
<tr>
<th>Project</th>
<th>2PMM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Number</td>
<td>1 PMM - 18</td>
</tr>
<tr>
<td>Process</td>
<td>Potential Change Order</td>
</tr>
<tr>
<td>Counter Prefix</td>
<td></td>
</tr>
</tbody>
</table>

### Details

- **Attached Documents (0)**
- **Attached Processes (0)**
- **Attached Forms (0)**

#### PCO Details

- **Cost Basis:**
  - Please select an option
- **External PCO Number:**
- **PCO Documentation:**
- **Description of Change:**
- **CSI Division(s) Impacted:**
  - Division 00 - Procurement and Contracting Requirements
  - Division 01 - General Requirements
  - Division 02 - Existing Conditions
  - Division 03 - Concrete
  - Division 04 - Masonry
- **Schedule Impact (in Days):**

#### Commitment Change Details

- **Commitment:**
  - Please select a commitment
- **Status:**
  - Draft
- **Date Of Change:**
  - 04.04.2018
- **Company:**
- **Reason Code:**
  - Select One

#### Commitment Change Custom Fields

- There are no commitment change custom fields.

#### Commitment Change Items

- There are no Commitment Change Items

[Go to Table of Contents]
a. **PCO Details**
   i. Enter the vendor’s PCO number in the *Counter Prefix* field
   ii. Choose Cost Basis (either *Lump Sum* or *T&M*)
   iii. Enter vendor’s PCO number in the *External PCO Number* field
   iv. Attach *PCO Documentation* by dragging and dropping files in the dotted box or browsing e-Builder or files on your computer or in the e-Builder document folders. Note: Additional Documents may be entered in the *Attached Documents* tab (see below).

   ![Attached Documents](image)

   v. Provide a *Description of Change*
   vi. Choose *CSI Division(s) Impacted* by the change. To select multiple divisions hold down Ctrl on the keyboard while selecting each division affected.
   vii. Insert the *Schedule Impact (in Days).*

b. **Commitment Change Details**
   i. Use the dropdown menu to select an existing *Commitment* that the PCO will affect. (This is the vendor that you have received the PCO documentation from)
   ii. E-Builder will automatically refresh with the Company
   iii. *Date of Change* will default to the current date.
   iv. Use the dropdown menu to select the *Reason Code:*
      1. *Code Required*
      2. *Design Change*
      3. *Error/Omission*
      4. *Field Condition*
      5. *Owner Directive*

c. **Commitment Change Custom Fields** – this section will remain blank *There are no commitment change custom fields*
Commitment Change Items

i. **Commitment Change Items** can be updated by **Add All Exiting Items, Add Existing Items** or **Add Additional Scope Commitment Item**

1. **Add All Existing Items** will bring up all line items associated with the commitment. Make dollar changes to Line Item by selecting the pencil tool to the right of the dollar amount.

ii. Use **Additional Scope Commitment Item** if the commitment item is not already setup under the commitment.

Select **Submit** when all information has been entered and ready to advance to the next step.

4. Selecting **Submit** will advance the process to the **T&M/Final Cost** Step. The Project Manager will then need to review the PCO, make any necessary changes, and advance it to the **Ready to Bundle** Step to be able to process the PCO as a CO.

The T&M/Final Cost step allows you to review information entered in the initial PCO start screen and make adjustments if T&M costs differ from the original entry. Once all information has been reviewed for accuracy, select an action from the “Please select an action” dropdown menu and select **Take Action, Ready to Bundle**. This will progress the process to the next step and allow you to bundle the PCO into a Change Order (CO).

When the PCO is moved into the **Ready to Bundle** step, this process should be repeated to add any additional PCOs from the same company that are ready to be submitted for a Change Order.

6. Once all PCOs have been entered, start the **Change Order (CO)** process to submit the CO and PCO(s) to Contracts for review and execution. See **5.09.8.5 – Change Order (CO)** for additional information.
5.09.8.5 Change Order: Construction Contract (CO) Process

Purpose
The purpose of this section is to provide information on how to use the Change Order Process in e-Builder to issue change orders to construction contracts. See 5.09.8.6 for changes to Professional Service Agreements.

Responsibility
- The Project Manager or Construction Manager PM/CM is responsible for starting the process by entering the CO information into the e-Builder Change Order Process and bundling associated Potential Change Orders.
- Capital Contracts Assigns Staff to process the Change Order.
- Procurement Specialist Review reviews the Change Order and associated Potential Change Orders and initiates the CO Mail Merge. Once the CO is signed, the Executed Change Order is uploaded into e-Builder by the Procurement Specialist.

Timeframe
The Project Manager initiates the CO process in e-Builder when PCO(s) are ready to be bundled into a CO.

Process
e-Builder Workflow

Project Manager Responsibilities
1. To start the process, select Start Process from the Processes option within a given project.
2. Choose **Change Order: Construction Contract (CO)** from the Process Selections

<table>
<thead>
<tr>
<th>Process Name</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Change (BC)</td>
<td>Net $0 Budget Change</td>
</tr>
<tr>
<td>Change Order: Construction Contract (CO)</td>
<td></td>
</tr>
<tr>
<td>Change Order: Professional Services Amendment (PSA)</td>
<td></td>
</tr>
<tr>
<td>Close Project (CLOSE)</td>
<td>Process to CLOSE a project. This should only be performed if all invoices and time have been billed.</td>
</tr>
<tr>
<td>Commitment Approval Process (CAP)</td>
<td></td>
</tr>
<tr>
<td>Potential Change Order (PCO)</td>
<td></td>
</tr>
<tr>
<td>Project Agreement (PA)</td>
<td></td>
</tr>
<tr>
<td>Test Process (TP)</td>
<td></td>
</tr>
</tbody>
</table>

3. Start Screen (PM)

**Change Order: Construction Contract (CO)**

Start Process

- Project: PMM
- Project Number: 1 PMM - 18
- Process: Change Order: Construction Contract

**Change Order Details**

- Attached PCOs: These will be selected from the Attached PCOs tab, located above.
- Backup Documentation: Please attach all related backup documentation on the Attached Documents Tab above.
- Description of Change:
- Sum of Attached PCOs
- Schedule Impact (in Days):
- Attach PCOs by selecting the Attached PCOs tab

**PCOs**

There are no processes to display.

a. **Change Order Details**

i. Enter **Description of Change** in the box

ii. **Sum of Attached PCOs** will be calculated by e-Builder in the next step of the process.

iii. Enter the overall **Schedule Impact (in Days)**

iv. Attach **PCOs** by selecting the Attached PCOs tab
v. Select **Attach Existing** to open the PCOs available to attach.

vi. Select which PCOs to attach to the CO by clicking on the box to the left of the PCO information.

vii. Select **Attach Existing** to attach the PCOs to the CO process. **Note:** Bundle in Change Order should be the Current Step for all PCOs being attached to the CO process. If they are not listed as Bundle in Change Order, this must be changed in the PCO prior to submitting.

viii. Select **Submit** to submit the COs and attached PCOs for contract.

**Additional Process Information**

☐ Once the Change Order process is complete, the changes to commitments will show up under Approved Commitment Changes in the e-Builder Cost Summary and will be reflected in the Current Commitments column.
5.09.8.6 Change Order: Professional Services Amendment (PSA) Process

Purpose
The purpose of this section is to provide information on how to use the Change Order: Professional Services Amendment (PSA) Process in e-Builder to issue change orders to construction contracts. See 5.09.8.5 for changes to Construction Contracts.

Responsibility
- The Project Manager or Construction Manager PM/CM is responsible for starting the process by entering the amendment information into the e-Builder Change Order: Professional Services Amendment Process.
- Capital Contracts Assigns Staff to process the amendment.
- Procurement Specialist Review reviews and processes the amendment. Once the amendment is signed, the executed document is uploaded into e-Builder by the Procurement Specialist.

Timeframe
The Project Manager initiates the PSA process in e-Builder when amendment information is received.

Process
e-Builder Workflow
Project Manager Responsibilities

1. To start the process, select **Start Process** from the Processes option within a given project.

2. Choose **Change Order: Professional Services Amendment (PSA)** from the Process Selections.
3. Start Screen (PM)

**Change Order: Professional Services Amendment (PSA)**

### Change Order Details

- **Description of Change**
- **Schedule Impact (in Days):**
- **Backup Documentation**
  - Drag and drop file here or Browse Computer or Browse e-Builder
- **Backup Documentation File 2:**
  - Drag and drop file here or Browse Computer or Browse e-Builder

### Commitment Change Details

- **Commitment:** Please select a commitment...
- **Status:** Draft
- **Date Of Change:** 04.06.2018
- **Reason Code:** Select One...

### Commitment Change Custom Fields

There are no commitment change custom fields.

### Commitment Change Items

There are no Commitment Change Items

---

**a. Change Order Details**

i. Enter **Description of Change** in the box

ii. Enter the **Schedule Impact (in Days):**

iii. Attach **Backup Documentation** by dragging and dropping the file into the dotted line or Browse Computer or Browse e-Builder

iv. Select **Attach Existing** to open the PCOs available to attach.

v. Select which PCOs to attach to the CO by clicking on the box to the left of the PCO information.

vi. Select **Attach Existing** to attach the PCOs to the CO process. **Note:** **Bundle in Change Order** should be the **Current Step** for all PCOs being attached to the CO process. If they are not listed as **Bundle in Change Order**, this must be changed in the PCO prior to submitting.

vii. Select **Submit** to submit the COs and attached PCOs for contract.

**b. Commitment Change Details**

i. Use the dropdown menu to select an existing **Commitment** that the PCO will affect.

ii. E-Builder will automatically refresh with the Company
iii. **Date of Change** will default to the current date.

iv. Use the dropdown menu to select the **Reason Code:**
   1. **Code Required**
   2. **Design Change**
   3. **Error/Omission**
   4. **Field Condition**
   5. **Owner Directive**

   c. **Commitment Change Custom Fields** – this section will remain blank *There are no commitment change custom fields*

<table>
<thead>
<tr>
<th>Commitment Change Items</th>
<th>Add All Exiting Items</th>
<th>Add Existing Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Budget Line Item</td>
<td>Funding Rule</td>
</tr>
<tr>
<td></td>
<td>Retention Amount</td>
<td>Current Commitment Amount</td>
</tr>
<tr>
<td></td>
<td>Change Amount</td>
<td>Net Commitment Amount</td>
</tr>
<tr>
<td></td>
<td>Custom Field(s)</td>
<td></td>
</tr>
<tr>
<td>Add All Exiting Items</td>
<td>Add Existing Items</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Item Number</th>
<th>Description</th>
<th>Budget Line Item</th>
<th>Funding Rule</th>
<th>Retention Amount</th>
<th>Current Commitment Amount</th>
<th>Change Amount</th>
<th>Net Commitment Amount</th>
<th>Custom Field(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>001</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td>002</td>
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<td>003</td>
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<td>005</td>
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</tr>
<tr>
<td>Total</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Add Additional Scope Commitment Item**

- **Item Number:**
- **Description:**
- **Budget Line Item:**
- **Funding Rule:**
- **Retention Amount:**
- **Change Amount:**
- **Custom Field(s):**

- **Add**

   d. **Commitment Change Items**

   i. **Commitment Change Items** can be updated by **Add All Exiting Items, Add Existing Items** or **Add Additional Scope Commitment Item**

   1. **Add All Exiting Items** will bring up all line items associated with the commitment. Make dollar changes to Line Item by selecting the pencil tool to the right of the dollar amount.

   ii. Use **Additional Scope Commitment Item** if the commitment item is not already setup under the commitment.

   e. Select **Submit** when all information has been entered and ready to send to procurement for processing.

**Additional Process Information**

- Once the Change Order: Professional Services Amendment process is complete, the changes to commitments will show up under Approved Commitment Changes in the e-Builder Cost Summary and will be reflected in the Current Commitments column.
5.09.9 Invoice Approval Process

Purpose
The purpose of this section is to provide information on how to use the Invoice Approval Process in e-Builder to process and pay invoices.

Responsibility
- Accounting Staff is responsible for initiating the Invoice Approval Process by entering invoices into e-Builder.
- The Project Manager or Construction Manager PM/CM is the first in line responsible for reviewing the invoice for accuracy and approving the invoice for payment.
- The Invoice Approver is responsible for reviewing the invoice for accuracy approving the invoice for payment.
- Business Affairs is responsible for reviewing invoices greater than $300,000 and approving the invoice for payment.

Timeframe
Accounting Staff enter invoices into e-Builder when they are received from vendors at various stages throughout the life cycle of the project.

Process
e-Builder Workflow
Project Manager Responsibilities

1. Invoices that need to be approved will show up in “Workflows in your court” on the Home Page.

2. Click on the Process Name to access the approval screen.

3. Payment Due Date will default to 10 days after the PM/CM approves the invoice.

4. The Attached Documents tab will include a copy of the Invoice for review.

5. Contact Address is the vendor being paid

6. % Cost Complete will reflect the current billing

7. Payment terms (in Days) will default to 30

8. If it is a final invoice, O&M and Record Documents may be required. The PM is required to check a box stating whether any or none is required.
9. The Commitment Invoice Details and Commitment Invoice Custom Fields boxes include a summary of information about the invoice and vendor. This information is entered by the Invoice Entry user in the start step of this process.

10. **Invoice Items** are entered by the Invoice Entry User and include the following columns:
   a. Item #
   b. Description of Work
   c. Budget Code with Description
   d. Funding Rule
   e. Scheduled Value
   f. Work in Place from Previous Application(s)
   g. This Period
   h. Total Materials Presently Stored
   i. Current Work Invoiced this Period
   j. Current Payment Due
   k. Total Completed and Stored to Date
   l. %
   m. Balance to Finish
   n. Retainage Release Amount
   o. Retained this Period
   p. Amount Less Retainage
   q. Cumulative Retainage

11. The Project Manager should review all of the information and attached invoice documents for accuracy and choose one of the following from the “Please select an action” dropdown menu:
   a. Approve
   b. Initiator Revise
   c. Vendor Revise

12. Once the action is chosen, select “Take Action” to complete your portion of the process.

**Additional Process Information**

- The process will continue to Accounting’s Invoice Approver and then to Business Affairs if over $300K.
- The Invoice will be paid through Banner and when completed will be marked as Paid and the process will be finished.
5.09.10 Campus Closures

Purpose

Campus closures are necessary for various reasons during new construction and renovation projects. The Oregon State University should be notified of any closures.

Responsibility

The Project Manager (PM) should send an email to Campus Notifications with information required for shut down.

Timeline

Scheduled Service Interruptions should be sent 72 hours prior to interruption of services.

Process

The following information should be emailed to Campus Notifications:

Subject: CLOSURE NOTIFICATION REQUEST

<table>
<thead>
<tr>
<th>Posting Date(s) Requested:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Closure Date(s) and Time(s):</td>
<td></td>
</tr>
<tr>
<td>Closure/Detour/Shutdown description:</td>
<td></td>
</tr>
<tr>
<td>Related Project or Activity (if any):</td>
<td></td>
</tr>
<tr>
<td>Building(s) affected:</td>
<td></td>
</tr>
<tr>
<td>Floor(s) affected:</td>
<td></td>
</tr>
<tr>
<td>Parking Lot(s) affected:</td>
<td></td>
</tr>
<tr>
<td>Street/Roadway(s) affected:</td>
<td></td>
</tr>
<tr>
<td>What buildings or lots surround this project?</td>
<td></td>
</tr>
<tr>
<td>Do they include research labs?</td>
<td></td>
</tr>
<tr>
<td>Contact Person and Number to be listed:</td>
<td></td>
</tr>
<tr>
<td>Will this work create disruptive noise:</td>
<td></td>
</tr>
<tr>
<td>Will the work create disruptive dust or mud:</td>
<td></td>
</tr>
<tr>
<td>Coordination with EH&amp;S</td>
<td></td>
</tr>
<tr>
<td>Does this work require notification to or assistance from EH&amp;S staff, if so, have they been notified?</td>
<td></td>
</tr>
<tr>
<td>Abatement?</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>------------------------------</td>
</tr>
<tr>
<td>Building Air flow and controls?</td>
<td></td>
</tr>
<tr>
<td>Fire alarm/sprinkler shutdown/testing?</td>
<td></td>
</tr>
</tbody>
</table>

**Coordination with TaPS**

| Does this work require notification to TaPS or assistance from TaPS staff, if so, have they been notified? |                              |

**Coordination with Facilities Services**

| Does this work require utilities shutdowns or assistance from FS staff, if so, have they been notified? |                              |

| Air Flow                              |                              |
| Compressed Air                         |                              |
| Power/electric                         |                              |
| Gas                                    |                              |
| Steam                                  |                              |
| Vacuum                                 |                              |
| Domestic Water                         |                              |
| Toilet                                 |                              |
| RO Water                               |                              |
| Sump                                   |                              |

**Additional Comments**

The [Closure Notice](#) email template can be found in the Share Drive Master Forms Folder.
5.10 Project Closeout

Description

This section includes information on Project Closeout requirements for Capital Projects. Once the project is complete and O&Ms are reviewed and approved, Construction Contracts Administration (CCA) will issue a Final Completion Letter to the contractor which allows the contractor to submit their final invoice and receive final payment and full retainage release.

Section Contains

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
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<td>5.10.1</td>
<td>Substantial Completion</td>
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<tr>
<td>5.10.2</td>
<td>Temporary Certificate of Occupancy (TCO)</td>
</tr>
<tr>
<td>5.10.2.1</td>
<td>TCO Policy &amp; Procedure (City of Corvallis)</td>
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<td>5.10.3</td>
<td>Punch List</td>
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<td>5.10.4</td>
<td>Warranty Period</td>
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<td>5.10.5</td>
<td>O&amp;Ms</td>
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<td>5.10.6</td>
<td>Record Documents</td>
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<td>5.10.7</td>
<td>Archive</td>
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<td>5.10.8</td>
<td>Training</td>
</tr>
<tr>
<td>5.10.9</td>
<td>Certificate of Occupancy (CO)</td>
</tr>
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<td>5.10.10</td>
<td>Warranty Inspection</td>
</tr>
<tr>
<td>5.10.11</td>
<td>Project Close (e-Builder Process)</td>
</tr>
</tbody>
</table>
5.10.1 Substantial Completion

Purpose

Substantial Completion is defined as the time the Owner accepts, in writing, the portion of work that may be occupied (put to its intended use).

Responsibility

The Project Manager (PM) should request the Substantial Completion letter from Construction Contract Administration (CCA).

Timeline

Substantial Completion should be requested when the portion of work is available for its intended use.

Process

1. The Contractor requests a Substantial Completion inspection and submits a pre-punch list.
2. The Architect/Engineer, Owner, Contractor & PM complete a Substantial Completion Walkthrough.
3. The Architect/Engineer generates a Substantial Completion Punch List.
4. The PM requests a Substantial Completion letter from Construction Contracts Administration (CCA).
5.10.2 Temporary Certificate of Occupancy (TCO)

Purpose

Temporary Occupancy allows for the early occupancy of structures while the balance of the project is completed.

Responsibility

TCO application is completed and signed by the contractor, PM and design professional. The City of Corvallis issues TCOs as their discretion.

Timeline

TCO can only be issued when the portion of the building can be occupied safely.

Process

See attached City of Corvallis TCO Policy & Procedure for additional information on how to obtain a TCO through the City of Corvallis.

The Owner may occupy the space after TCO is provided, whether or not Substantial Completion has been determined, but responsibilities for the specific areas being occupied must be assigned in writing between OSU & Contractor for payments, retainage, security, insurance, maintenance, utilities, and possible damage. Warranties for portion of space/work occupied would commence. This is neither preferred or recommended.

TCO does not authorize people to move into the building. CCA provides that authorization upon request from the PM.

Attachment

5.10.2.1 TCO Policy & Procedure (City of Corvallis)
5.10.3 Punch List

Purpose

The punch list is prepared to highlight work that does not conform to the contract documents and must be completed prior to final payment.

Responsibility

The Project Manager (PM) is responsible for coordinating the punch list walkthrough with the Contractor and Architect/Engineer.

Timeline

The punch list is developed at the time of Substantial Completion. The Contractor is required to complete the punch list within 30 days.

Process

1. The Punch List Walkthrough should occur once the Contractor has requested Substantial Completion Inspection.
2. Contractor notifies Construction Manager that punch list has been completed.
3. PM coordinates review with Architect/Engineer who will verify completion of punch list items.
4. If punch list items are not complete, PM notifies contractor of correction needs in writing.

The Contractor is required by contract terms to compensate OSU and design professional for additional (more than one) punch list inspections.
5.10.4 Warranty Period

Purpose

To ensure that all warranties are provided in accordance with the contract documents and that all warranty work is performed as required by the contract.

Responsibility

The Project Manager (PM) is responsible for verifying that the Contractor has fulfilled the warranty submittal provisions of the contract and for coordinating any work required to remedy items under warranty in collaboration with Facilities Operations.

Timeline

The warranty period starts at the time of substantial completion.

Process

The General Contractor submits the one-year warranty and all warranties greater than one-year as part of the O&M Manual submittal.

During the warranty period, the Contractor is notified in writing of any work found to be defective.

Warranty work should be coordinated with facilities operations to ensure that no additional issues will be prevalent after the one year warranty period expires.

The Project Manager should coordinate an annual warranty walk-through with the Contractor, Owner and Architect/Engineer prior to the end of the one-year warranty period.
5.10.5 O&Ms

Purpose

Operation & Maintenance Manuals (O&Ms) are required by the construction documents to ensure the Owner’s operation and maintenance personnel understand the function and servicing requirements of the equipment installed.

Responsibility

The Project Manager (PM) is responsible for verifying that the required O&M Manuals are received from the General Contractor.

Timeline

The Contractor submits 75% O&M Manuals at 75% completion of construction prior to Substantial Completion.
The Contractor submits 100% O&M Manuals at Project Completion.

Process

The PM should review the 75% O&M Manuals for format, content and consistency with the specifications and forward to Construction Contracts Administration (CCA) for review. The reviewed 75% O&Ms should be returned to the Contractor with revision comments for inclusion in the 100% O&Ms.

Upon completion of the project, the Contractor submits 100% O&Ms to the PM for review. The PM should submit O&Ms to CCA for final review. Once 100% O&Ms are reviewed for completeness and accuracy, they should be submitted to the Plan Center for archiving.
5.10.6 Record Documents

Purpose

Record Documents are required by the construction documents to ensure the Owner’s operation and maintenance personnel can navigate accurately throughout the facility and understand the location of all project components.

Responsibility

The Project Manager (PM) is responsible for verifying that the Record Documents are received from the Contractor. The PM should also ensure that the Contractor is adequately maintaining the Record Documents throughout the duration of the project.

Timeline

At Substantial Completion, the Contractor should submit completed as-built drawings to the Architect/Engineer. The Architect/Engineer should transcribe the information into the original Construction Documents to generate Record Documents.

Process

As-Built Drawings should be maintained throughout the duration of construction on the project.

The following necessitate an update to the As-Built Drawings:

- Changes
- RFIs
- Addenda
- Discovered Conditions

At Substantial Completion, the Contractor submits the as-built drawings for review by the PM. After review, the PM sends the as-built drawings to the Architect/Engineer to transcribe into Record Documents.

The Architect/Engineer submits finalized record drawing hard copies and digital copies the the PM.

The PM submits hard copies and digital copies to the Plan Center.
5.10.7 Archive

Purpose

Describe how project documents are archived upon completion of the project.

Responsibility

The Project Manager (PM) is responsible for archiving project documentation and communication.

Timeline

At Final Completion, the PM should arrange for archival of all project documents and correspondence.

Process

All documents and correspondence related to the Project should be stored on the Shared Network Space and Record Documents/O&Ms archived with the Plan Center.

All Record Documents and O&Ms should be transmitted to the Plan Center for archiving. The Plan Center stores project Record Documents and O&Ms in the Digital Vault [https://diva.cpd.oregonstate.edu/](https://diva.cpd.oregonstate.edu/)

All project documents should be stored in the Shared Network Space throughout the duration of the project. For consistency, a Sample Project Folder has been created in the Master Forms folder S:\design-construction\Master Forms\Sample project folder

When a new project is started, a folder should be created in the Shared Network Space and the folder template should be copied to the new project. Upon completion of the project, the PM should ensure that all project files are located in the Shared Network Space and organized according to the folder structure.
5.10.8 Training

Purpose

Facilities operations and building managers must be properly trained on new equipment and facilities. Contractor provided training is key to understanding equipment startup, operations and maintenance, shutdown, and emergency procedures.

Responsibility & Timeline

The Project Manager (PM) and Contractor should coordinate facilities training at substantial completion with facilities operations and building managers prior to occupancy.

Process

Training should be built into the Project Schedule to allow ample time to complete. The amount of training allocated to the project is identified in the contract documents and varies depending on the complexity and size of the project and systems.

Oregon State University Facilities operations personnel and maintenance personnel should be invited to the training. Attendance is documented with sign-in sheets.

Appropriate O&Ms should be provided for the equipment that is being trained on.
5.10.9 Certificate of Occupancy

Purpose

The Certificate of Occupancy allows for the complete occupancy of structures.

Responsibility & Timeline

The City of Corvallis (or Jurisdictional authority) issues the Certificate of Occupancy after the project and all inspections have been completed.

Process

The Certificate of Occupancy is issued by the City of Corvallis (or Jurisdictional authority).

A copy of the Certificate of Occupancy should be included in the O&M Manual.
5.10.10 Warranty Inspection

Purpose

To ensure that all warranty work is completed prior to the expiration of the one-year warranty period.

Responsibility & Timeline

The Project Manager (PM) is responsible for verifying that the Contractor schedules a warranty inspection prior to the end of the one-year warranty period. (Warranty period starts at Substantial Completion)

Process

The Project Manager should coordinate an annual warranty walk-through with the Contractor, Owner and Architect/Engineer prior to the end of the one-year warranty period.

See Section 5.10.4 for additional information on warranties.
5.10.11 Project Close Process

Purpose

The purpose of this section is to provide information on how to use the Project Close Process in e-Builder to change the Project Status to Closed. The process will verify that commitments have been closed and that funding has been deactivated, however, the process should only be initiated when the Project Manager is sure (to the best of their knowledge) that all invoices and time have been billed.

Responsibility

- The Project Manager (PM) is responsible for initiating the Project Close Process.
- The Contract Administrator is responsible for verifying that all commitments have been closed.
- The Budget Approver is responsible for verifying that all funding sources have been deactivated on the project and that remaining funds have been transferred back to the Department’s Index.
- The Project Controls Manager is responsible for verifying information and closing the project.

Timeframe

The PM should initiate the Project Close Process when all invoices have been paid and there are no outstanding commitments left to fulfill.

Process

e-Builder Workflow
1. To start the process, select **Start Process** from the Processes option within a given project.

2. Choose **Close Project (CLOSE)** from the Process Selections.

3. **Start Screen (PM)**
a. Enter Final Acceptance Date.

b. Check the Yes, all Invoices have been received box to confirm that all invoices have been received to the best of your knowledge.

c. Check the Yes, all billable time has been entered and approved for this project box to confirm that all billable hours have been entered and approved to the best of your knowledge.

d. Select a Close Reason:
   i. Project Complete
   ii. Project Cancelled

e. Include any Initiator Comments that may be useful regarding the project closing or cancellation of project

4. The process will continue to the Contract Administrator to confirm that all commitments have been closed and then to Facilities to review any open work orders associated with the project and finally to the Budget Approver to confirm that all Funding Sources have been deactivated and that all remaining funds have been transferred back to the Unit’s index.

5. At any time in the process, the parties responsible for their corresponding step may require the Initiator (Project Manager) to Revise the process.

6. Once the process is complete, the project status will be set to Closed.
6.0  Post Construction

Description

This section includes information about the lessons learned process to be completed once construction of a capital project is complete.

Section Contains

6.01  Lessons Learned
   6.01.1  Lessons Learned Checklist
6.01 Lessons Learned

Purpose

To provide feedback from and to the project team on the successes of the project and also on improvements that could be made to aid in an improved project process.

Responsibility & Timeline

The Project Manager (PM) is responsible for scheduling the lessons learned meeting once the project is completed. The PM should invite representatives from the following stakeholders:

- Architects
- Engineers
- Contractors
- OSU Department Client

Process

Schedule a Lessons Learned meeting once the project is complete or has reached substantial completion. Use the attached Lessons Learned Checklist for what to cover in the meeting. Once the meeting is complete, the PM should generate a lessons learned report to archive in the permanent project folder.

Attachment

6.01.1 Lessons Learned Checklist
7.0 Appendices

Description

This section includes additional information related to content in the Project Management Manual.

Section Contains

7.01 Acronyms
7.02 Bureau of Labor and Industry (BOLI) Prevailing Wage Rates (PWR)
7.03 Federal Davis-Bacon Act
7.04 Federally Funded Projects
7.01 Acronyms

ASI Architect's Supplemental Instruction
AUAC Accessible University Advisory Committee (AUAC)
BOLI Bureau of Labor & Industry
BUC Building Use Credits
CCA Construction Contract Administration
CM Construction Manager
CO Certificate of Occupancy
CO Change Order
COR Change Order REQUEST/REVIEW
CPC Campus Planning Committee
CPD Capital Planning & Development
CMP Campus Master Plan
DA Development Agreement
DiVa Digital Vault
EH&S Environmental Health and Safety
HECC Higher Education Coordinating Commission
HPP Historic Preservation Plan
HRC Historic Resources Committee
IRT Internal Review Team
IWG Infrastructure Work Group
LEED Leadership in Energy and Environmental Design
MOU Memorandum of Understanding
MWESB Minority-owned, Woman-owned, or Emerging Small Business
O&M Operations & Maintenance
OSHA Occupational Safety & Health Administration
PaCS Procurement and Contract Services
PCO Potential Change Order
PCMM Procurement, Contracts and Materials Management
PDR Project Development Report
PIPC Public Improvement by Private Contract
PM Project Manager
PR Proposal Request
PRT Project Review Team
RFI Request for Information
RFP Request for Proposal
RFQ Request for Quote
SAS Specialized Application Support
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOP</td>
<td>Standard Operating Procedure</td>
</tr>
<tr>
<td>T&amp;M</td>
<td>Time and Material</td>
</tr>
<tr>
<td>TCO</td>
<td>Temporary Certificate of Occupancy</td>
</tr>
<tr>
<td>ULUP</td>
<td>University Land Use Planning</td>
</tr>
<tr>
<td>USGBC</td>
<td>United States Green Building Council</td>
</tr>
<tr>
<td>WCC</td>
<td>Work Coordination Center</td>
</tr>
</tbody>
</table>
7.02 Bureau of Labor and Industries (BOLI) Prevailing Wage Rate (PWR) Requirements

Purpose

BOLI prevailing wage rates apply on construction-related projects over $50,000 or on construction-related projects where $50,000 or more of labor and materials was provided within the same building, or site, within a 12-month window and the solicitation of all such services shall be processed through PCMM regardless of dollar value.

Responsibility

The Project Manager (PM) should contact Procurement, Contracts and Materials Management (PCMM) to determine whether or not BOLI applies to the project prior to soliciting construction services.

Timeframe

BOLI is determined prior to soliciting construction services.

Process

Contact PCMM for procurement of construction services for projects where the total cost of labor and material is anticipated to exceed $50,000. When requesting construction contracts or Purchase Orders (POs), BOLI determinations are made by PCMM through the Commitment Approval Process (CAP) in AiM.

Purchase Orders may be utilized for BOLI procurements that are:

- Generally valued at or under $25,000 or in some cases in excess of $25,000 where the procurement is mainly for equipment with minimal construction-related services for installation of the procured equipment.
- Do not require or have obtained design or design related services
- Have no retainer contracts available for utilization

Fees on BOLI projects are calculated at one-tenth of one percent of the contract price (contract amount x .001). The minimum BOLI fee is $251.00 and the maximum fee is $7,500.00.
7.03 Federal Davis-Bacon Act

Purpose

The Davis Bacon and Related Acts (DBRA) requires all contractors and subcontractors performing work on federal construction contracts or federally assisted contracts in excess of $2,000 to pay their laborers and mechanics not less than the prevailing wage rates and fringe benefits for corresponding classes of laborers and mechanics employed on similar projects in the area.

Responsibility

The Project Manager (PM) should contact Procurement, Contracts and Materials Management (PCMM) to determine whether or not Davis-Bacon applies to the project prior to soliciting construction services.

Timeframe

Davis-Bacon requirements are determined prior to soliciting construction services.

Process

Contact PCMM for procurement of construction services on federally funded projects.

On non-residential projects subject to both state and federal prevailing wage laws, contractors must pay the higher of the state or federal prevailing wage rates to workers.
7.04 Federally Funded Projects

Purpose

Determine the appropriate construction contract solicitation method for Federally Funded projects and reporting requirements.

Responsibility & Timeline

The Project Manager (PM) should contact Procurement, Contracts and Materials Management (PCMM) prior to soliciting construction services on all federally funded projects.

Certified payroll for federally funded projects must be submitted weekly instead of monthly. The contracting agency should spot check and/or interview workers to verify that they are being paid the appropriate wages.

Process

Contact PCMM for procurement of construction services on federally funded projects.

Federally funded projects must be competitively bid and cannot utilize the retainer solicitation process.