

**Los Angeles Unified School District
Office of the Inspector General**

Technical Evaluation

**Pinner Construction Co., Inc.
and the Taft Charter High
School Plumbing Utilities
Project**

Contract No. 440009197

**24-440-TE
May 19, 2025**

**Sue Stengel
Inspector General**





Los Angeles Unified School District Office of the Inspector General

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May 19, 2025

VIA EMAIL

Ms. Krisztina Tokes, Chief Facilities Executive
Facilities Services Division
Los Angeles Unified School District
333 South Beaudry Avenue, 23rd Floor
Los Angeles, CA 90017

Subject: Technical Evaluation of Pinner Construction Co., Inc. and the Plumbing Utilities Upgrades Project at Taft Charter High School (Contract No. 4400009197)

Dear Ms. Tokes,

This is our final report on the technical evaluation of Pinner Construction Co., Inc. and the Plumbing Utilities Upgrades Project at Taft Charter High School (Contract No. 4400009197).

Please contact our office if you have any questions.

We appreciate your cooperation and continued support of our services.

Sincerely,

Amy Long, CPA, CFE
Assistant Inspector General

Sue Stengel, Esq., CIG
Inspector General

c: Matthew Friedman
Andrea Reyes

Attachment

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INTRODUCTION

The Office of the Inspector General (OIG) for the Los Angeles Unified School District (LAUSD) conducted a technical evaluation of the Taft Charter High School (HS) Plumbing Utilities Upgrades Project, which included design and construction work on two different scopes of work.

- The original scope - also referred to as Plumbing Utilities Upgrade Project - was to replace deteriorated site sanitary sewer, domestic water, fire water, and gas lines within five feet of all campus buildings (Figure 1).
- The supplemental scope - also referred to as the Site Make-Ready Utilities Project - included the replacement of existing underground storm drains, irrigation, and electrical lines, which were part of the Taft Charter HS Comprehensive Modernization Project. By accommodating the scope of the Comprehensive Modernization Project in the same open trenches as specified in the original utilities project, major redundant disruptions, especially at the main service road bisecting the site, were spared.

Figure 1. Taft HS Project Site - Aerial view (Google Earth Image 2023)



On April 14, 2015, the LAUSD Board of Education (BOE) adopted an amendment to the LAUSD Facilities Services Division's (FSD) Strategic Execution Plan (SEP) to define and approve six projects that address critical school repair needs. The Taft Charter HS Plumbing Utilities Upgrades Project was among those projects. The initial project budget was \$8,321,708. Construction activities were anticipated to begin in Q4-2016 and conclude in Q4-2017¹.

¹ According to LAUSD BOE Report Rep-424-14/15, on January 14, 2014, the LAUSD BOE approved the establishment of the School Upgrade Program (SUP) to modernize, build, and repair school facilities to improve student health, safety and educational quality. The SUP includes a spending target to address critical school repairs and safety improvements to school building components. Projects developed under this category of need are included in the

Subsequently, on December 13, 2016, the LAUSD BOE adopted an amendment to the LAUSD FSD's SEP to define and approve 11 comprehensive modernization projects that address critical school repair needs. The Taft Charter HS Comprehensive Modernization Project scope was among those projects.² Construction activities were estimated to occur from Q1-2020 through Q1-2023.

The LAUSD issued a Request for Qualifications (RFQ) and Bids on August 25, 2020, for the construction of the Taft Charter HS Plumbing Utilities Project under the Best Value procurement method. From the 14 teams that submitted qualifications in response to the RFQ, Pinner Construction Co., Inc. (Pinner) was selected as the successful proposer. On January 12, 2021, Pinner and the LAUSD entered into a \$12,139,000 construction contract for the Taft Charter HS Plumbing Utilities Upgrades Project.

OBJECTIVES

The objectives of this technical evaluation were to evaluate:

- (i) whether Pinner completed the contracted work on time and complied with the scheduling requirements of the project;
- (ii) whether the project was completed within budget or if change orders were issued;
- (iii) whether Pinner completed the project scope of work according to the contract documents comprised of the Division of the State Architect (DSA) approved drawings, specifications, and directives;
- (iv) Pinner's performance for job supervision, management of subcontractors, and health and safety requirements; and
- (v) whether the LAUSD's project staff and consultants complied with the policies, procedures, and requirements of the District.

METHODOLOGY

We conducted this technical evaluation by completing the following tasks:

- Review of Request for Qualifications (RFQ) and Request for Proposals (RFP) documentation.
- Review of the Construction Documents: Bid Requirements, Contract Forms, General and Supplementary Conditions of the Contract, Drawings, Specifications, and Addenda.
- Review of Construction Schedules: Baseline Schedule, Monthly Schedule updates, Four Weeks Rolling Schedules.
- Review of Inspection Documents: completed Inspection Requests, Non-Conformance Items Lists (NCIL), Substantial Completion Punch List (SCPL).

Facilities Services Division Strategic Execution Plan and are deemed necessary to improve student health, safety and educational quality.

https://www.lausd.org/cms/lib/CA01000043/Centricity/domain/261/sep/2015%20sep/2015-04-13_424-14-15_Six_Critical_Repair.pdf

² "LAUSD BOE Report File #: Rep-205-16/17, December 13, 2016."

https://www.lausd.org/cms/lib/CA01000043/Centricity/domain/261/sep/2016%20sep/BOE_205_Legistar_Format_11_Comp_Mod_Projects_Final_Signed_Board_Report_Packet.pdf?version_id=313100998

- Review of Request for Clarification (RFC), Construction Directive (CD), and Change Order (CO) documentation.
- Review of Budget Modification Request (BMR) and Estimate at Completion (EAC) budget documentation.
- Review of Facilities Environmental Technical Unit (FETU) reports.
- Interviews with LAUSD FSD personnel from the Project Execution branch (PEX); Asset Management (AM); Maintenance and Operations branch (M&O).
- Interviews with Pinner's project team personnel.
- Interviews with the architecture and engineering teams (AE) responsible personnel, including Cannon Design, NAC Architecture, VCA, KPFF, and Henderson Engineering
- School site visits.

A technical evaluation is not an audit and is therefore not required to comply with Generally Accepted Government Auditing Standards (GAGAS).

EVALUATION TEAM

This evaluation was conducted by the Office of the Inspector General's Technical Evaluation Team:

- Jung Beum Kim, Facilities Project Manager II, MSCM, CIGE
- David Herrera, Architect, LEED AP BD+C, CCM

EXECUTIVE SUMMARY

Our technical evaluation found that the scope of the Taft Charter HS Plumbing Utilities Upgrades Project was not completed by the original Substantial Completion date but the delay did not affect the schedule of the succeeding Comprehensive Modernization Project which included the retrofit, modernization and replacement of campus facilities. The Plumbing Utilities Upgrades project was mostly affected by several deficiencies in its planning and design phases and the management of unforeseen conditions that did not properly identify conflicts with the existing site utilities. These issues caused change orders, which had a substantial impact on the project's cost and schedule.

The following is a summary of our findings as they relate to the five objectives of our technical evaluation above:

Observation No. 1 – The Project was Not Completed by the Original Substantial Completion Date.

Although Substantial Completion was originally scheduled for July 12, 2022, it was not achieved until July 17, 2023, resulting in a delay of 370 days. The project delay was caused by design deficiencies, added scope of work, lack of coordination in portions of the work, and issues with the existing fire alarm system.

Finding No. 1 – The Project Experienced a Cost Increase of 25.50% Through Change Orders.

The overall project budget was \$20,050,372. The contract amount for the project's construction was \$12,139,000. Change orders substantially increased the project cost by \$3,095,325.23, or 25.50% of the contract amount. Most of the change orders were due to unforeseen conditions and design deficiencies or errors and omissions in the construction documents.

Finding No. 2 – Change Order Questioned Cost. The OIG identified CO T-518 as a questioned cost because payment was issued for a required ground wire item that was included in the construction documents.

Observation No. 2 – The Scope of Work Was Completed. All the work was completed and the project achieved DSA certification on August 9, 2024.

Observation No. 3 – Pinner's Overall Performance Was Satisfactory. The Contractor Performance Evaluation comments from FSD's responsible personnel indicated that Pinner generally met or exceeded expectations on the project's construction. The OIG also determined that Pinner helped address numerous challenges encountered during the construction of this complex project.

Finding No. 3 – Project Coordination Issues for Excavation Near Existing Buildings Caused Delays. There were several coordination issues with an excavation performed by the Contractor under one of the exterior wall footings of Building M. The delay in addressing these issues cost the LAUSD an additional \$115,500 for project compensable delay. The work in this area was not adequately coordinated by the design team. The processing of the final construction directive from FSD also contributed to the delay.

Observation No. 4 – Site Groundwater Intrusion Impacted the Work.

Subsurface water intrusion affected the work on the Taft HS campus site. These water intrusion issues in the project site were already identified in 2007 and could potentially affect the structural integrity, health and safety, and the maintenance and operations of portions of the school.

Finding No. 4 – Deficiencies in Planning and Design Quality Control.

The OIG also found several deficiencies in the planning and design management of the project. There were many change orders for errors and omissions and design deficiencies in the construction documents whose cost increase could have been mitigated.

Finding No. 5 – Site Survey and Site Utilities Investigation Issues.

We found that a considerable number of change orders for unforeseen conditions increased the project's cost. Most of these issues were caused by the lack of adequate planning and coordination of site surveys and site utilities during the project's initial planning phases.

Finding No. 6 – A Necessary Facilities Environmental Technical Unit (FETU) Report Was Not Included in Bidding Documents.

In terms of FSD's internal coordination of the project, PEX did not include a necessary FETU report in the bidding documents. Such reports typically contained directives regarding the abatement of hazardous asphalt material. This omission resulted in a change order for \$92,780.

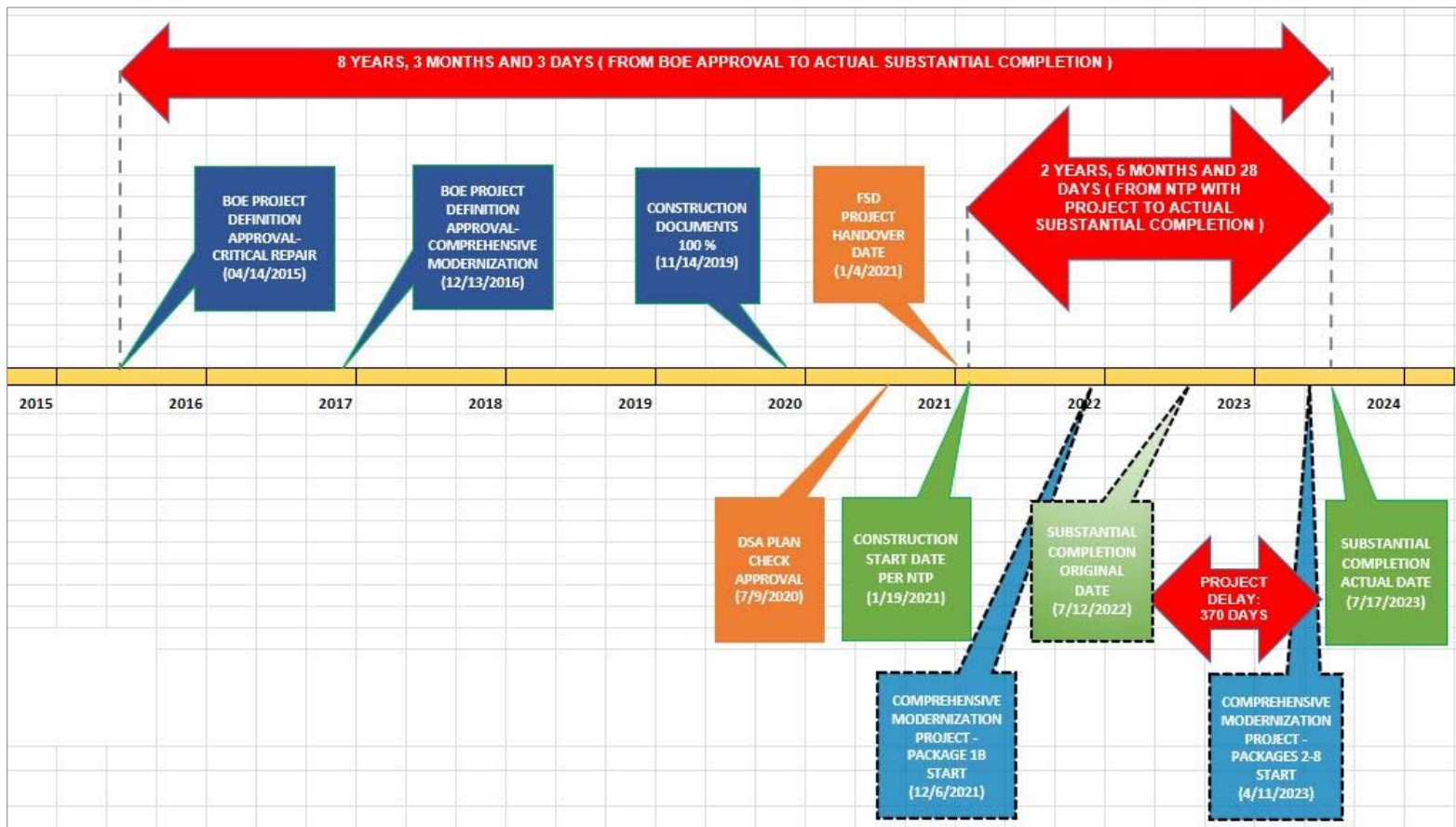
RESULTS OF TECHNICAL EVALUATION

OBJECTIVE 1

EVALUATE WHETHER PINNER COMPLETED THE CONTRACTED WORK ON TIME AND COMPLIED WITH THE SCHEDULING REQUIREMENTS OF THE PROJECT

The Taft Charter HS Plumbing Utilities Upgrades Project took eight years and three months to be completed by FSD since its approval by the LAUSD BOE on March 26, 2015, until its Substantial Completion date on July 17, 2023 (Figure 2).

Figure 2. Taft Charter HS Plumbing Utilities Project - Project Timeline




Observation No. 1 – The Project was Not Completed by the Original Substantial Completion Date.

Per LAUSD’s Notice to Proceed (NTP) with the Project on January 15, 2021, the Contract Time was 570 calendar days from NTP to Substantial Completion on July 12, 2022. Substantial Completion was achieved by July 17, 2023. The project experienced a delay of 370 days. The project achieved final DSA certification on August 9, 2024.

Regarding the justification for the project delay, Change Order T-682 addressed four separate delays, which extended the contract time by 370 days to July 17, 2023.

1. A delay of 78 calendar days was for the completion of electrical conduits due to the redesign of the electrical vaults for the project.
2. A delay of 69 calendar days was for additional storm drain work.
3. A delay of 44 calendar days was for the time it took the LAUSD to respond to an issue regarding an excavation next to an exterior wall for Building M in the zone of influence.
4. A delay of 179 calendar days was because the fire alarm testing on the project could not be conducted due to trouble alarms on the fire alarm panel, which were the responsibility of the LAUSD (Figure 3).

Figure 3. Change Order T-682 – COP 153R4/195R2 TIA 3 and U/G Utilities (January 16, 2024)

	Los Angeles Unified School District Facilities Services Division - Internal Use Only
JUSTIFICATION FOR CONTRACT MODIFICATION	
School Name : Taft Charter HS Project Name: Taft Charter HS - Plumbing Utilities Upgrades Project Description: Plumbing Utilities Upgrades & Site Make-Ready Utilities Contractor Name: PINNER CONSTRUCTION CO., INC.	Date: January 16, 2024 Colin ID / Scope ID: 10366833 / 192446 Contract Number: 2110010 (4400009197) CO Number: T-682
AS A RESULT OF THIS CHANGE:	
Contract Amount due to this Change Order is INCREASED by: \$320,293.00 The Contract Time is INCREASED by: 370 Days	
Enter reason for change here: 6TE - Other - Time Extension	
JUSTIFICATION: This change order address (4) separate delays on the project. The first delay which is compensable in the amount of 78 calendar days was for delays to the completion of electrical conduits in phase 3A through 3C due to redesign of the electrical vaults for the project. The second delay of 69 calendar days was for added work per CD 50 for Pinner to perform additional storm drain work in phase 5. Because Pinner was still working in phase 3C this delay was determined to be concurrent and non-compensable. The third delay of 44 calendar days is a compensable delay due to the time it took for the District to provide CCD-A 009 regarding the zone of influence issue at the building M screen wall. Finally, the fourth delay was the result of Pinner's inability to complete the fire alarm testing on the project due to trouble alarms on the fire alarm panel that were not their responsibility. This delay is a 179 non-compensable delay. Because Pinner had completed all their contract work and has demobilized this time extension was found to non-compensable. Therefore, the total time extension for this change order is 370 days of which 122 days have been found to be compensable and the remaining 248 days non-compensable.	

Although the Taft Charter HS Plumbing Utilities Upgrades Project was delayed, the succeeding Taft HS Comprehensive Modernization Project schedule was not affected.

Recommendation for Observation No. 1

1. Fire and Life Safety are critical components for DSA review and approval of new construction projects. We recommend that FSD thoroughly test all aging fire alarm panel devices to ensure operability and compatibility with any new work involving fire protection systems and/or fire water systems on new comprehensive modernization projects.

FSD's Response

1. FSD AM concurred with the OIG's observation.

OBJECTIVE 2

EVALUATE WHETHER THE PROJECT WAS COMPLETED WITHIN BUDGET, OR IF CHANGE ORDERS WERE ISSUED

The original project budget approved by the BOE on April 4, 2015, was \$8,321,708. Once the original Plumbing Utilities Project was merged with the Make-Ready Utilities Project, which was undertaken as part of the comprehensive modernization scope of work, the project budget was estimated at \$14,362,210, per the LAUSD Acquisition Strategy Board (ASB) Report dated July 17, 2020. As of October 31, 2024, the final approved budget was \$20,050,372. This overall figure includes the construction contract amount of \$12,139,000 as well as the management costs incurred by FSD to plan, design, and execute the project.

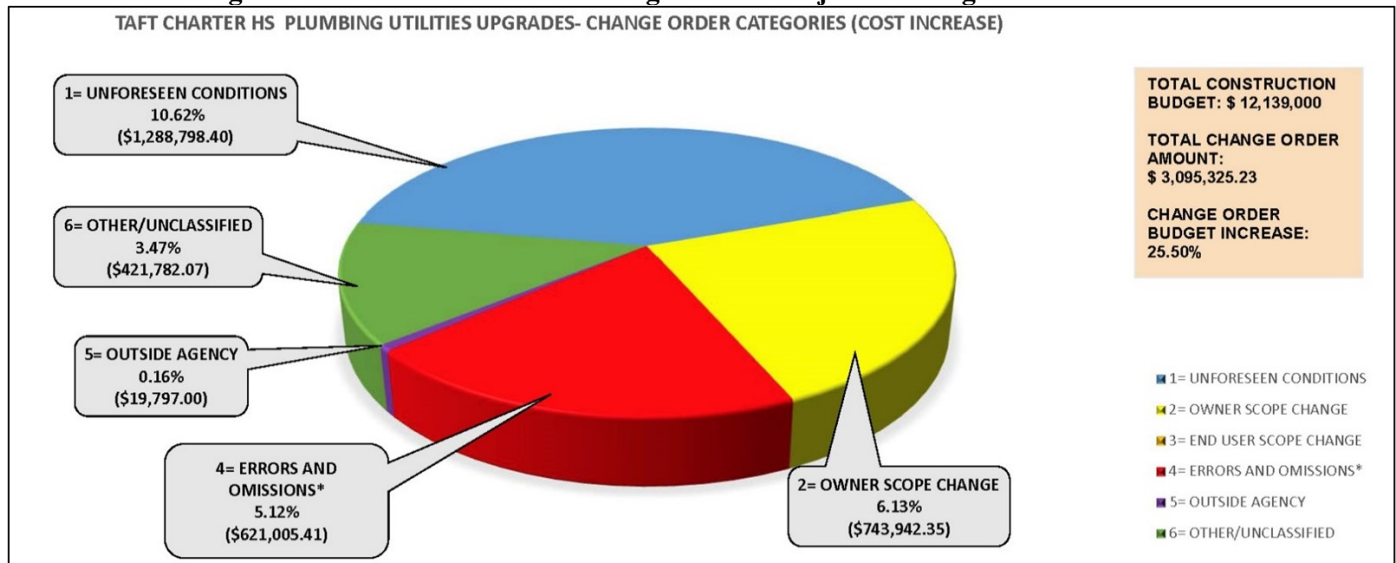
Finding No. 1 – The Project Experienced a Considerable Cost Increase through Change Orders.

The construction contract amount constitutes the most significant amount of the project budget. The contract amount was \$12,139,000 based on the Best Value bid from Pinner. The project experienced a \$3,095,325 (25.50% of the total construction budget) cost increase due to change orders. This overall increase in change orders rose above the FSD contingency threshold of 10-15% projected overall cost increase for change orders (Figure 4).

The project experienced a high percentage rate of change orders for unforeseen conditions and errors and omissions, as noted below:

- Change orders for unforeseen conditions added a cost of \$1,288,798.40, or 10.62% of the total contract amount and 41.64% of the change order total amount.
- Change orders for errors and omissions added a cost of \$621,005.41, or 5.12% of the total contract amount and 20.06% of the change order total amount.
- Change orders for owner changes added \$743,942.35, or 6.13% of the total contract amount and 24.03% of the change order total amount.

Figure 4. Taft Charter HS Plumbing Utilities Project – Change Orders Cost Increase



Several change orders were not classified as errors and omissions or design deficiencies, as noted in Finding No. 3 below. Additionally, better planning and design management could have mitigated many of the change orders for unforeseen conditions, as noted in Finding No. 4 below.

Similarly, among the change orders classified as other and/or unclassified, Change Order T-682 addressed a delay of 78 calendar days for the redesign of the electrical vaults for the project due to design conflicts between the construction documents and the actual site conditions. This delay cost \$2,625.35 per day, totaling \$204,777.30.

The OIG also noted that change orders for \$70,945.69 classified as other and/or unclassified did not have a justification code or reason.

The contract consisted of two scopes of work designed by two different architecture and engineering teams. The original Plumbing Utilities Upgrade Project was designed by Cannon Design with a contract bid amount of \$9,539,000. The supplemental Site Make-Ready Utilities Project was designed by NAC Architecture with a contract bid amount of \$2,600,000.

Cannon Design's change order total was \$2,388,325.67, or 25.04% of its contract value, and NAC Architecture's change order total was \$706,999.51, or 27.19% of its contract value.

Recommendations for Finding No. 1

The OIG previously addressed cost increases caused by change orders and provided recommendations, as noted in Recommendation No. 1 below.³

1. We reiterate our recommendation to FSD to analyze and evaluate the data for change orders on projects that exceed the contingency thresholds to determine the nature and origin of the majority of such change orders with the largest monetary impact. Such evaluation should establish measures to prevent the same type of occurrences in future projects. Special attention should be paid to the nature of change orders due to errors and omissions.
2. We recommend that FSD mitigate the risk of change orders due to errors and omissions and unforeseen conditions by implementing an action plan such as a Lessons Learned program to share the challenges encountered on change orders on construction projects. Further recommendations on the management of these issues are provided under Findings No. 4 and No. 5 below.

FSD's Response

1. FSD AM concurred with the OIG's finding.
2. FSD AM concurred with the OIG's finding.

³ "Technical Evaluation of WNG Construction JV Inc.-28th Street Elementary School HVAC Replacement Project," LAUSD Office of the Inspector General, October 20, 2021, in which the evaluation of change orders was addressed. <https://my.lausd.net/webcenter/wccproxy/d?dID=118270>

Finding No. 2 – Change Order Questioned Costs.

The OIG identified the following change order as a questioned cost:

- a) Change Order T-518 – Ground Wire in Electrical Duct Banks – 8/24/2021
Cost Amount: \$35,047.

This change order stated that an electrical drawing sheet, referring to a typical duct bank detail (1/1A-E8.00) with ground wire, applied only to electrical banks connecting to a future switchboard at the electrical yard. It also stated that this note was not indicated in electrical duct banks on other electrical drawings (Figure 5). However, the electrical site plan describing the overall scope of work for the whole project provided a note stating the general requirements for the underground conduits, which showed a typical ground wire duct bank detail per LAUSD requirements (Figures 6 and 7). A ground wire is typically required in a duct bank by electrical codes, which require the grounding of electrical systems to ensure safety.

Figure 5. Change Order T-518 – Justification Excerpt (August 24, 2021)


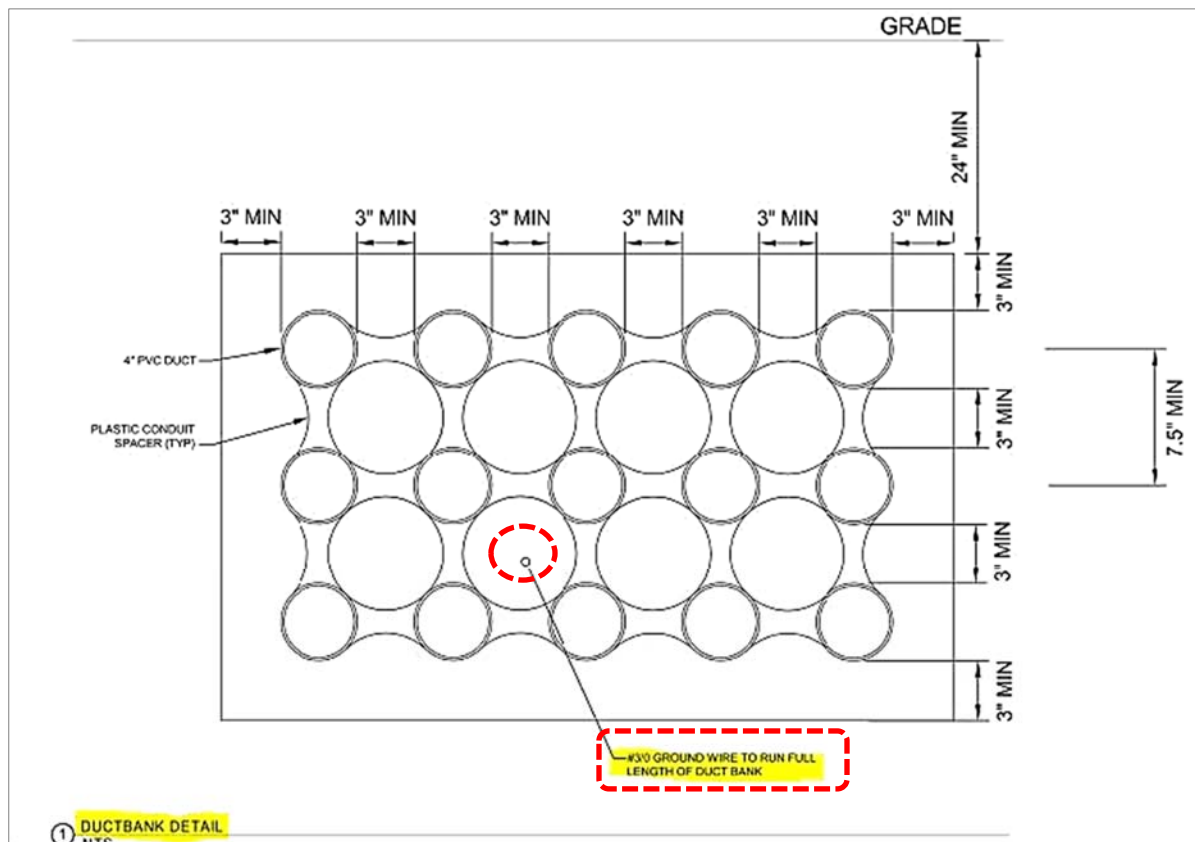
	Los Angeles Unified School District Facilities Services Division - Internal Use Only	
JUSTIFICATION FOR CONTRACT MODIFICATION		
School Name :	Taft Charter HS	Date: August 24, 2021
Project Name:	Taft Charter HS - Plumbing Utilities Upgrades	Colin ID / Scope ID: 10366833 / 192447
Project Description:	New main storm drain line, new electrical conduits only, and	Contract Number: 2110010 (4400009197)
Contractor Name:	PINNER CONSTRUCTION CO, INC.	CO Number: T-518
AS A RESULT OF THIS CHANGE:		
	Contract Amount due to this Change Order is INCREASED by:	\$35,047.00
	The Contract Time is NOT CHANGED.	0 Days
Enter reason for change here:	4X - Design Deficiency (E&O)	
JUSTIFICATION:		
The electrical drawing 1A-E1.04 refers a Detail 1 on Sheet 1A-E8.00 for duct bank with ground wire for electrical duct banks to future 400A switchboard at Electrical Yard in Bldg. Y. This note however was not indicated in electrical duct banks on other electrical drawings. Contractor clarified this in RFC 041 and per response of NAC Electrical Engineer, ground wire shall also be provided in other electrical duct banks and to be attached to ground rod within each underground pull box.		

Figure 6. Electrical Site Plan General Notes – Package 1A Sheet 1A-E1.01

<p><u>ELECTRICAL GENERAL NOTES:</u></p> <ol style="list-style-type: none"> 1. REFER TO CIVIL DRAWINGS AND SPECIFICATIONS FOR ADDITIONAL INFORMATION. LOCATION OF ALL UNDERGROUND UTILITIES, CONDUITS, BOXES AND OTHER EQUIPMENT ARE COORDINATED WITH CIVIL DRAWINGS AND LANDSCAPING DRAWINGS, SEE 1A-C1.50, 1A-C1.51, 1A-C1.52, 1A-C1.54, AND 1A-L1.01. 2. SITE ELECTRICAL PLAN CONDUIT ROUTING REFERENCED AS-BUILT CIVIL AND ELECTRICAL PLANS PROVIDED BY LAUSD. COORDINATE FINAL CONDUIT ROUTING WITH EXISTING OBSTRUCTIONS, OTHER TRADES, POT HOLING, AND UNFORSEEN FIELD CONDITIONS, AND ADJUST AS NECESSARY. <li style="border: 2px dashed red; padding: 5px;">3. UG CONDUITS SHALL BE SCHEDULE 40 PVC, ENCASED IN CONCRETE 3-INCH THICK ON ALL SIDES WITH MULTIPLE CONDUITS SPACED 3 INCHES APART. CONDUIT BANKS SHALL BE BURIED AT LEAST 24" BELOW FINISHED GRADE TO TOP OF THE CONCRETE ENVELOPE. REFER TO LAUSD STANDARD ELECTRICAL UNDERGROUND DETAILS FOR TRENCHING REQUIREMENTS ON SHEET 1A-E8.00 DETAIL #1 & #3. 4. UG PRECAST CONCRETE PULLBOX SHALL BE WITH A TRAFFIC RATED COVER WITH IDENTIFICATION LABEL "ELECT" FOR POWER AND "SIGNAL" FOR FIRE ALARM, SECURITY, PA, TELEPHONE, CLOCK, DATA. REFER TO SHEET 1A-E8.00 DETAIL #2 FOR ADDITIONAL INFORMATION. 5. CAP AND MARK ALL UNDERGROUND CONDUITS PROVIDED FOR FUTURE USE AND INCLUDE PULL STRINGS. PROVIDE DIMENSIONED LOCATIONS OF TERMINATION POINTS ON AS-BUILT DRAWINGS AND SUBMIT FOR RECORD. PROVIDE 1/8 INCH POLYPROPYLENE CORDS IN EMPTY OR SPARE CONDUITS. REFER TO SPEC 26 0533(2.01)(B). 6. PULL BOXES SHOWN ON SITE ELECTRICAL PLAN LIMITS MAXIMUM CONDUIT RUN TO 300' OR BENDS NO MORE THAN (2) 90 DEGREES AND A 45 DEGREE BENDS. PLACE BOXES IN A PLANTER AREA CLEAR OF VEGETATION WHEREVER PRACTICABLE; PULL BOX LOCATIONS SHOWN ARE COORDINATED WITH OTHER NON-ELECTRICAL ELEMENTS ON CIVIL SHEETS 1A-C1.51, 52, 54. BOXES SHALL BE SUITABLE FOR LOCATION AND PROPERLY SIZED FOR QUANTITY AND SIZE OF CONDUITS IN AND OUT AND SHALL BE MARKED "ELECTRICAL". CONTRACTOR SHALL PROVIDE DIMENSIONED LOCATION ON AS-BUILT DRAWINGS AND SUBMIT TO LAUSD AS PART OF THE CLOSE-OUT PACKAGE. 	<div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> APP. 03-120886 INC: REVIEWED FOR SS <input checked="" type="checkbox"/> FLS <input checked="" type="checkbox"/> ACS <input checked="" type="checkbox"/> DATE: 07/09/2020 </div> <hr/> <p>FILE No.: A#:</p> <div style="text-align: center;"> HENDERSON ENGINEERS 510 WEST SIXTH STREET, SUITE 800 LOS ANGELES, CA 90014 TEL 213 254 4750 FAX 213 254 4751 WWW.HENDERSONENGINEERS.COM 18600710796 </div> <div style="text-align: right; margin-top: 20px;"> Jul 1 2020 </div>
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Figure 7. Duct Bank Detail – Package 1A Sheet 1A-E8.00



Recommendation for Finding No. 2

1. We recommend that Pinner credit the LAUSD appropriately for Change Order T-518.

Pinner's Response

Pinner responded that they do not intend to issue a credit to the LAUSD for Change Order T-518, because it was approved by FSD PEX.

FSD's Response

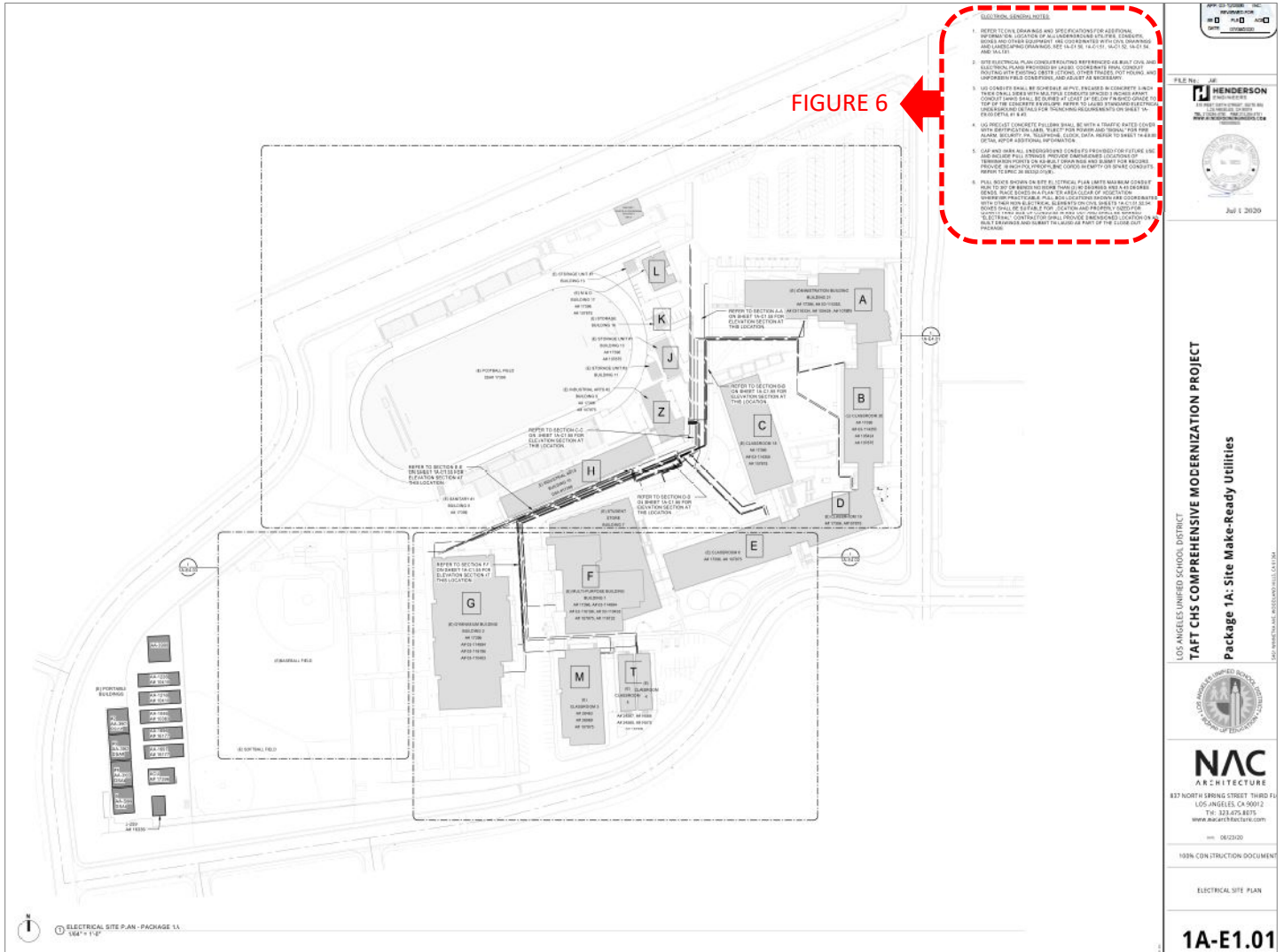
FSD PEX did not agree that the contract drawings included the ground wires for all duct banks. They said the note referenced on sheet 1A-E4.01 is called out for the duct bank from the temporary MSA to the 4000A switchboard at the electrical yard. This detail is not referenced at any other duct bank on the drawings, nor is it called to be typical. The change order given to the contractor was exclusively for the remainder of the duct banks that were not referenced.

OIG's Response

The OIG sustains its assessment that the contract documents required the installation of a ground wire running the full length of the duct banks. We recommend that FSD review the technical criteria documentation of Change Order T-518 to prevent the recurrence of this issue on future projects.

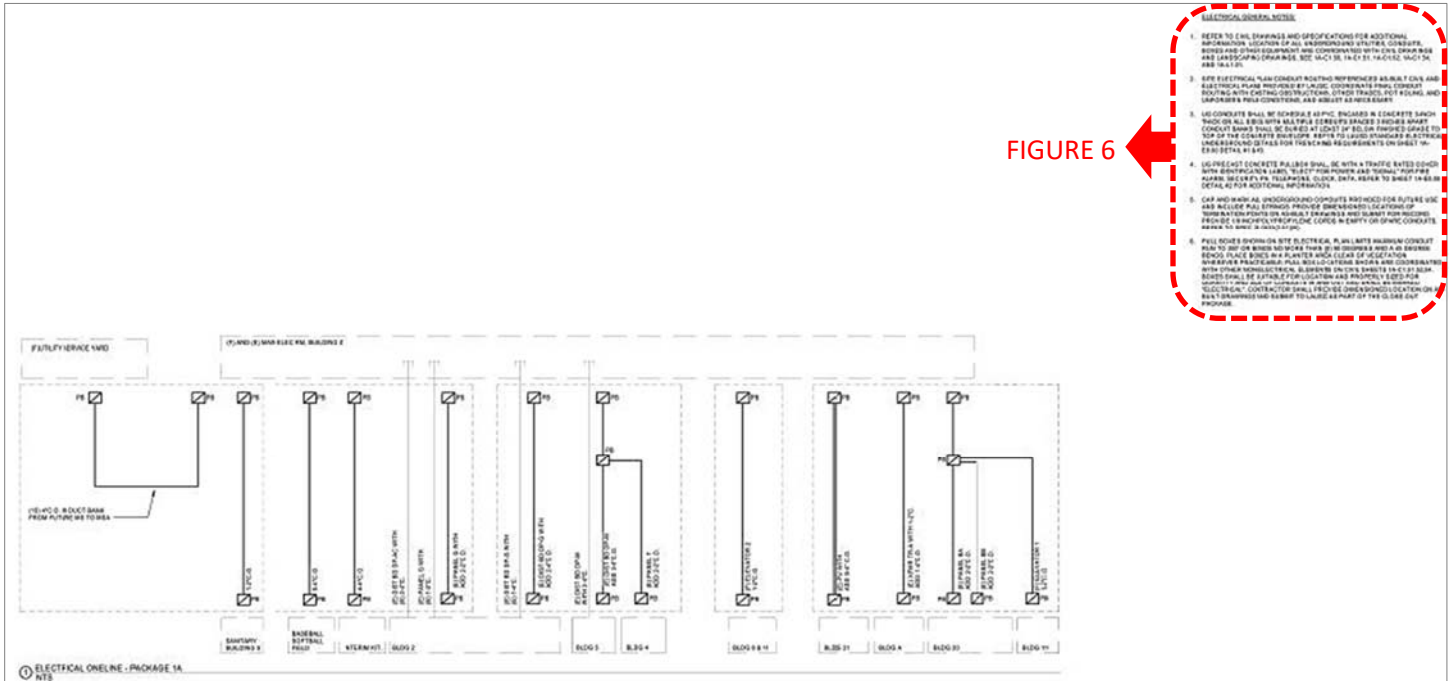
As noted above in Figure 6, the electrical plan described the overall requirements for the work under the electrical general notes (Figure 7a). The overall electrical single line diagrams also included the same electrical general notes, which instructed the Contractor to refer to the LAUSD Standard Electrical Underground Details for trenching requirements on sheet 1A-E8.00 details No. 1 and No.3 (Figure 7b).

Figure 7a. Electrical Site Plan– Package 1A Sheet 1A-E1.01



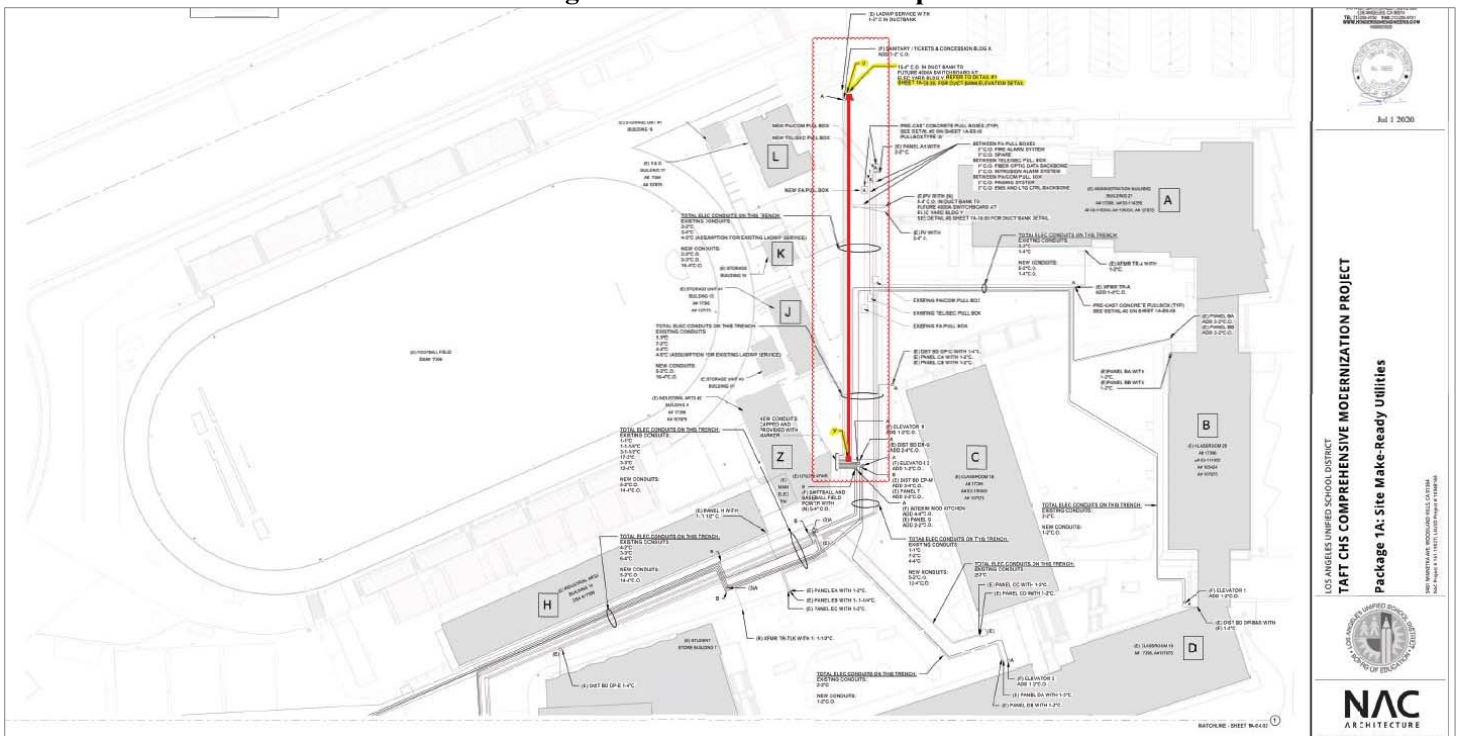
Since contract document plan sheets 1A-E1.01 and 1A-E6.01 provided a general note directing to another detail sheet for trenching requirements for the overall work, which included the ground wire, it implied that the ground wire was part of the overall duct bank installation. Since the general notes specified a standard for the installation in the overall site plan, it is reasonable to interpret that standard as applying uniformly across the project and to all relevant duct banks unless explicitly stated otherwise. If the detail sheet showed the ground wire for the duct banks, it indicated that the ground wire was required for the duct banks as a whole.

Figure 7b. Electrical One-Line Diagram– Package 1A Sheet 1A-E6.01 Excerpt



Although the notes on sheet 1A-E4.01 (Figure 7c) referred to detail sheet 1A-E8.00 for a portion of the duct banks connecting to the future switchboard, they did not necessarily exclude the requirement for the rest of the duct banks.

**Figure 7c. RFC No. 41.1 Documentation -Enlarged Partial Area
Package 1A Sheet 1A-E4.01 Excerpt**



Contract interpretation principles often emphasize consistency and the intent of the parties. General Conditions of the Contract Section 3.13.3.2 -Rules of Contract Document Interpretation (Figure 7d) stated that general notes, when identified as such, shall be incorporated into other portions of the Drawings. According to Section 3.13.1, in case of conflict between the various components of the Contract Documents, including the Drawings, the more stringent, higher quality of material and/or workmanship, and/or greater quantities shall be provided by the Contractor. The general notes on the overall electrical site plan drawing provided the general requirements for the whole scope of duct bank installation. Contracts and plans should be read as a whole, giving effect to all their provisions.

**Figure 7d. General Conditions of the Contract – Section 3.13
Rules of Contract Document Interpretation**

- 3.13 Rules of Contract Document Interpretation:**
- 3.13.1** In case of conflict between the various components of the Contract Documents including the Drawings and Specifications, it is the intent of the Contract Documents that the more stringent, higher quality of material and/or workmanship, and/or greater quantities shall be provided by the CONTRACTOR into the Work.
- 3.13.2** Where applicable, the requirements approved by the DSA on any item submitted as a Deferred Approval in accordance with Title 24, California Code of Regulations, shall take precedence over any previously issued Addenda, Drawing or Specification.
- 3.13.3** Except as provided in Article 3.13.1, in the event of conflict between the Drawings, the following shall govern:
- 3.13.3.1** specific notes shall govern over all other notes;
- 3.13.3.2** general notes, when identified as such, shall be incorporated into other portions of Drawings;
- 3.13.3.3** schedules, when identified as such, are complementary with other notes and other portions of Drawings including those identified as general notes;
- 3.13.3.4** larger scale Drawings shall govern over smaller scale Drawings;
- 3.13.3.5** calculated, derived, or numerical dimensions shall govern over dimensions obtained by scaling and at no time shall CONTRACTOR perform and/or allow Work to be performed based on dimensions obtained by scaling of the Drawings.

OBJECTIVE 3
EVALUATE WHETHER PINNER COMPLETED THE PROJECT SCOPE OF WORK
ACCORDING TO THE CONTRACT DOCUMENTS COMPRISED OF THE DIVISION
OF THE STATE ARCHITECT (DSA) APPROVED DRAWINGS, SPECIFICATIONS,
AND DIRECTIVES

Observation No. 2 – The Scope of Work was Completed.

Substantial Completion was achieved on July 17, 2023, and the project achieved DSA certification on August 9, 2024. When the OIG visited the site on May 31, 2024, and October 4, 2024, although most of the work was completed, the irrigation system was not operational. Per our interviews with the FSD Inspection Department, the irrigation system piping had experienced several bursts and breakages after installation. At our exit conference meeting with Pinner on October 18, 2024, and at our out-brief meeting with FSD on November 6, 2024, the OIG was informed that the irrigation system is operational and currently being monitored and evaluated by FSD.

Recommendation for Observation No. 2

1. We recommend that FSD continue monitoring and testing the irrigation system for any design or installation problems within the warranty period for the work.

FSD's Response

FSD concurred with the OIG's observation and recommendation.

OBJECTIVE 4
EVALUATE PINNER’S PERFORMANCE FOR JOB SUPERVISION, MANAGEMENT
OF SUBCONTRACTORS, AND HEALTH AND SAFETY REQUIREMENTS

Observation No. 3 – Pinner’s Overall Performance Was Satisfactory.

The Contractor Performance Evaluation for LAUSD Projects provides the Procurement Services Division and the Facilities Contracts Department with the information necessary to assess the Contractors’ overall work performance. Its scoring system addresses the following issues: timeliness and schedule; quality of the work, punch list, attention to corrections and deviations; COs, RFCs, RFPs, and CDs; project record documentation; project job-site safety; manpower, subcontractor coordination, and logistics; and a client satisfaction score from the School Principal.

Pinner scored 157 of 250 maximum total points. Most of the evaluation metrics reviewed by FSD’s responsible personnel indicated that Pinner met or exceeded expectations. Except for the issues described in Finding No. 2 above regarding excavation issues next to building structures, the OIG agrees that Pinner’s overall performance was satisfactory, and they helped address numerous challenges encountered during the construction of a complex utility project performed in different phases.

The LAUSD Contractor Performance Evaluation is included in Addendum Section I at the end of this report.

Finding No. 3 – Project Coordination Issues for Excavation Near Existing Buildings Caused Delays.

There were three change orders for improper excavation procedures under one of the exterior wall footings of Building M, as noted below per Construction Change Document (CCD) 009 (Figures 8 and 9). These change orders added a cost of \$186,930:

a) Change Order T-680 – COP 227 Fire Watch cost associated with CD 162 CCD 09
Cost Amount: \$33,044.

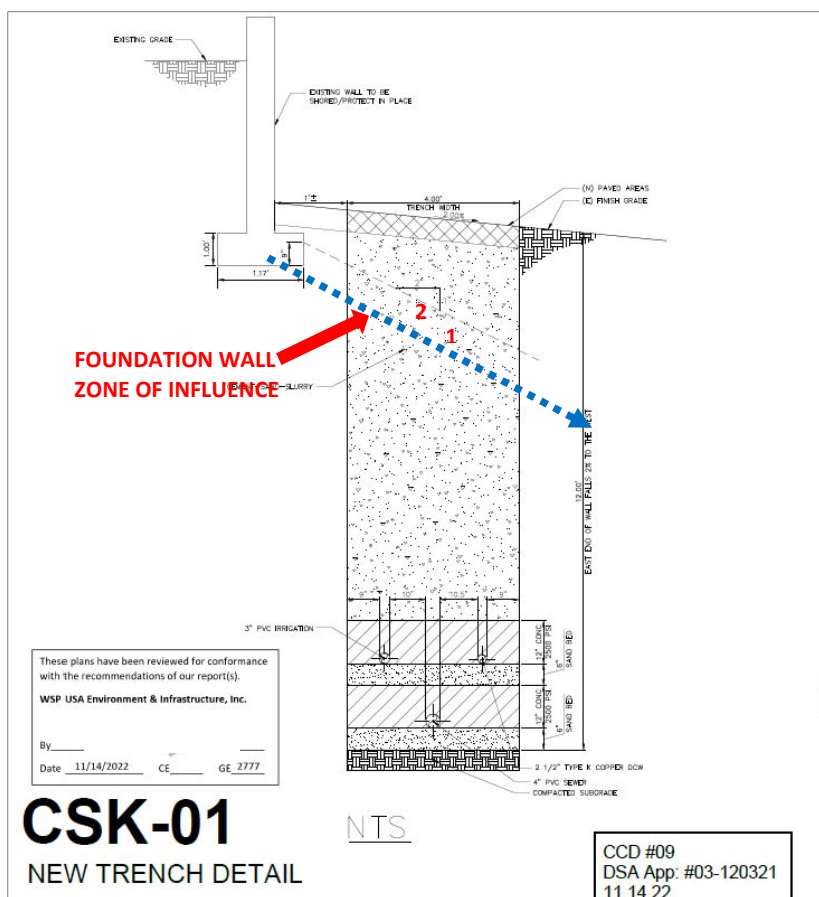
b) Change Order T-681 – COP 228 / CD 162- Graycon Scope of Work - 1/11/24
Cost Amount: \$38,386.

c) Change Order T-682 – TIA 3 & 5 U/G Utilities -1/16/2024 (Figure 3)
Cost Amount: \$115,500 (compensable delay: \$2,625 per diem for 44 days).

Figure 8. CCD 009 Excerpt – November 18, 2022

6. CONFIRMATION, DESCRIPTION AND LISTING OF DOCUMENTS:		
For addenda, revisions, or CCDs: CHECK THIS BOX <input checked="" type="checkbox"/> to confirm that all post-approval documents have been stamped and signed by the Responsible Design Professional listed on form DSA 1: Application for Approval of Plans and Specifications for this project. (For Deferred Submittals, refer to IR A-18: Use of Construction Documents Prepared by Other Professionals, and IR A-19: Design Professional's Signature and Seal (Stamp) on Construction Documents, when applicable, for signature and seal requirements.)		
Provide a brief description of construction scope for this post-approval document (attach additional sheets if needed):		
CSK-01, New Trench Detail: Contractor has undermined wall footing by excavating approximately 12 feet below wall footing at North of Bldg Gym, which conflicts with Detail 2- C-5.2. This site condition issue needs to be rectified immediately per the PI Deviation (Reference DSA 154 in supporting docs), due to the safety of the existing wall structure.		
List of DSA-approved drawings affected by this post-approval document:		
Approved Detail 2- C-5.2.		
DSA USE ONLY		
SSS <u>KK</u> Date <u>11/18/2022</u> <input type="checkbox"/> Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Not Required	Returned Date:	DSA STAMP

Figure 9. CCD 009 Trench Detail – November 18, 2022



It was the Contractor's responsibility to coordinate the work and ensure the structural integrity of the adjacent buildings. The resolution of this issue was affected by design deficiencies in the design and construction documentation, which did not account for adjacent building site conditions.

Moreover, CD 162, which provided final administrative direction from PEX to resolve this issue was not issued in a timely manner.

See Addendum Section II for additional information at the end of this report.

Recommendations for Finding No. 3

1. We recommend that Pinner review the inadequate excavation procedures and implement changes to prevent similar issues in the future. These might include additional training, better planning and coordination, and stringent oversight.
2. We recommend that the FSD AM branch improve the coordination of the work of the commissioned architecture and engineering teams on underground utilities in relation to their immediate project site context. Further recommendations on the management of these issues are provided under Findings Nos. 4 and 5 below.
3. We recommend that the FSD PEX branch review the process that delayed the approval of CD 162 to simplify, improve, and speed up the approval process of directives that impact the project's schedule and cost.

Pinner's Response

Pinner understood the concern expressed by the OIG regarding CCD 009. They indicated they will continue to enhance their coordination and management plan (pre-task planning, planning review, and stringent installation oversight) to minimize similar issues on future projects.

FSD's Response

1. FSD PEX concurred with the OIG's recommendation.
2. FSD AM concurred with the OIG's recommendation.
3. FSD PEX said that the approval of CD 162 took longer due to the technical complexity of addressing undermining of the existing structural foundation that took additional review by the geotechnical engineer in coordination with inspections.

OIG'S Response

3. Regarding the approval of CD 162, the OIG understood that the complexity of the issue required time for review, analysis, and documentation from all parties. The OIG specifically referred to the time it took to release CD 162 to the Contractor to proceed with the work, which was 11 days after CCD 009 was approved from DSA. Each day of delay has potential cost increase implications.

OBJECTIVE 5
EVALUATE WHETHER THE LAUSD’S PROJECT STAFF AND CONSULTANTS
COMPLIED WITH THE POLICIES, PROCEDURES, AND REQUIREMENTS OF THE
DISTRICT

We found several issues in the coordination and management of the planning and design work for the Taft Charter HS Plumbing Utilities Project, which are noted below.

Observation No. 4 – Site Groundwater Intrusion Impacted the Work.

On a site visit conducted on May 31, 2024, the OIG noticed that the basement of the Industrial Arts Building was flooded (Figure 10).

Upon further investigation, we found that flooding had occurred at the bottom of the exterior stairway leading to the basement of the Industrial Arts Building. After completing the planned pavement work in the adjacent area, water intrusion persisted after subsequent rain events. Eventually, localized depressions began to appear in different locations on the pavement with the formation of a sinkhole and the settlement of subsurface soils (Figure 11).

Figure 10. Taft HS – Industrial Arts Building Basement (OIG Photo– May 31, 2024)

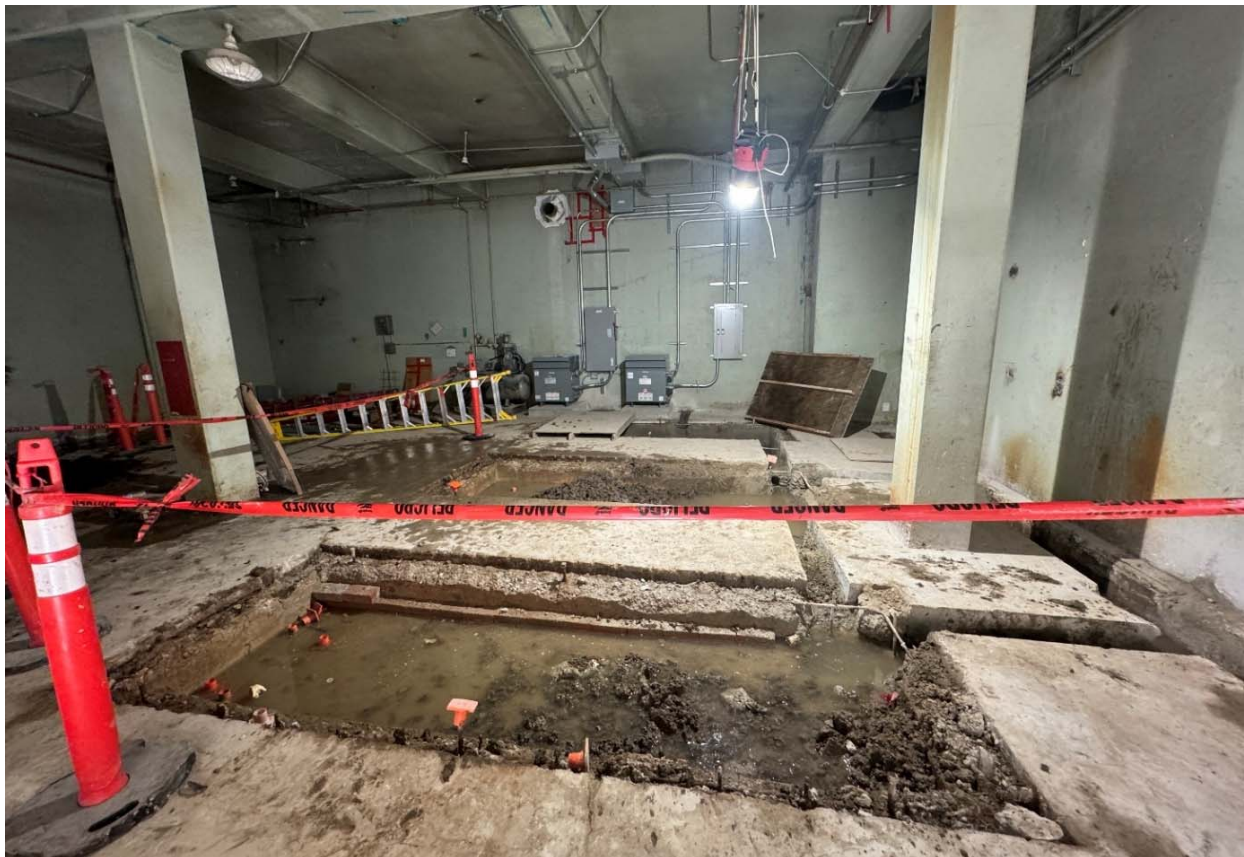


Figure 12. Taft HS – Plot Plan (WSP Draft Report of Geotechnical Evaluation– July 5, 2024)

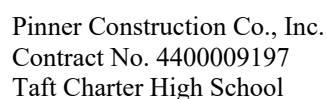
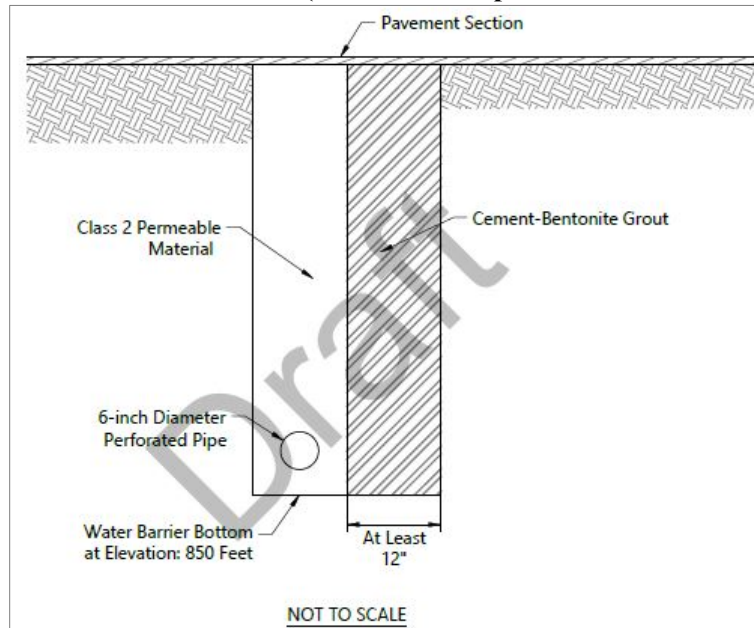
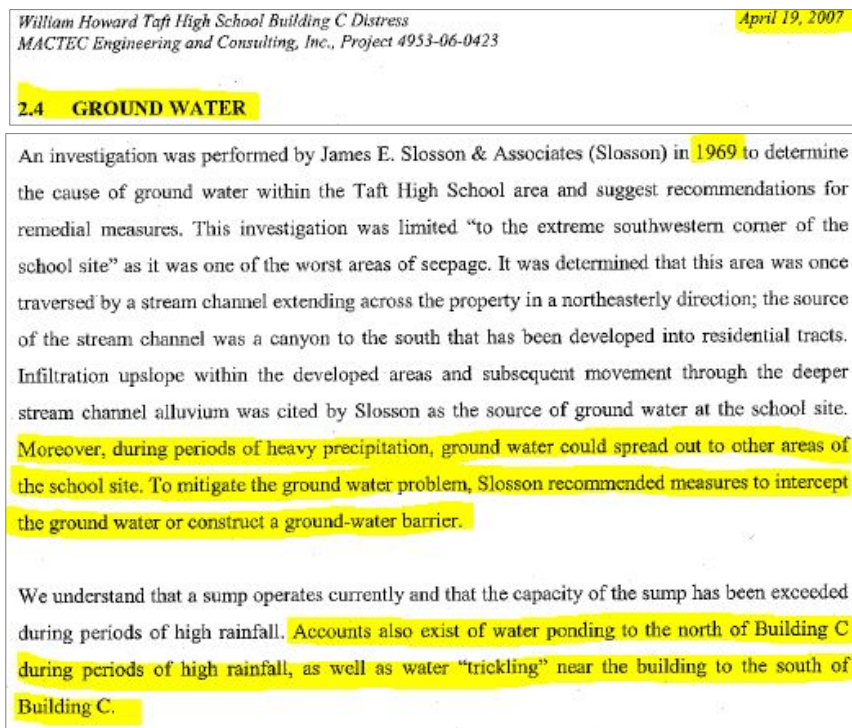


Figure 13. Taft HS – Water Barrier Detail (WSP Draft Report of Geotechnical Evaluation– July 5, 2024)



Although we understand that the flooding issues were aggravated by a malfunctioning sump pump in the Industrial Arts Building, the capacity of the sump in the southwest corner of the site, and storm drainage piping that was affected by current construction work, the overall water seepage issues were previously identified in other reports in previous years. Notably, the engineering report prepared by Mactec Engineering on April 19, 2007, recommended measures to intercept the groundwater or construct a groundwater barrier (Figure 14).

Figure 14. Taft HS – Building C Distress Report (Mactec Engineering and Consulting– April 19, 2007)



Recommendation for Observation No. 4

1. We recommend that FSD plan for the long-term mitigation of the water intrusion issues on the Taft HS campus site, per recommendations from the commissioned geotechnical engineering and a civil engineering design team with specific experience on similar issues.

FSD's Response

1. FSD AM concurred with the OIG's recommendation.

Finding No. 4 – Deficiencies in Planning and Design Quality Control.

We found that there were many change orders for errors and omissions or design deficiencies in the construction documents whose cost increase effect on the project could have been prevented. Also, some of these change orders were not originally classified as change orders for errors and omissions or design deficiencies. Proper classification is crucial for accountability, cost management, quality control, dispute resolution, and future project planning and design processes. These change orders are as follows:

- a) Change Order T-540 – Backflow Assembly at Santa Rita St. - 11/16/2021
Cost Amount: \$48,871.00
- b) Change Order T-547 – Revised DCW Backflow Station on Winnetka Avenue - 2/28/2022
Cost Amount: \$63,211.
- c) Change Order T-579 – NW Backflow Prevention Modifications - 7/12/2022
Cost Amount: \$141,386.
- d) Change Order T-625 – Santa Rita Backflow Pad and Wall - 3/9/2023
Cost Amount: \$65,678.
- e) Change Order T-584 – Installation of Storm Cleanouts - 7/18/2022
Cost Amount: \$66,700.
- f) Change Order T-643 – Electrical Adds - 5/2/2023
Cost Amount: \$61,002.

One of the responsibilities of the AM branch is to establish and follow an effective and efficient design review process to ensure that the design meets the overall goals and objectives for the project, provides maximum value for dollars budgeted, and is appropriate and enduring to meet the functional needs of the LAUSD, local community, and environment.

See Addendum Section III for additional information.

Recommendations for Finding No. 4

The OIG has previously addressed issues regarding planning and design quality control and change orders for design deficiencies in projects.⁴

1. We recommend that the FSD AM branch implement a Lessons Learned program to evaluate the planning and design deficiencies on this project to be shared with all branch personnel and facilitate the management of future projects.
2. We recommend that the FSD AM branch review and share the major deficiencies in the planning and design of the project with the commissioned architecture and engineering teams involved in the project to prevent the repetition of mistakes on future projects with the LAUSD.
3. We recommend that FSD include the change order rate for errors and omissions or design deficiencies in the performance evaluation metrics for architecture and engineering teams and originate updated periodic reports for a more rigorous evaluation of the qualifications of those teams on future selection processes.
4. We recommend that FSD provide clear coordinated project requirements for the enclosure of plumbing equipment devices, such as backflow preventers, in the School Design guidelines and Standard Technical Drawings.

FSD's Response

1. FSD AM concurred with the OIG's recommendation.
2. FSD AM concurred with the OIG's recommendation.
3. FSD AM concurred with the OIG's recommendation.
4. FSD AM concurred with the OIG's recommendation.

Finding No. 5 – Site Survey and Site Utilities Investigation Issues.

As noted in Finding No. 1 above, change orders for unforeseen conditions were the most significant cause of the additional cost increase of the project. They added a cost of \$1,288,798.40, or 10.62% of the total construction contract amount. Most of these issues were caused by the lack of adequate planning and coordination of site survey and site utilities investigation issues.

A land survey was commissioned to identify the location of numerous site utilities that would affect the coordination and design of the project. The design team and FSD's design management personnel also determined that potholing was deemed necessary to complement the site

⁴ "Technical Evaluation of WNG Construction JV Inc.-28th Street Elementary School HVAC Replacement Project," LAUSD Office of the Inspector General, October 20, 2021, in which Quality Assurance and Quality Control issues were addressed. <https://my.lausd.net/webcenter/wccproxy/d?dID=118270>

investigation effort (Figure 15). However, the land survey did not fully identify most of the utilities needed for planning and coordination, and the potholing was not thoroughly completed (Figure 16). In our interviews with the commissioned architecture and engineering teams, we determined that the number of pothole areas was insufficient and that the locations could have been better selected.

Figure 15. Potholing Site Plan – Pacific Coast Locators Inc. Excerpt – April 18, 2020

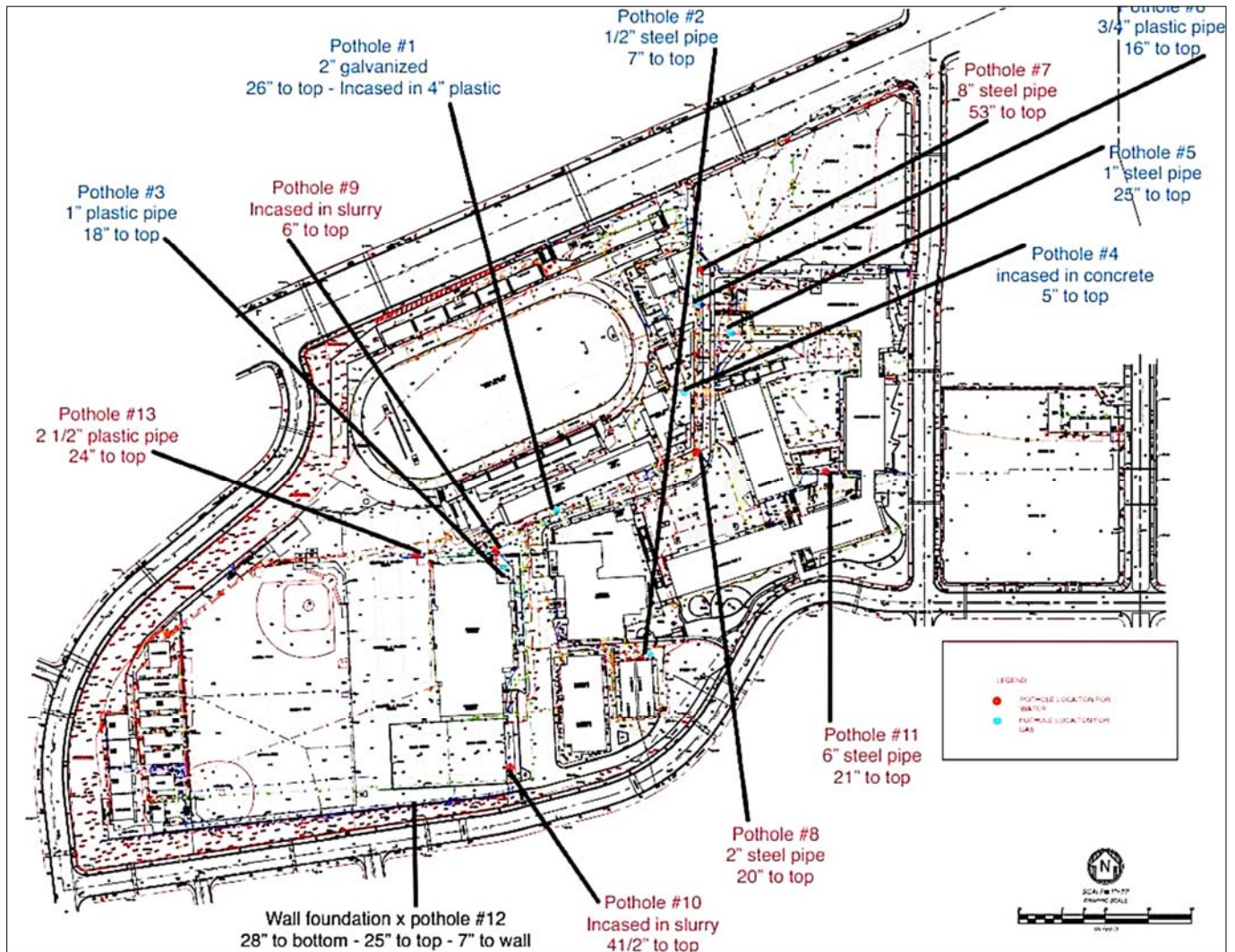
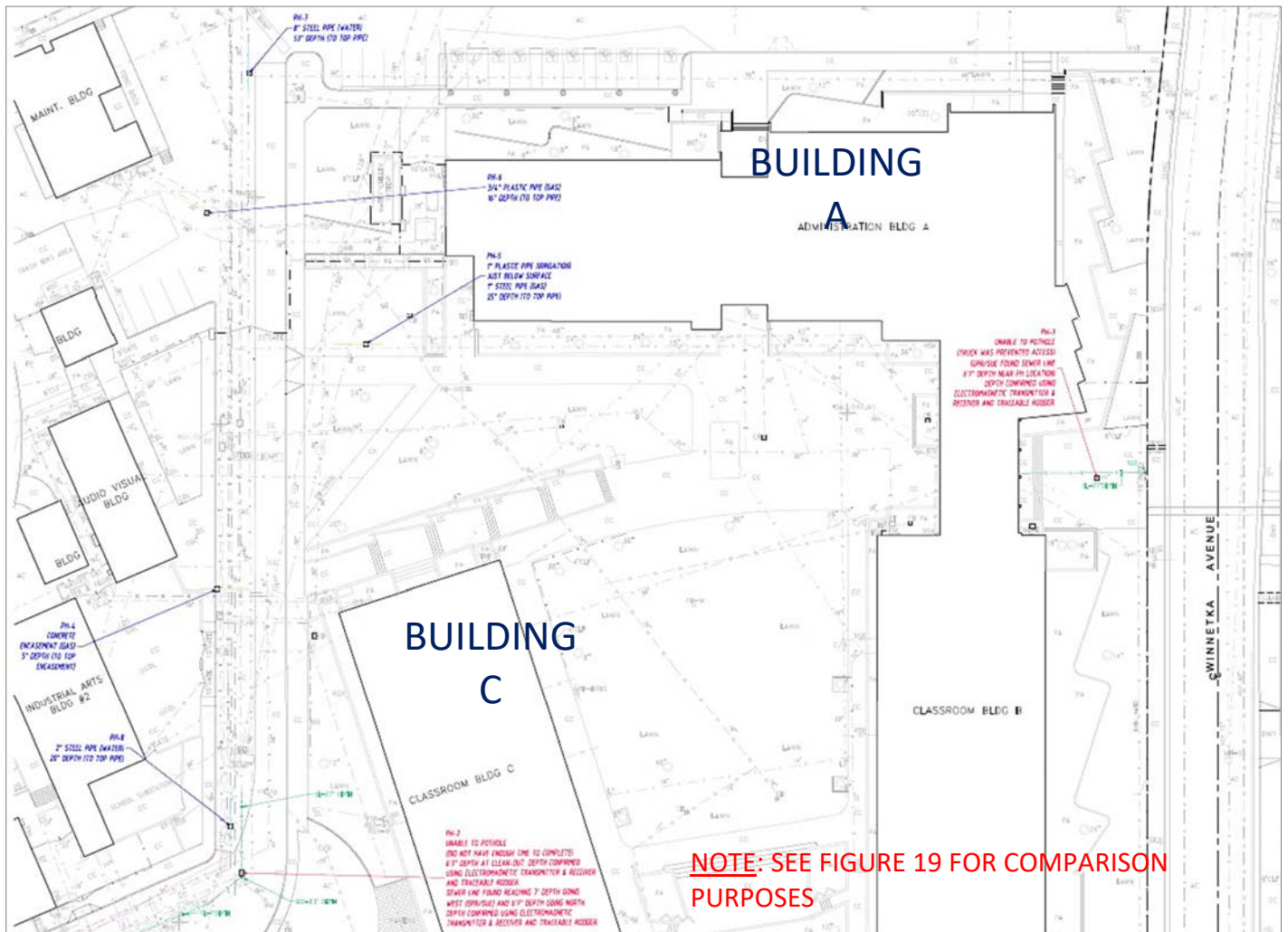


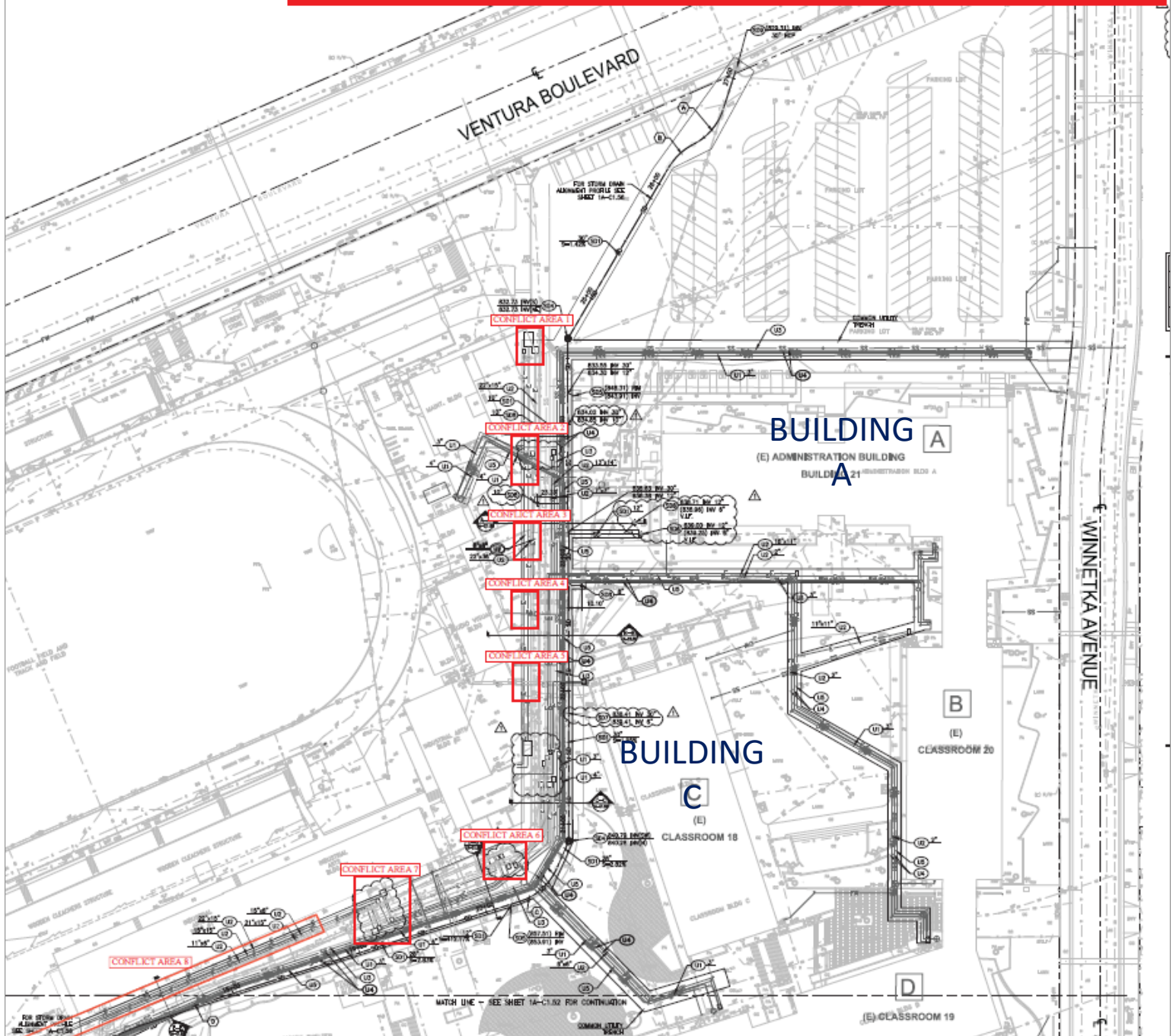
Figure 16. Pothole Location Survey – P.A, Arca Engineering April 18, 2020



Change Order T-527 explained many of the design conflicts in the project, which resulted in several change orders that increased the project's cost. (Figure 17). Adequate site investigation on the location of utilities during the planning and design phase of the project could have mitigated the impact of change orders for unforeseen conditions.

Figure 17. Change Order T-527 – RFC No. 49 Justification Excerpt – June 1, 2021

Design Conflict Locations Overview



Notable change orders that affected the cost and schedule of the project were as follows:

1) Change Order T-682 – TIA 3 & 5 U/G Utilities -1/16/2024

Cost Amount: \$ 204,750 (compensable delay: \$2,625 per diem/ 78 days)

A portion of this change order was issued for a compensable delay of \$2,625 per diem for 78 days for the time involved in the redesign of the electrical vaults for the project due to design conflicts in the design and construction documents.

2) Change Order T-527 – Electrical Conduits Conflicts in Main Service Road - 10/7/2021

Cost Amount: \$141,890

This change order was issued because the Contractor’s own potholing tasks identified eight areas of design conflicts with electrical duct banks not identified in the design and construction documents.

3) Change Order T-583 – Phase 3 Electrical Redesign - 7/14/2022

Cost Amount: \$61,524.

This change order was issued because the layout of the new electrical work had to be re-routed, and the work required a deeper trench excavation because of conflicts with existing utilities.

4) Change Order T-614 – Reroute Phase 3B Electrical Duct Banks - 1/10/23

Cost Amount: \$48,171.

Cost Amount: \$141,890

This change order was issued for the installation of photovoltaic and electrical data duct banks because of unforeseen conflicts with existing utilities. The work required additional excavation, shoring, and backfill.

5) Change Order T-566 – SD SOW per CD150, 150.1, and 150.2 - 3/6/2024

Cost Amount: \$315,830

A portion of this change order was issued for added scope of work on the original Change Order T-565 for \$219,322 which transferred the scope of work from Kemp Bros. to Pinner on Package 1B. When excavating for the installation of the storm drainage system, Pinner found conflicts with existing utilities.

Recommendations for Finding No. 5

The OIG has previously addressed issues regarding site utilities investigation and provided recommendations on this subject.⁵

As noted in the recommendations for Finding No. 4:

1. We recommend that the FSD AM branch implement a Lessons Learned program to evaluate the design deficiencies and conflicts on this project to be shared with all branch personnel and facilitate the management of future projects. Both AM and PEX branches should communicate, review, and document the issues that affected this project to prevent the occurrence of similar problems in future projects.

⁵ “Technical Evaluation of Hensel Phelps Construction – Venice High School Comprehensive Modernization Project, LAUSD Office of the Inspector General, April 1, 2024, in which Site Survey and Site Utilities Investigation issues were addressed. <https://my.lausd.net/webcenter/wccproxy/d?dID=151748>

2. We recommend that the FSD AM branch review and share the major deficiencies in the identification of site utilities with the commissioned architecture, engineering, and land survey teams, involved in the project to prevent the repetition of mistakes on future projects with the LAUSD.
3. We recommend that FSD include the change order rate for unforeseen conditions in the performance evaluation metrics for land survey teams and originate updated periodic reports for a more rigorous evaluation of the qualifications of those teams on future selection processes.

FSD's Response

1. FSD AM concurred with the OIG's recommendation.
2. FSD AM concurred with the OIG's recommendation.
3. FSD AM concurred with the OIG's recommendation.

Finding No. 6 – A Necessary FETU Report Was Not Included in Bidding Documents.

Bid documents are meant to include all the project requirements for the construction of the project. The LAUSD FETU is in charge of producing the corresponding reports providing specific instructions for the removal of hazardous materials.

The project planned to remove 35,000 square feet of asphalt pavement. According to FSD Policies and Procedures, FETU reports need to be issued as part of Bid Documents. Although the FETU reports were produced on January 3, 2020 (Figure 18), these reports were not issued as part of the Bid Documents requirements. These documents had been transferred to PEX per FSD Transfer of Project Responsibility for bidding on January 24, 2021.

[illegible]

Figure 19. Change Order T-501 Justification Excerpt – May 4, 2021

Pinner Construction Co., Inc.
Contract No. 4400009197
Taft Charter High School

Recommendations for Finding No. 6

The OIG has previously addressed issues regarding the miscoordination of Bid Documents in projects.⁶

1. We reiterate our recommendation that PEX obtain verification and sign-off from upper management that the pertinent documentation is included in the Bid Documents after the issue of the FETU reports.
2. We recommend that FSD review why the FETU reports were not included in the bidding documentation and provide safeguard measures to prevent the recurrence of this issue.

FSD's Response

1. FSD PEX concurred and will send a written reminder to the staff to include the required FETU documents as part of the bid documents.

⁶ “Technical Evaluation of WNG Construction JV Inc.-28th Street Elementary School HVAC Replacement Project,” LAUSD Office of the Inspector General, October 20, 2021, in which the miscoordination of Bid Documents was addressed. <https://my.lausd.net/webcenter/wccproxy/d?dID=118270>

ADDENDUM

Section I – Contractor Performance Evaluation

Contractor/Consultant Performance Evaluation for LAUSD Projects

Project ID	10366833
Project Name	Taft Charter HS - Plumbing Utilities Upgrades
School Name	Taft Charter HS
Contract Type	Formal
Contract Number	4400009197
Facilities Blanket	2110010
Construction NTP	01/19/2021
Substantial Completion	07/17/2023
Award Amount	\$9,539,000
Vendor Number	1000001736
Vendor Name	PINNER CONSTRUCTION CO, INC.
Project Owner	[REDACTED]
Owner's Email	[REDACTED]
Score	157
Project Description	Plumbing Utilities Upgrades & Site Make-Ready Utilities

INTENT AND PURPOSE

The intent and purpose of this form is to provide Procurement Services Division, Facilities Contracts with information necessary to adequately assess a Contractor's overall work performance. Your input is vital and a required component of the Prequalification process.

INSTRUCTIONS

For each of the following questions, the designated rater shall score the contractor on a range of "Unsatisfactory" to "Exceptional", with the "Exceptional" being the highest score or shall represent no compliance deficiencies. A rating of "Unsatisfactory" or "Needs Improvement" shall require a written explanation or supporting documentation, such as meeting minutes, conversation records, photographs, emails, telephone records, written notices, incidence reports, letters, etc. A question that does not apply shall be scored as "Exceptional".

1. Timeliness/Schedule: (50)

a. Did the Contractor timely demonstrate capability to develop a detailed construction baseline schedule in compliance with the contract schedule specification?

☐ Unsatisfactory (0) ☐ Improvement needed (3) ☒ Meets Expectations (5) ☐ Exceeds Expectations (8) ☐ Exceptional (10)

Modified by [REDACTED] on 11/22/2023

b. Did the contractor consistently provide a detailed three-week rolling schedule at the weekly progress meetings and engage in strategic schedule decisions?

☐ Unsatisfactory (0) ☐ Improvement needed (3) ☐ Meets Expectations (5) ☒ Exceeds Expectations (8) ☐ Exceptional (10)

Modified by [REDACTED] on 11/22/2023

c. Did the contractor consistently and accurately update the schedule? This includes submitting the required reports with each monthly pay application. Were activities organized by early start, critical path, total float, cost loading by Construction Specifications Institute (CSI) section with a written narrative?

☐ Unsatisfactory (0) ☐ Improvement needed (3) ☒ Meets Expectations (5) ☐ Exceeds Expectations (8) ☐ Exceptional (10)

Modified by [REDACTED] on 11/22/2023

d. Were proper and timely notices of events for schedule impacts and pre-delay versus post-delay fragments submitted with written narrative justifying the impact into a time settlement?

☐ Unsatisfactory (0) ☐ Improvement needed (3) ☐ Meets Expectations (5) ☒ Exceeds Expectations (8) ☐ Exceptional (10)

Modified by [REDACTED] on 11/22/2023

e. Were the substantial completion and interim/final completion milestones (including excusable time extension settlements) achieved within the contractual obligation?

☐ Unsatisfactory (0) ☐ Improvement needed (3) ☒ Meets Expectations (5) ☐ Exceeds Expectations (8) ☐ Exceptional (10)

Modified by [REDACTED] on 11/22/2023

2. Quality of Work, Punchlist, Corrections and Deviations: (Scored by Inspector of Record (IOR)): (75)

a. Did the contractor provide timely notice for inspection?

☐ Unsatisfactory (0) ☐ Improvement needed (4) ☒ Meets Expectations (8) ☐ Exceeds Expectations (11) ☐ Exceptional (15)

Modified by [REDACTED] on 11/22/2023

b. What is the IOR's overall assessment of the contractor's quality of work?

☐ Unsatisfactory (0) ☐ Improvement needed (4) ☒ Meets Expectations (8) ☐ Exceeds Expectations (11) ☐ Exceptional (15)

Modified by [REDACTED] on 11/22/2023

c. Did the contractor substitute materials or vary from the specification without approval?

☐ Unsatisfactory (0) ☐ Improvement needed (4) ☒ Meets Expectations (8) ☐ Exceeds Expectations (11) ☐ Exceptional (15)

Modified by [REDACTED] on 11/22/2023

d. Did the contractor address correction and deviation notices timely during construction?

☐ Unsatisfactory (0) ☐ Improvement needed (4) ☒ Meets Expectations (8) ☐ Exceeds Expectations (11) ☐ Exceptional (15)

Modified by [REDACTED] on 11/22/2023

e. At final completion or 60 days after substantial completion: how efficient was the contractor in completing all (100%) of their contractual punch-list items?

☐ Unsatisfactory (0) ☐ Improvement needed (4) ☒ Meets Expectations (8) ☐ Exceeds Expectations (11) ☐ Exceptional (15)

Modified by [REDACTED] on 11/22/2023

3. Change Orders (CO), Requests for Clarification (RFCs), Requests for Proposals (RFPs), Construction Directives (CDs): (25)

a. Did the contractor submit frivolous or untimely RFCs? Were answers to the RFCs clearly marked on the drawings or contained in the specifications? (Contractor is not penalized for unclear documents.)

☐ Unsatisfactory (0) ☐ Improvement needed (3) ☒ Meets Expectations (5) ☐ Exceeds Expectations (8) ☐ Exceptional (10)

Modified by [REDACTED] on 11/22/2023

b. Did the contractor respond timely to RFPs, COs and CDs? Average of initial response to RFPs, COs and CDs.

☐ Unsatisfactory (0) ☐ Improvement needed (4) ☒ Meets Expectations (8) ☐ Exceeds Expectations (11) ☐ Exceptional (15)

Modified by [REDACTED] on 11/22/2023

4. Project Record Documentation: (30)

a. Did the Contractor follow the Submittal Process?

☐ Unsatisfactory (0) ☐ Improvement needed (2) ☐ Meets Expectations (3) ☒ Exceeds Expectations (5) ☐ Exceptional (6)

Modified by [REDACTED] on 11/22/2023

b. Did the contractor submit all required warranties?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (2) ☒ Exceeds Expectations (3) ☐ Exceptional (4)

Modified by [REDACTED] on 11/22/2023

c. Did the contractor submit all required owner's manuals?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (2) ☒ Exceeds Expectations (3) ☐ Exceptional (4)

Modified by [REDACTED] on 11/22/2023

d. Did the contractor submit all required as-built drawings?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☒ Meets Expectations (2) ☐ Exceeds Expectations (3) ☐ Exceptional (4)

Modified by [REDACTED] on 11/22/2023

e. Did the contractor submit timely Daily Reports?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (2) ☒ Exceeds Expectations (3) ☐ Exceptional (4)

Modified by [REDACTED] on 11/22/2023

f. Did the contractor provide complete and accurate invoices?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (2) ☒ Exceeds Expectations (3) ☐ Exceptional (4)

Modified by [REDACTED] on 11/22/2023

g. Did the contractor keep accurate and timely Certified Payroll?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (2) ☒ Exceeds Expectations (3) ☐ Exceptional (4)

Modified by [REDACTED] on 11/22/2023

5. Project Job-Site Safety: (20)

a. Did the contractor keep the jobsite clean and quickly address safety concerns?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (3) ☒ Exceeds Expectations (4) ☐ Exceptional (5)

Modified by [REDACTED] on 11/22/2023

b. Did the contractor conduct weekly safety meetings?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (3) ☒ Exceeds Expectations (4) ☐ Exceptional (5)

Modified by [REDACTED] on 11/22/2023

c. Did the contractor properly manage the jobsite hazard analysis program and take adequate precautions with hazardous materials and clean up to alleviate any exposure to students, staff, faculty or public?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (3) ☒ Exceeds Expectations (4) ☐ Exceptional (5)

Modified by [REDACTED] on 11/22/2023

d. Did the contractor immediately report incidents of property damage or injuries?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (3) ☒ Exceeds Expectations (4) ☐ Exceptional (5)

Modified by [REDACTED] on 11/22/2023

6. Manpower, Subcontractor Coordination and Logistics: (25)

a. Did the contractor provide adequate supervision?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☒ Meets Expectations (3) ☐ Exceeds Expectations (4) ☐ Exceptional (5)
Modified by [REDACTED] on 11/22/2023

b. Did the contractor consistently maintain sufficient forces and appropriate trades on the job? Did subcontractors have to accelerate due to a lack of planning or coordination by the contractor?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☒ Meets Expectations (3) ☐ Exceeds Expectations (4) ☐ Exceptional (5)
Modified by [REDACTED] on 11/22/2023

c. Did the contractor adhere to the requirements of section 4107 of the Public Contract Code when substituting subcontractors not listed in the original bid?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (3) ☒ Exceeds Expectations (4) ☐ Exceptional (5)
Modified by [REDACTED] on 11/22/2023

d. Did the contractor coordinate with suppliers and manufactures to ensure timely delivery of supplies and materials?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (3) ☒ Exceeds Expectations (4) ☐ Exceptional (5)
Modified by [REDACTED] on 11/22/2023

e. Did the contractor provide and proactively manage the logistics of the site (for example, cleanliness, security, sanitary facilities, stock piling and storage of materials)?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (3) ☒ Exceeds Expectations (4) ☐ Exceptional (5)
Modified by [REDACTED] on 11/22/2023

7. Client Satisfaction (Scored by School Principal or appointee): (25)

a. Was the contractor reasonable in minimizing the impacts on day-to-day operations?

☐ Unsatisfactory (0) ☐ Improvement needed (3) ☐ Meets Expectations (5) ☒ Exceeds Expectations (8) ☐ Exceptional (10)
Modified by [REDACTED] on 01/18/2024

b. Did M&O staff at the school believe the contractor was courteous, available, and responsive to the needs of the school, did quality work and kept the worksite clean?

☐ Unsatisfactory (0) ☐ Improvement needed (3) ☒ Meets Expectations (5) ☐ Exceeds Expectations (8) ☐ Exceptional (10)
Modified by [REDACTED] on 01/18/2024

c. Would you want to work with the contractor again?

☐ Unsatisfactory (0) ☐ Improvement needed (1) ☐ Meets Expectations (3) ☒ Exceeds Expectations (4) ☐ Exceptional (5)
Modified by [REDACTED] on 01/18/2024

CERTIFICATION

I understand that the LAUSD has a legitimate interest in the contractor's ability to perform work on public works projects. This reference is to be used solely for the LAUSD prequalification process for public works projects. I certify that the following evaluation is truthful, supported by written documentation and based on evaluations of the contractor pursuant to California Civil Code 47, subd. (c).

OAR Certification: Electronically Completed by [REDACTED] (UID: 22485) on 11/22/2023 08:22:28 AM

OAR Comments:

Contractor met the requirements of the plans and specifications and overcame several unforeseen conditions.

IOR Certification: Electronically Completed by [REDACTED] (UID: 20888) on 11/22/2023 12:32:34 PM

Client Certification: Electronically Completed by [REDACTED] (UID: 22919) on 01/18/2024 07:25:40 AM

Client Comments:

Manual upload of Principal [REDACTED] on 1/12/2024.

Reviewer Certification: Electronically Reviewed by [REDACTED] (UID: 555) on 01/18/2024 07:41:58 AM


Section II – Finding No. 3 – Project Coordination on Excavation Near Existing Buildings Caused Delays.

A portion of Change Order T-682 addressed a compensable delay of 44 calendar days for the District's time to provide resolution to CCD 009. However, Pinner was also responsible for the excavation procedure issues. CCD 009 addressed issues of potential foundation damage, soil instability, and safety hazards due to an excavation performed by the Contractor too close to the zone of influence of the foundation of an existing concrete block fence wall at Building M. This action was noted by the Project Inspector on October 5, 2022, who informed the Contractor through email correspondence that their plumbers were excavating a trench deeper than twelve feet next to the wall footing (Figure 20). He noted that this was done in violation of the California Building Code Section 1809A.14 (Pipes and Trenches). This issue was also reported in Notice of Event (NOE) #29 (Figure 21).

Figure 20. Project Inspector Email Correspondence Photo – October 5, 2022



Figure 21. NOE # 29 Excerpt – October 5, 2022

 Los Angeles Unified School District Facilities Services Division	
INITIAL NOTICE OF ISSUE / EVENT / CONDITION / CIRCUMSTANCE / CAUSE OF PERCEIVED DELAY / DISRUPTION / INTERFERENCE / HINDRANCE / ACCELERATION	
School Name: <u>Taft Charter High School</u>	10/5/2022
Project Name: <u>Plumbing Utilities Upgrades & Site Make Ready</u>	Date of Notice
CONTRACTOR: <u>Pinner Construction</u>	03-120886/120321
	Project Number
	NOE #29
	Event Number
Start Date Of Issue/Event/Condition/Circumstance/Cause of Perceived Delay/Disruption/Interference/Hindrancel/ Acceleration: 10/05/22 - IR #728 & IR #732 Pinner was notified by the IOR that the excavation and utility installation north of Building M that was schedule for bottom inspection per IR #728 on 10/05/22 and slurry backfill on Sat 10/08/22 per IR #732 was with in the zone of influence of the stair landing and wall for building M due to its proximity to the wall and depth. All work has been halted in the area since the noticed was provided which has impacted any progress on the completion of the utility installations for the project.	
Description of Issue/Event/Condition/Circumstance/Cause of Perceived Delay/Disruption/Interference/Hindrancel/ Acceleration: The following utilities are shown to be installed within the corridor between buildings M & F in Phase 5 sanitary sewer, gas, fire water, domestic cold water, irrigation, storm drain, and electrical conduits. Due the depth of the trenching needed to install these utilities it places the excavations with in the zone of influence of Building F to the north and Building M to the south. Due the limited width between the two buildings and the depth needed for installation of the utilities it is not possible to adjust the trenching outside of the zone of influence. A CCD has been generated by the design team however to date no resolution has been provide so that work can resume on the project. (Reference 1A-E4.02 and C-4.2) RFC #236 has been generated & submitted to assist in addressing the conceren for the north portion of the corridor along Building F	

Contract specification section 31 2323 3.01 directed the Contractor not to excavate trenches parallel to footings closer than eighteen inches from the face of the footing or below a plane having a downward slope of two horizontal to one vertical, from a line nine inches above the bottom of footings (Figure 22). Similarly, CCD 011 was issued on December 29, 2022, for improper excavation procedures at Building F (Figure 23).

Figure 22. Contract Specifications Section 31 2323 3.01.H
(Excavation and Fill for Utilities) Excerpt

H.	Do not excavate trenches parallel to footings closer than 18 inches from the face of the footing or below a plane having a downward slope of two horizontal to one vertical, from a line 9 inches above bottom of footings.
1.	Unless otherwise indicated on Drawings, depth of excavations outside the buildings shall allow for a minimum coverage above top of pipe, tank, or conduit measured from the lowest adjoining finished grade, as follows:
<div style="display: flex; justify-content: space-between;"> <div> PLUMBING UTILITIES UPGRADE TAFT HIGH SCHOOL </div> <div style="text-align: right;"> 12/13/2019 EXCAVATION AND FILL FOR UTILITIES 31 2323-3 </div> </div>	

Figure 23. CCD 011 Excerpt – December 29, 2022

6. CONFIRMATION, DESCRIPTION AND LISTING OF DOCUMENTS:		
For addenda, revisions, or CCDs: CHECK THIS BOX <input checked="" type="checkbox"/> to confirm that all post-approval documents have been stamped and signed by the Responsible Design Professional listed on form DSA 1: Application for Approval of Plans and Specifications for this project. (For Deferred Submittals, refer to IR A-18: Use of Construction Documents Prepared by Other Professionals, and IR A-19: Design Professional's Signature and Seal (Stamp) on Construction Documents, when applicable, for signature and seal requirements.)		
Provide a brief description of construction scope for this post-approval document (attach additional sheets if needed): CSK-01, New Trench Detail: Contractor has undermined wall footing by excavating approximately 8 feet below wall footing at Building F, which conflicts with Detail 2- C-5.2. This site condition issue needs to be rectified immediately per the PI Deviation (Reference DSA 154 in supporting docs), due to the safety of the existing wall structure.		
List of DSA-approved drawings affected by this post-approval document: Approved Detail 2- C-5.2.		
DSA USE ONLY		
SSS KK Date 12/29/2022 <input checked="" type="checkbox"/> Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Not Required	Returned Date:	DSA STAMP <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;"> APPROVED DIV. OF THE STATE ARCHITECT </div>
Comments:	By:	

Most importantly, we should note that it was the Contractor's responsibility to coordinate the work and ensure its structural integrity (Figures 24 and 25).

**Figure 24. Bidding Documents -General Conditions of the Contract
(Use of Project Site and Premises) Excerpt**

liable and assumes full responsibility for any damage to any such land, area, occupant and/or property of OWNER and any adjacent land, area, right of way, property, occupant and/or pedestrian thereof.

6.38 CONTRACTOR shall not cause, permit or allow structural loading in excess of safe limits or where such loading may induce stresses and/or pressures endangering:

6.38.1 any part of the Work under construction, completed Work or existing improvements on the Project Site;

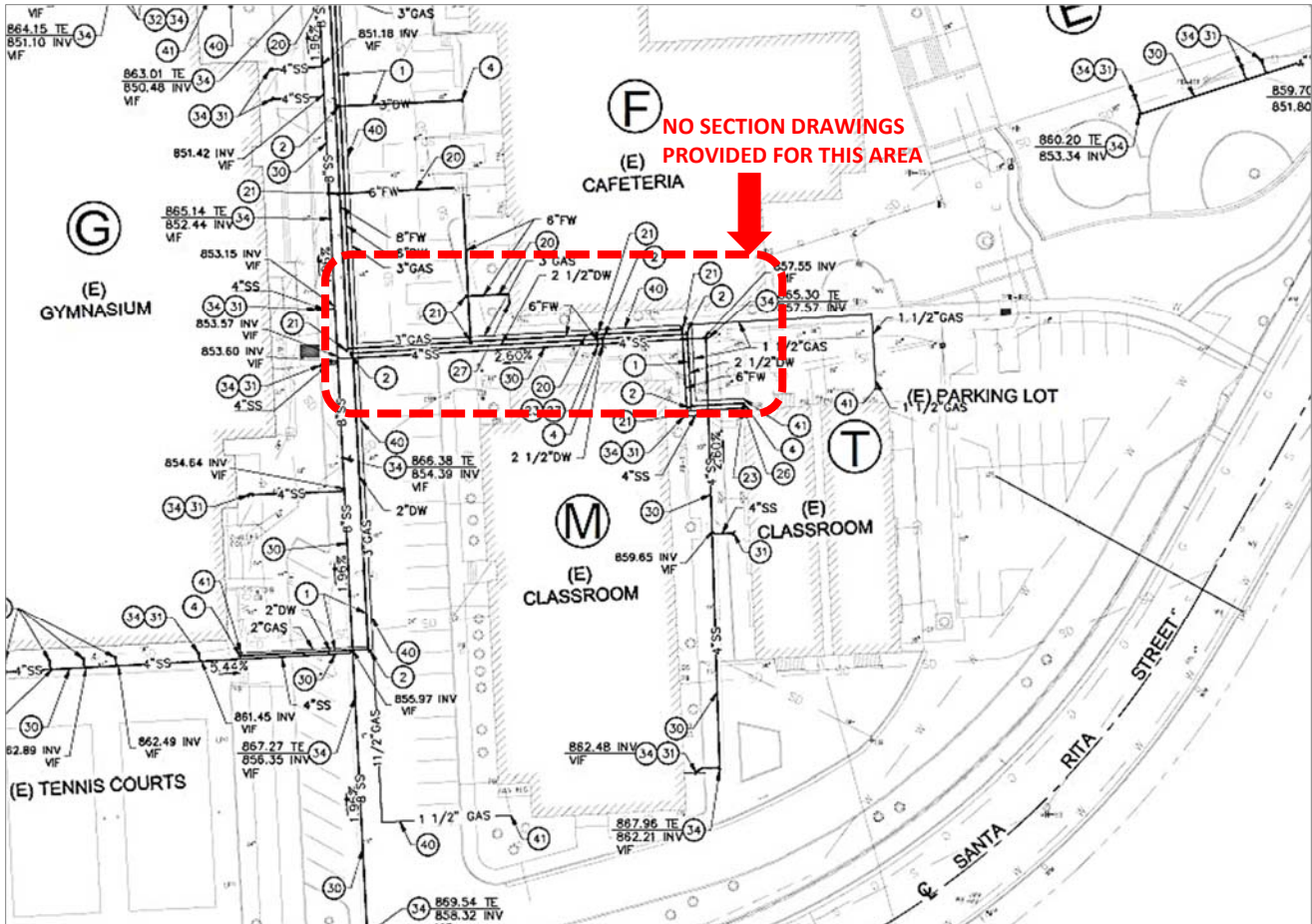
6.38.2 any part of the Work under construction, completed Work or existing improvements adjacent to the Project Site.

Figure 25. Contract Specifications Section 01 1100 3.01.E (Summary of Work) Excerpt

F. CONTRACTOR shall furnish, install, and maintain adequate supports, shoring, and bracing to preserve structural integrity and prevent collapse of existing improvements and/or Work modified and/or altered as part of the Work.


The resolution of this issue was affected by design deficiencies in the design and construction documentation, which did not account for adjacent building site conditions. Ideally, the commissioned architecture and design should have drawn a site section showing the adjacent building profiles. Only basic plan information was provided (Figure 26).

**Figure 26. Construction Documents Sheet C-4.2 (Site Utility Plan) Excerpt
Cannon Design - April 1, 2020**



Additionally, PEX's responsible personnel took 11 days to provide final directions on resolving this issue. DSA approved CCD 009 on November 18, 2022 (Figure 27); however, CD 162, which provided direction to the Contractor to proceed with the work, was issued 11 days later on November 29, 2022 (Figure 10). Per FSD policies, CDs are issued when the work is critical and delaying the work would impede progress or overall completion of the project and result in delay costs.

Figure 27. Construction Directive (CD) No. 162 – November 29, 2022

 Los Angeles Unified School District Facilities Services Division	
CONSTRUCTION DIRECTIVE (CD)	
School Name: Taft Charter High School	CD Number: 00162
Project Name: Taft Charter High School - Comp Mod	Date: 11/29/22
To (Contractor):	Project Number: 10368166/200249
	Contract Number: 2210004 (4400010035)
<p>You are hereby directed to proceed as follows:</p> <p>Description of Work: Install contract work for utility installation north of Building M per CCD 9V2 direction and revised detail. Extra costs limited to excavation and added concrete per detail</p>	


Section III – Finding No. 4 – Deficiencies in Planning and Design Quality Control

a) Change Order T-540 – Backflow Assembly at Santa Rita St. -11/16/2021

Cost Amount: \$48,871.00

Although classified as a change order for unforeseen conditions, this was actually a change order for design deficiencies because the new piping design did not account for how it would connect to the existing pressure reducing station. This change order addressed issues of water pressure regulation, which required the installation of a backflow prevention system (Figures 28 and 29).

Figure 28. Change Order T-540 – RFC No. 89.1 Excerpt

		Los Angeles Unified School District	
		<i>Facilities Service Division</i>	
REQUEST FOR CLARIFICATION			
		DSA Appl. No. (if applicable):	03-120321
RFC Title:	Pressure Regulating Station Location	RFC Number:	89.1
Project Name:	Plumbing Utilities Upgrade	Date:	8/19/2021
School Name:	Taft Charter High School (149)	Project No.:	10366833
Issued To: (Architect)	Cannon Design	Contract No.:	2110010
C-4.1 & C-4.2			
Drawing Number Detail		Specification Section	Page
<div style="border: 2px dashed red; padding: 10px; background-color: yellow;">Request: Please reference RFC Response #89. The response states "to reconnect existing stations to new DCW mains". This is not a feasible request since the new piping design does not take into account tying into the existing pressure reducing stations. There are two options Pinner proposes: Option #1 Provide details for adding pressure regulators at all building POC's. Option #2 Provide design and details for a pressure regulating station at the Winnetka and Santa Rita RPBFP'S.</div>			
Request Issues By: <u>Rocio Ramirez-Castro</u>		<u>Rocio Ramirez-Castro</u>	<u>8/19/2021</u>
Contractor's Signature		Name (Printed)	Date
Response:			
Contractor to install RPBFP with AVC pressure regulator assembly per LAUSD standard detail at the Winnetka and Santa Rita. See attached below for standard detail.			


**Figure 29. Taft HS – Backflow Prevention System at Santa Rita Street
(OIG Photo– October 4, 2024)**



b) Change Order T-547 – Revised DCW Backflow Station on Winnetka Avenue - 2/28/2022
Cost Amount: \$63,211.

As noted on RFC 89.1 (Figure 28), this change order was issued to address issues of water pressure regulation (Figure 30). Additionally, there are no current LAUSD standard details or specifications for backflow enclosure devices. The design team proposed an aesthetically pleasing enclosure, but a chain link enclosure was installed in the front of the main campus entrance (Figures 31 and 32).

Figure 30. Change Order T-547 – Excerpt

 Los Angeles Unified School District Facilities Services Division		CO Number: T-547	
		Contract No.: 2110010 (4400009197)	
		COLIN ID: 10366833	
		Scope ID: 192446	
School Name: Taft Charter HS		CO Initiate Date: 02/28/2022	
Project Name: Taft Charter HS - Plumbing Utilities Upgrades		DSA File #: 19-H16	
To (Contractor): PINNER CONSTRUCTION CO, INC.		DSA Appl #: 03-120321	
From (LAUSD): Project Execution / North Region			

		Total Contract Amount	% to Original Contract
A	Original Contract Amount	\$ 12,139,000.00	
B	Amount of this CO	\$ 63,211.22	0.52%

FSD Contracts Use Only		Date:	Project CO#:	Contract CO#:	% Total COs to Original Contract
C	Total Approved Change Orders to Date (including this CO)	\$	892,633.85		
D	Revised Contract Amount (A + C)	\$	13,031,633.85		7.35%

Brief CO Title/Summary Description: **Revised DCW Backflow Station on Winnetka Ave.**
Contractor is hereby directed to make the following change(s) in the Contract.
Description of Work:
Provide labor, materials, and equipment for the installation of pressure regulator and backflow station along with 14' x 8' x 6' chain link enclosure on the domestic water line on Winnetka Avenue.

Figure 31. Change Order T-547– Proposed Enclosure

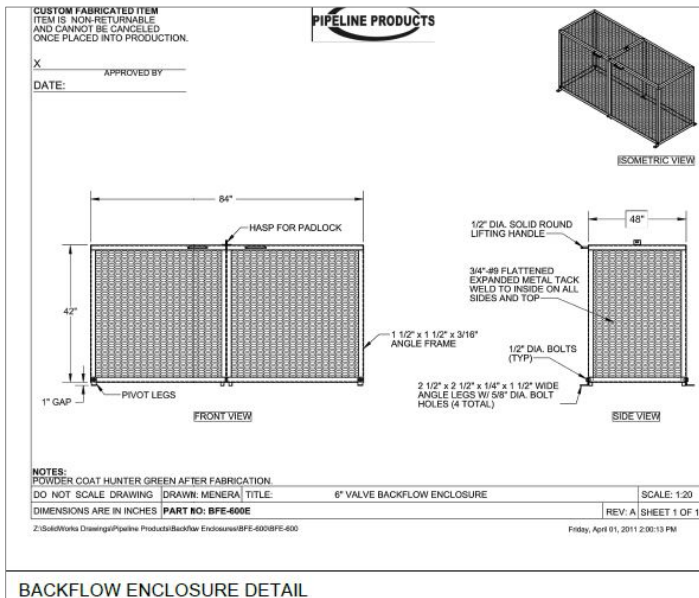


Figure 32. Backflow Enclosure at Winnetka Avenue



The contract specifications also indicated that all backflow devices had to be enclosed in locked stainless steel or marine-grade aluminum enclosures (Figure 33).

Figure 33. Change Order T-547- Excerpt

- D. **Install backflow device in locked stainless steel or marine grade aluminum enclosure.**
- E. Installations of backflow prevention devices shall be tested and certified by a certified L.A. County Backflow Prevention Device Tester before Substantial Completion. Test shall be performed in the presence of the Project Inspector. Test reports shall be turned over to the Project Inspector and sent to the jurisdictional authority.
- F. Backflow devices shall be Pressure Reducing Valves (PRV) and shall be the same size of main line where installed.

c) Change Order T-579 – NW Backflow Prevention Modifications - 7/12/2022
Cost Amount: \$141,386.

This change order was issued because of a lack of site investigation and coordination. The design team did not account for the actual site context of the work (Figures 34 and 35).

Figure 34. Change Order T-547 – Justification Excerpt


		Los Angeles Unified School District Facilities Services Division - Internal Use Only	
JUSTIFICATION FOR CONTRACT MODIFICATION			
School Name :	Taft Charter HS	Date:	July 12, 2022
Project Name:	Taft Charter HS - Plumbing Utilities Upgrades	Colin ID / Scope ID:	10366833 / 192446
Project Description:	Plumbing Utilities Upgrades & Site Make-Ready Utilities	Contract Number:	2110010 (4400009197)
Contractor Name:	PINNER CONSTRUCTION CO, INC.	CO Number:	T-579
AS A RESULT OF THIS CHANGE:		Contract Amount due to this Change Order is INCREASED by: \$141,386.00 The Contract Time is NOT CHANGED . 0 Days	
Enter reason for change here: 4X - Design Deficiency (E&O)			
JUSTIFICATION: Contract Drawing detail 1/C-4.1 calls for the installation of one new 6in fire water line on the northwest corner of the campus along with a double check detector assembly per 7/C-5.1. However, no housekeeping pad nor chain link fence enclosure was called out in the Contract Documents to be provided to maintain the fire water double check detector assembly. The Contractor issued RFC093 series in which the A/E Team directed the contractor provide a concrete housekeeping pad/retaining wall along with a chain link fence enclosure and gate to provide M&O access and to service the double check detector. The cost accounts for the difficulty in accessing the work area due to the extreme slope, as well as the unknown piping that was encountered during excavations. The pipes required relocation and re-routing resulting in additional plumbing costs.			


Figure 35. Taft HS – Backflow Prevention System at Campus Northwest Corner (OIG Photo– October 4, 2024)



d) Change Order T-625 – Santa Rita Backflow Pad and Wall -3/9/2023
Cost Amount: \$65,678.

This is a change order for design deficiencies. The civil drawings did not indicate the necessary concrete pad or retaining wall design for the backflow prevention system required per change order T-540. CCD 7 was issued to revise work noted on CCD 4 for design errors (Figure 36).

Figure 36. Change Order T-566 Justification Excerpt – March 6, 2024

 Los Angeles Unified School District Facilities Services Division - Internal Use Only			
JUSTIFICATION FOR CONTRACT MODIFICATION			
School Name :	Taft Charter HS	Date:	March 9, 2023
Project Name:	Taft Charter HS - Plumbing Utilities Upgrades	Colin ID / Scope ID:	10366833 / 192446
Project Description:	Plumbing Utilities Upgrades & Site Make-Ready Utilities	Contract Number:	2110010 (4400009197)
Contractor Name:	PINNER CONSTRUCTION CO, INC.	CO Number:	T-625
AS A RESULT OF THIS CHANGE:		Contract Amount due to this Change Order is INCREASED by: \$65,678.00	
		The Contract Time is NOT CHANGED. 0 Days	
Enter reason for change here:		4X - Design Deficiency (E&O)	
JUSTIFICATION: The project documents required the installation of a DCW backflow system near Santa Rita Street however the civil drawings did not provide for a pad or retaining wall design for the installation of this DCW backflow system. CCD-A004 was initially issued for this scope of work and the contractor started work which was stopped due to design errors. Subsequently, the civil engineer issued CCD-A007 which correct the error and the work was installed per this direction. No credit is due for contract work for the pad or retaining wall as none was shown.			

e) Change Order T-584 – Installation of Storm Cleanouts - 7/18/2022
Cost Amount: \$66,700.

This change order was issued to install storm drain cleanouts that are not referenced in the contract specifications (Figure 37). The requirements from the LAUSD School Design Guidelines were not incorporated in the documents. Although the design team suggested using manholes in lieu of cleanouts, this solution did not satisfy LAUSD requirements (Figure 38).

Figure 37. Change Order T-584 Justification Excerpt – July 18, 2022


 Los Angeles Unified School District Facilities Services Division - Internal Use Only			
JUSTIFICATION FOR CONTRACT MODIFICATION			
School Name :	Taft Charter HS	Date:	July 18, 2022
Project Name:	Taft Charter HS - Plumbing Utilities Upgrades	Colin ID / Scope ID:	10366833 / 192447
Project Description:	New main storm drain line, new electrical conduits only, and	Contract Number:	2110010 (4400009197)
Contractor Name:	PINNER CONSTRUCTION CO, INC.	CO Number:	T-584
AS A RESULT OF THIS CHANGE:		Contract Amount due to this Change Order is INCREASED by: \$66,700.00	
		The Contract Time is NOT CHANGED. 0 Days	
Enter reason for change here:		4X - Design Deficiency (E&O)	
JUSTIFICATION: Cleanouts within the storm drain line at every 100ft straight runs are required as per LAUSD Design Section 3.2-E.5.f. None were shown in the Contract Documents to be installed with respect to the storm drain line.			

Figure 38. LAUSD School Design Guidelines 2016 – Underground Drainage Excerpt


6. Underground Drainage	
a.	Storm drain pipe shall be concrete (CP), reinforced concrete (RCP), ductile iron (DIP), cast iron (CIP), or high-density polyethylene (HDPEP).
b.	Design drainage structures and piping systems based on hydrologic and hydraulic calculations, with minimum flow velocity of 3 feet per second.
c.	Provide capped stub-outs for drains in new construction to accommodate future construction based on the Master Plan.
d.	With less than 1'-0" of cover over top of pipe encase pipe in concrete or use iron pipe.
e.	With less than 1'-0" of cover over top of pipe in vehicular traffic areas and in asphalt paved areas encase pipe in concrete, reinforced as necessary to support imposed loads.
f.	Food waste drainage from wash-down in lunch shelters must flow into sanitary sewer. Rainwater from roof covering lunch shelter must flow into storm drain system. Site drainage shall be designed such that, the flowing site drainage water does not run through the lunch shelter and the outdoor eating areas.
g.	Drain trash enclosure through pipe to storm drain system and to sanitary sewer (using dual drainage valve system described above).
h.	Install cleanouts at maximum spacing of 100 feet in straight runs and at each aggregate change of direction exceeding 135 degrees. A catch basin may substitute. Install cleanouts in yard boxes.

f) Change Order T-643 – Electrical Adds -5/2/2023

Cost Amount: \$61,002.

This change order addressed the additional scope of work for the installation of additional underground electrical infrastructure deemed necessary for the operation of the electrical system which was not included in the original construction documents (Figure 39).

Figure 39. Change Order T-643 Justification Excerpt – July 18, 2022

 Los Angeles Unified School District Facilities Services Division - Internal Use Only	
JUSTIFICATION FOR CONTRACT MODIFICATION	
School Name :	Taft Charter HS
Project Name:	Taft Charter HS - Plumbing Utilities Upgrades
Project Description:	Plumbing Utilities Upgrades & Site Make-Ready Utilities
Contractor Name:	PINNER CONSTRUCTION CO, INC.
Date:	May 2, 2023
Colin ID / Scope ID:	10366833 / 192446
Contract Number:	2110010 (4400009197)
CO Number:	T-643
AS A RESULT OF THIS CHANGE: Contract Amount due to this Change Order is INCREASED by: \$61,002.00 The Contract Time is NOT CHANGED. 0 Days	
Enter reason for change here: 1X - Unforeseen Conditions (A/E fee not justified)	
JUSTIFICATION: This CO clarifies the bid documents to include new underground panel conduits, new distribution board conduits, and existing panel conduits not identified resulting in additional work, restoration, and demolition work for all new underground electrical infrastructure. Areas affected include, but are not limited to, baseball field panels, interim kitchen, Panel G, new conduits in Building M and T, Panels FH, T, DISTBD DP-M, DP-AC, BD DP-G, and connections to Elevator 1, 2, as seen in the attached ASI.	

ATTACHMENT A

Glossary

- Addenda – Additional written or graphical instructions issued prior to the opening of bids, which clarify, modify, correct, amend, add, delete, and/or otherwise change the Division 0 – Bidding Requirements or other Contract Documents.
- Administrative Closeout – Administrative Closeout shall be the duration allowed for completion of all Contract requirements after Substantial Completion such as Punch List items, submittal of final warranties and guaranties, and record documents.
- Architect of Record (AOR) – A licensed design professional by the Division of the State Architect in General Responsible Charge for the Project.
- As-Builts – Plans and specifications received from the contractor following Substantial Completion that document field changes, additions, or deletions to the work (as defined in the original Contract Documents) that occurred during construction and reflect existing field conditions upon completion of the work.
- Back Flow Preventer – A backflow preventer is a device designed to keep water inside fire-protection and other water-based systems on a property—ensuring it only travels in one direction: from the water main into the system’s pipes.
- Baseline Schedule – The planned schedule of a project used to measure and monitor the performance of a project.
- Beneficial Occupancy – A term that means that the District has assumed physical occupancy and use of all or some portions of the Work.
- Bidding Documents – All documents made available to bidders.
- California Building Code (CBC) – also known as Title 24 of the California Code of Regulations, is the official building code for the state of California. It sets the minimum standards for the design, construction, quality of materials, use and occupancy, location, and maintenance of all buildings and structures within the state.
- Change Order (CO) – A written instrument confirming a change or adjustment to the contract amount, milestones and/or contract time and/or an addition, deletion, or revision in the work.
- Change Order Proposal (COP) – A written instrument prepared and issued by the contractor, setting forth proposed adjustments to the contract amount, milestones, and/or contract time, and/or an addition, deletion, or revision in the work.
- Commissioning – A quality management process designed to ensure that buildings and building systems are installed, functionally tested, and capable of being operated and maintained in conformance with the Owner’s Design Intent and Project Requirements

- Commissioning Report – It includes comprehensive project documentation, energy performance analysis, test results, and systems and training manuals for operations and maintenance personnel.
- Construction Change Document (CCD) – The documentation of construction changes to the DSA-approved construction documents.
- Construction Directive (CD) – A written directive issued by the Owner Authorized Representative (OAR), on or after the effective date of the contract, directing the contractor to proceed regarding an issue of dispute, or requiring the contractor to take a specified action regarding the work, project, and/or contract.
- Contract Completion – When the owner determines all contract requirements of the contractor have been met or when the Administrative Closeout Period has expired, and a Notice of Contract Completion is issued by the owner to the contractor.
- Contract Amount – The dollar amount stated in the contract payable by the owner to the contractor. The contract amount may be increased or decreased only by a Change Order.
- Contract Documents – The Bid and Acceptance Form, Addenda, bid (including documentation accompanying the bid and any post bid documentation submitted after the Notice of Intent to Award) when attached as an exhibit to the Bid and Acceptance Form, the Notice to Proceed, the bonds, these General Conditions, the Supplementary Conditions, the Insurance Manual as further described in Article 5.1, the Safety Standards Manual, the Specifications and the Drawings, together with all Change Orders, Construction Directives, and architect written interpretations and clarifications issued pursuant to General Condition Article 9.4. of the Contract
- Contract Time – The duration in calendar days from the date in the Notice to Proceed to the contract completion, plus Change Order adjustments.
- Contractor – The person, firm, corporation, or entity with whom the owner has entered into the Contract.
- Day – Means a calendar day in every case.
- DCW- Domestic cold water.
- Defective – When preceding the term “work,” it references work deemed to be unacceptable, faulty, unsuitable, unsightly, or otherwise not in compliance with the Contract Documents, including any inspection, standard, test, submittal, and/or approvals required by the Contract Documents.
- Design-Bid-Build – A method of project delivery that involves the owner or agency contracting different entities for design and construction. Designers and builders are contracted separately, and project phases happen separately and sequentially.

- Department of Housing and Community Development (DOH) portables – Certain relocatable buildings with commercial coach insignia of approval from the Department of Housing and Community Development (DOH). They do not meet California Building Code (CBC) requirements for fabrication and should not be used as school buildings after September 30, 2015.
- Drawings – Pictorial or graphical portions of the Contract Documents, prepared by or on behalf of the architect, denoting the scope, design, extent, location, character, and dimensions of the work to be performed and may include plans, elevations, sections, details, schedules, and diagrams, etc.
- Division of the State Architect (DSA) – Provides design and construction oversight for K-12 schools, community colleges, and various other state-owned and leased facilities.
- End User – A person or other entity that consumes or makes use of the goods or services produced by businesses. In school construction, the school is the end user.
- Facilities Environmental Technical Unit (FETU) – It manages environmental project activities related to site investigations of existing LAUSD properties and new acquisitions such as performing preliminary environmental assessments, supplemental site investigations, developing remedial action work plans, and preparing removal action completion reports.
- Fair Cost Estimate (FCE) – A separate and independent estimate of the cost and time impact of the proposed Change Order prepared by the OAR, Project Estimator, or the Estimating Unit.
- General Conditions (GC) – All references to GC shall refer to Contract Documents Section 00 7000. This is the portion of the Contract in which the rights, responsibilities, and relationships of the parties involved are itemized.
- Inspector of Record (IOR) – The IOR is the same as the Project Inspector.
- Internet Protocol (IP) Convergence – Use of IP as the standard platform for transmitting all information such as voice and data. Music, video, TV, teleconferencing, etc.
- Non-Conformance Items List (NCIL) – A list generated by the Project Inspectors during construction prior to substantial completion to record all items that are not in conformance with the approved plans and specifications.
- Notice of Event (NOE) – Written notice provided by the contractor to the Owner Authorized Representative (OAR) if the contractor and/or its subcontractors encounter any issue, event, condition, circumstance, and/or cause of a perceived and/or actual delay, disruption, interference, hindrance, and/or acceleration to the work, or any portion thereof.

- Notice of Award – Notice by the owner advising the successful bidder that the owner has signed the contract.
- Notice to Proceed (NTP) – Written notice issued by the owner to the contractor establishing the date of commencement of the contract time and authorizing the contractor to proceed with the work.
- Owner – The Los Angeles Unified School District (LAUSD).
- Owner Authorized Representative (OAR) – The designated authorized representative of the owner who administers the Contract.
- Partial Use or Occupancy – Use or occupancy by the owner of a partially completed portion, part, space, or area of the work, prior to Substantial Completion of the work.
- Potholing – Utility potholing also called utility daylighting, hydro-excavation, or air-excavation is a technique which involves digging a series of non-intrusive, non-destructive test holes to gather as much information as possible about the layout of various utilities on a project site.
- Product Data – Contractor furnished literature, illustrations, standard schedules, performance charts, instructions, brochures, diagrams, catalog cuts, color charts, templates, installation and maintenance instructions, test data, agency or regulatory approvals, or other required product information furnished by the contractor relative to the work.
- Project – The public works approved by the owner’s governing board, and for which the work is being performed.
- Project Handover – Also known as Transfer of Project Responsibility, it is the formal process of transitioning of projects between staff and/or branches in FSD.
- Project Inspector – The person approved by the Division of the State Architect (DSA) and employed by the owner in accordance with the requirements of Title 24 of the California Code of Regulations, also known as the California Building Standards Code. The Project Inspector performs continuous inspection of contract school construction for compliance with plans, specifications, and contract documents.
- Project Manager – The overseer of the project from conception through construction and completion of the project, who ensures the project meets design and is completed on time and within budget.
- Punch List – A list of minor corrective items, which does not include uncompleted work.
- Request for Clarification (RFC) – A written instrument prepared by the contractor and issued to the architect and the OAR requesting clarification of the contract documents.

- Request for Proposal (RFP) – A written instrument issued by the OAR directing contractor submission of a written estimate detailing the proposed changes to the contract amount, milestones, and/or contract time in response to the proposed work contained therein.
- Retention – The monies withheld from a Contractor's progress payments to assure the timely and satisfactory completion of the Contract Work. Per Public Contract Code, the amount of retention can never be less than 5% of the most current approved Contract value.
- School Design Guidelines - LAUSD's set of guidelines that incorporate the District's principles and goals for the design of a school and comply with the California Department of Education (CDE) statewide standards. This set of guidelines includes the District's School Design Guide, Educational Specifications, Guide Specifications, Standard Technical Drawings and Space Program.
- Scope of Work (SOW) – Description of the work to be performed.
- Standard Technical Drawings - Construction detail drawings that provide District-wide consistent operational and safety standards.
- Shop Drawings – Contractor furnished original drawings such as illustrations, diagrams, schedules, fabrications, erection, coordination, layout, setting, details, standards, performance charts or curves, installation, routing, iso-metrics, wiring, control, piping, or other required shop drawings necessary for the execution of the Work.
- Specifications – Those portions of the Contract Documents consisting of the written technical and/or administrative descriptions of materials, equipment, systems, codes, regulations, procedures, standards, workmanship, services, facilities, supplies, instructions, transportation, quality, etc., as applied to the work.
- Subcontractor – The person, firm, corporation, or entity executing a direct contract with the contractor or with any subcontractor for the performance of a portion of the work.
- Submittal – Shop drawings, product data, samples, detailed designs, exemplars, fabrication and installation drawings, lists, graphs, operating instructions and other required documents or Substantiation Requirements to be submitted by the Design-Builder under the Contract Documents for review by District, District's Authorized Representative or a District Consultant.
- Substantial Completion – The stage in the progress of the work when all requirements of the contract are completed, except Punch List items, final warranties and guaranties, and record documents submittals.
- Superintendent – The superintendent is an individual responsible for supervising all field activities related to actual construction. The superintendent's job is to run the day-to-day operations on the construction site and control short-term schedules.

- Transition Task Team (TTT) – TTT is part of LAUSD’s Maintenance and Operations and oversees the construction process from design to closeout with a particular focus on commissioning direction, evaluation of design drawings, construction compliance with District specifications and design standards, and provision for ongoing site operations.
- Withholds – Monies retained from Contractor payment pending resolution of an issue. District withholds monies for incomplete contractual requirements (Punch List) and various statutory obligations regarding payments of subcontractors (Stop Notices) and Contractor workers (Labor Compliance).
- Work – All of the terms and conditions set forth in the Contract Documents, including the various separately identifiable parts thereof to be furnished thereunder. The work must include, without limitation, all labor, materials, apparatus, supplies, services, facilities, utilities, transportation, manuals, warranties, training, and the like, necessary for the contractor to faithfully perform and complete all obligations under the contract.
- Zone of Influence (ZOI) – The area around a construction activity or structural element that is potentially affected by its presence, movement, or load. This concept is critical for assessing safety, stability, and environmental impacts during planning and execution.

ATTACHMENT B

Response to Draft Report from Pinner Construction Co., Inc.



April 21, 2025

Jung Beum (JB) Kim, MSCM, CIGE - Facilities Project Manager II
Office of the Inspector General - Los Angeles Unified School District
333 South Beaudry Avenue 12th Floor
Los Angeles, CA 90017
Phone: (213) 241-7772
Email: jungbeum.kim@lausd.net

Subject: RE: LAUSD OIG Draft Technical Evaluation of Pinner Construction Co., Inc., and the Plumbing Utilities Upgrades Project at Taft Charter High School

Hello Jung,

Complying with your request, please consider the following responses regarding the recommendations listed in your email.

- **Recommendation for Finding No. 2 – Change Order Questioned Costs.**

1. We recommend that Pinner credit the LAUSD appropriately for Change Order T-518.

- **Pinner's Response** – Pinner Construction does not intend to issue a credit to the District for Change Order T-518, which was approved by LAUSD as a valid and legitimate change.

Given the OIG's review of change orders, we would like to inquire whether this presents an appropriate opportunity to reconcile the outstanding claim related to the accelerated schedule work performed by our subcontractor, Kincaid Industries. This \$764,000 claim has been under LAUSD review for two years without resolution.

Additionally, we would like to confirm whether this is the proper forum to address and resolve the outstanding payment application in the amount of \$296,938.62, as well as the unpaid retention of \$7,500, both of which have remained unpaid since the project's completion.

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We appreciate your guidance on the appropriate next steps to ensure resolution of these long-standing matters.

- **Recommendation for Finding No. 3 – Project Coordination Issues for Excavation Near Existing Buildings Caused Delays.**

1. We recommend that Pinner review the inadequate excavation procedures and implement changes to prevent similar issues in the future. These might include additional training, better planning and coordination, and stringent oversight.

- **Pinner's Response** – Pinner Construction understands the concern expressed by the OIG in the Technical Evaluation Draft and in CCD 009. However, the trench in question was not at the Gym Building but rather North of Building M. Also, the wall in question was not part of the building proper structure but was the CMU wall of an exterior stair system. Regardless, thank you for your observations, Pinner will continue to enhance our coordination and management plan (pre-task planning, planning review, and stringent installation oversight) to minimize similar issues on future projects.

Finally, Pinner takes exception with draft technical evaluations scoring documented on Page 15 stating:

"Pinner scored 157 of 250 maximum points. Most of the evaluation metrics reviewed by FSD's responsible personnel indicated that Pinner met or exceeded expectations. Except for the issues described in Finding No. 2 above regarding excavation issues next to building structures, the OIG agrees that Pinner's overall performance as satisfactory and they helped address numerous challenges encountered during the construction of a complex utility project performed in different phases."

- These positive comments do not align with a score of 157 out of 250. Please re-evaluate the scoring.

Thanks for the opportunity to address our concerns.

Respectfully,



Dirk Griffin
CEO – Pinner Construction

ATTACHMENT C
Response to Draft Report
from LAUSD Facilities Services Division.



LOS ANGELES UNIFIED SCHOOL DISTRICT
Facilities Services Division

DATE: April 18, 2025

TO: Amy Long, Assistant Inspector General
Office of the Inspector General

Jung Beum (JB) Kim, MSCM, CIGE, Facilities Project Manager II
Office of the Inspector General

FROM: Krisztina Tokes, Chief Facilities Executive **Krisztina Tokes**
Facilities Services Division

Digitally signed by Krisztina Tokes
DN: cn=Krisztina Tokes, o=Los Angeles Unified
School District, ou=Chief Facilities Executive,
email=krisztina.tokes@lausd.net, c=US
Date: 2025.04.18 21:04:10 -0700

SUBJECT: Technical Evaluation of Pinner Construction Co., Inc. and the Plumbing Utilities
Upgrades Project at Taft Charter High School (Contract No. 4400009197)

Please find below Facilities Services Division's (FSD) response to recommendations provided in the Office of the Inspector General's (OIG) Draft Report of Pinner Construction Co., Inc. and the Plumbing Utilities Upgrades Project at Taft Charter High School (Contract No. 4400009197).

Objective 1: Evaluate whether Pinner completed the contracted work on time and complied with the scheduling requirements of the project.

Observation No. 1 - The Project was Not Completed by the Original Substantial Completion Date.

Although Substantial Completion was originally scheduled for July 12, 2022, it was not achieved until July 17, 2023, resulting in a delay of 370 days. The project delay was caused by design deficiencies, added scope of work, lack of coordination in portions of the work, and issues with the existing fire alarm system.

Recommendation for Observation No. 1

OIG recommends that FSD thoroughly test all aging fire alarm panel devices to ensure operability and compatibility with any new work involving fire protection systems and/or fire water systems on new comprehensive modernization projects.

Facilities Response to Recommendation for Observation No. 1:

- i. Response: FSD AM concurs with the OIG's findings.

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Los Angeles Unified School District - Facilities Services Division
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Telephone (213) 241-4811 • Fax (213) 241-8384

- ii. **Action:** During the pre-schematic stage of the project, the assigned team evaluates the existing fire alarm and provides notice to Fire Life and Safety Testing Group if there are trouble calls or gives consideration for replacement.
- iii. **Target:** Ongoing for current projects.

Objective 2: Evaluate whether the project was completed within budget or if change orders were issued.

Finding No. 1 – The Project Experienced a Cost Increase of 25.50% Through Change Orders.

The overall project budget was \$20,050,372. The contract amount for the project's construction was \$12,139,000. Change orders substantially increased the project cost by \$3,095,325.23, or 25.50% of the contract amount. Most of the change orders were due to unforeseen conditions and design deficiencies or errors and omissions in the construction documents.

Recommendations for Finding No. 1

OIG recommends that:

- 1. FSD analyze and evaluate the data for change orders on projects that exceed the contingency thresholds to determine the nature and origin of the majority of such change orders with the largest monetary impact. Such evaluation should establish measures to prevent the same type of occurrences in future projects. Special attention should be paid to the nature of change orders due to errors and omissions.
- 2. FSD mitigate the risk of change orders due to errors and omissions and unforeseen conditions by implementing an action plan such as a Lessons Learned program to share the challenges encountered on change orders on construction projects.

Facilities Response to Recommendation for Finding No. 1.1:

- i. **Response:** FSD AM concurs with the OIG's findings.
- ii. **Action:** FSD AM can look at change order data after a project is completed to evaluate how measures can be implemented to avoid future change orders that exceed contingency thresholds.
- iii. **Target:** Q4 2026

Facilities Response to Recommendation for Finding No. 1.2:

- i. **Response:** FSD AM concurs with the OIG's findings.
- ii. **Action:** FSD AM conducts lessons learned presentations during some of its all-hands meetings and takes staff to sites for a review of lessons learned.
- iii. **Target:** Q2 2026

Page 2 of 9

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Finding No. 2 – Change Order Questioned Costs.

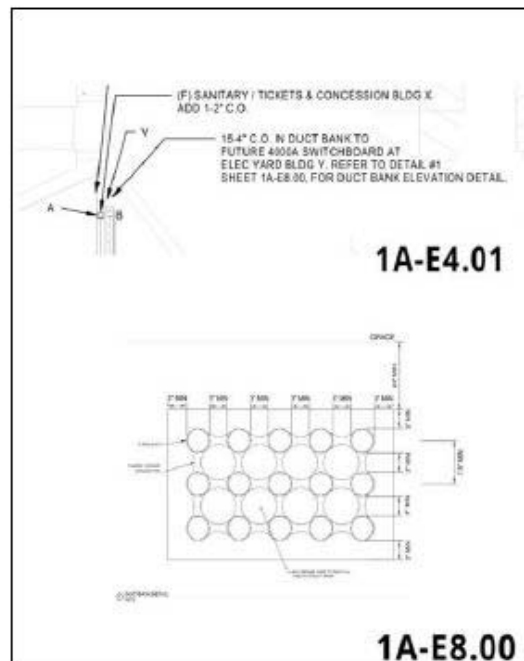
The OIG identified CO T-518 as a questioned cost because payment was issued for a required ground wire item that was included in the construction documents.

Recommendations for Finding No. 2

OIG recommends that Pinner credit the LAUSD appropriately for Change Order T-518.

Facilities Response to Recommendation for Finding No. 2:

- i. **Response:** FSD PEX does not agree that the contract drawings included the ground wires for all duct banks. The note that it referenced on sheet 1A-E4.01 is called out for the duct bank from temporary MSA to the 4000A switchboard at the electrical yard. This detail is not referenced at any other duct bank on the drawings nor is it called to be typical. The change order that was given to the contractor was exclusively for the remainder of the duct banks that were not referenced.



- ii. **Action:** None

- iii. **Target:** Complete

Objective 3: Evaluate whether Pinner completed the project scope of work according to the contract documents comprised of the Division of the State Architect (DSA) approved drawings, specifications, and directives.

Observation No. 2 – The Scope of Work Was Completed.

All the work was completed and the project achieved DSA certification on August 9, 2024.

Recommendation for Observation No. 2

OIG recommends that FSD continue monitoring and testing the irrigation system for any design or installation problems within the warranty period for the work.

Facilities Response to Recommendation for Observation No. 2:

- i. **Response:** FSD PEX concurs with OIG findings.
- ii. **Action:** FSD PEX is satisfied that the irrigation system is installed per plans and functioning properly. We monitored and tested the irrigation system for any design or installation problems over the one-year warranty period. We had a data logger installed at individual backflow preventers to log water pressure levels over the course of two weeks per each backflow. We also invited the manufacturer to inspect the installation of the football fields' booster system which was found to be functioning properly.
- iii. **Target:** Completed

Objective 4: Evaluate Pinner's performance for job supervision, management of subcontractors, and health and safety requirements.

Observation No. 3 – Pinner's Overall Performance Was Satisfactory.

The Contractor Performance Evaluation comments from FSD's responsible personnel indicated that Pinner generally met or exceeded expectations on the project's construction. The OIG also determined that Pinner helped address numerous challenges encountered during the construction of this complex project.

Finding No. 3 – Project Coordination Issues for Excavation Near Existing Buildings Caused Delays.

There were several coordination issues with an excavation performed by the Contractor under one of the exterior wall footings of Building M. The delay in addressing these issues cost the LAUSD an additional \$115,500 for project compensable delay. The work in this area was not adequately coordinated by the design team. The processing of the final construction directive from FSD also contributed to the delay.

Recommendations for Finding No. 3

OIG recommends that:

1. Pinner review the inadequate excavation procedures and implement changes to prevent similar issues in the future. These might include additional training, better planning and coordination, and stringent oversight.
2. The FSD AM branch improve the coordination of the work of the commissioned architecture and engineering teams on underground utilities in relation to their immediate project site context.
3. The FSD PEX branch review the process that delayed the approval of CD 162 to simplify, improve, and speed up the approval process of directives that impact the project's schedule and cost.

Facilities Response to Recommendations of Finding No. 3.1:

- i. **Response:** FSD PEX concurs with OIG's recommendation.
- ii. **Action:** FSD PEX will share OIG recommendations with Pinner.
- iii. **Target:** Q2 2025

Facilities Response to Recommendations of Finding No. 3.2:

- i. **Response:** FSD AM concurs with OIG's recommendation.
- ii. **Action:** FSD AM will do additional potholing and ground penetrating radar to try to discover more underground unseen conditions.
- iii. **Target:** Ongoing for projects.

Facilities Response to Recommendations of Finding No. 3.3:

- i. **Response:** CD 162 approval took longer due to the technical complexity of addressing undermining of the existing structural foundation that took additional review by the geotechnical engineer in coordination with inspections.
- ii. **Action:** Reviewed CD 162.
- iii. **Target:** Complete

Objective 5: Evaluate whether the LAUSD's project staff and consultants complied with the policies, procedures, and requirements of the District.

Observation No. 4 – Site Groundwater Intrusion Impacted the Work.

Subsurface water intrusion affected the work on the Taft HS campus site. These water intrusion

issues in the project site were already identified in 2007 and could potentially affect the structural integrity, health and safety, and the maintenance and operations of portions of the school.

Recommendations for Observation No. 4

We recommend that FSD plan for the long-term mitigation of the water intrusion issues on the Taft HS campus site, per recommendations from the commissioned geotechnical engineering and a civil engineering design team with specific experience on similar issues.

Facilities Response to Recommendation for Observation No. 4:

- i. **Response:** FSD Asset Management concurs with OIG's recommendation.
- ii. **Action:** We have commissioned the geotechnical and civil engineers on the project to identify and create solutions to mitigate the water intrusion issues on the campus site.
- iii. **Target:** Q4 2028

Finding No. 4 – Deficiencies in Planning and Design Quality Control.

The OIG also found several deficiencies in the planning and design management of the project. There were many change orders for errors and omissions and design deficiencies in the construction documents whose cost increase could have been mitigated.

Recommendations for Finding No. 4

We recommend that:

- 1. FSD AM branch implement a Lessons Learned program to evaluate the planning and design deficiencies on this project to be shared with all branch personnel and facilitate the management of future projects.
- 2. FSD AM branch review and share the major deficiencies in the planning and design of the project with the commissioned architecture and engineering teams involved in the project to prevent the repetition of mistakes on future projects with the LAUSD.
- 3. FSD include the change order rate for errors and omissions or design deficiencies in the performance evaluation metrics for architecture and engineering teams and originate updated periodic reports for a more rigorous evaluation of the qualifications of those teams on future selection processes.
- 4. FSD provide clear coordinated project requirements for the enclosure of plumbing equipment devices, such as backflow preventers, in the School Design guidelines and Standard Technical Drawings.

Facilities Response to Recommendation for Finding No. 4.1:

- i. **Response:** FSD AM concurs with OIG's recommendation.
- ii. **Action:** FSD AM conducts lessons learned presentations during some of its all-hands meetings and takes staff to sites for a review of lessons learned. FSD to develop a comprehensive 'lessons learned' process.
- iii. **Target:** Q2 2027

Facilities Response to Recommendation for Finding No. 4.2:

- i. **Response:** FSD AM concurs with OIG's recommendation.
- ii. **Action:** FSD AM will share major deficiencies with the Architecture and Engineering team.
- iii. **Target:** Q4 2025

Facilities Response to Recommendation for Finding No. 4.3:

- i. **Response:** FSD AM concurs with OIG's recommendation.
- ii. **Action:** FSD AM currently has a performance evaluation that is utilized at regular intervals.
- iii. **Target:** Ongoing for current projects

Facilities Response to Recommendation for Finding No. 4.4:

- i. **Response:** FSD AM concurs with OIG's recommendation.
- ii. **Action:** Project requirements for the enclosure of plumbing equipment devices, such as backflow preventers, in the School Design guidelines and Standard Technical Drawings already exist.
- iii. **Target:** Complete

Finding No. 5 – Site Survey and Site Utilities Investigation Issues.

OIG found that a considerable number of change orders for unforeseen conditions increased the project's cost. Most of these issues were caused by the lack of adequate planning and coordination of site surveys and site utilities during the project's initial planning phases.

Recommendations for Finding No. 5

OIG recommends that:

1. The FSD AM branch implement a Lessons Learned program to evaluate the design deficiencies and conflicts on this project to be shared with all branch personnel and facilitate the management of future projects. Both AM and PEX branches should communicate, review, and document the issues that affected this project to prevent the occurrence of similar problems in future projects.
2. The FSD AM branch review and share the major deficiencies in the identification of site utilities with the commissioned architecture, engineering, and land survey teams, involved in the project to prevent the repetition of mistakes on future projects with the LAUSD.
3. FSD include the change order rate for unforeseen conditions in the performance evaluation metrics for land survey teams and originate updated periodic reports for a more rigorous evaluation of the qualifications of those teams on future selection processes.

Facilities Response to Recommendation for Finding No. 5.1:

- i. **Response:** FSD AM concurs with OIG's recommendation.
- ii. **Action:** FSD AM conducts lessons learned presentations during some of its all-hands meetings and takes staff to sites for a review of lessons learned. FSD to develop a comprehensive 'lessons learned' process.
- iii. **Target:** Ongoing

Facilities Response to Recommendation for Finding No. 5.2:

- i. **Response:** FSD AM concurs with OIG's recommendation.
- ii. **Action:** FSD AM will share major deficiencies with the Architect, Engineering and Land Survey team.
- iii. **Target:** Q4 2025

Facilities Response to Recommendation for Finding No. 5.3:

- i. **Response:** FSD AM concurs with OIG's recommendation.
- ii. **Action:** FSD M&O currently has a performance evaluation that is utilized at regular intervals.
- iii. **Target:** Complete

Finding No. 6 – A Necessary Facilities Environmental Technical Unit (FETU) Report was not Included in Bidding Documents.

In terms of FSD's internal coordination of the project, PEX did not include a necessary FETU report in the bidding documents. Such reports typically contained directives regarding the abatement of hazardous asphalt material. This omission resulted in a change order for \$92,780.

Recommendations for Finding No. 6

OIG recommends that:

- 1. PEX obtain verification and sign-off from upper management that the pertinent documentation is included in the Bid Documents after the issue of the FETU reports.
- 2. FSD review why the FETU reports were not included in the bidding documentation and provide safeguard measures to prevent the recurrence of this issue.

Facilities Response to Recommendation for Finding No. 6.1 & 6.2:

- i. **Response:** FSD PEX concurs as follows.
- ii. **Action:** FSD PEX will send a written reminder to staff to include required FETU documents as part of their bid documents.
- iii. **Target:** Q2 2025

C: Sue Stengel
Alix O'Brien
Ed Cadena
Steve Boehm
Issam Dahdul
Roland Mueller
Jorge Ballard
Chris Alejo
Rachel Chua

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The Board approved the Whistleblower Protection Policy on February 12, 2002. This policy protects LAUSD employees who make allegations of improper governmental activity from retaliation or reprisal. To assure the reporting of any activity that threatens the efficient administration of the LAUSD, reports that disclose improper governmental activities shall be kept confidential.

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