

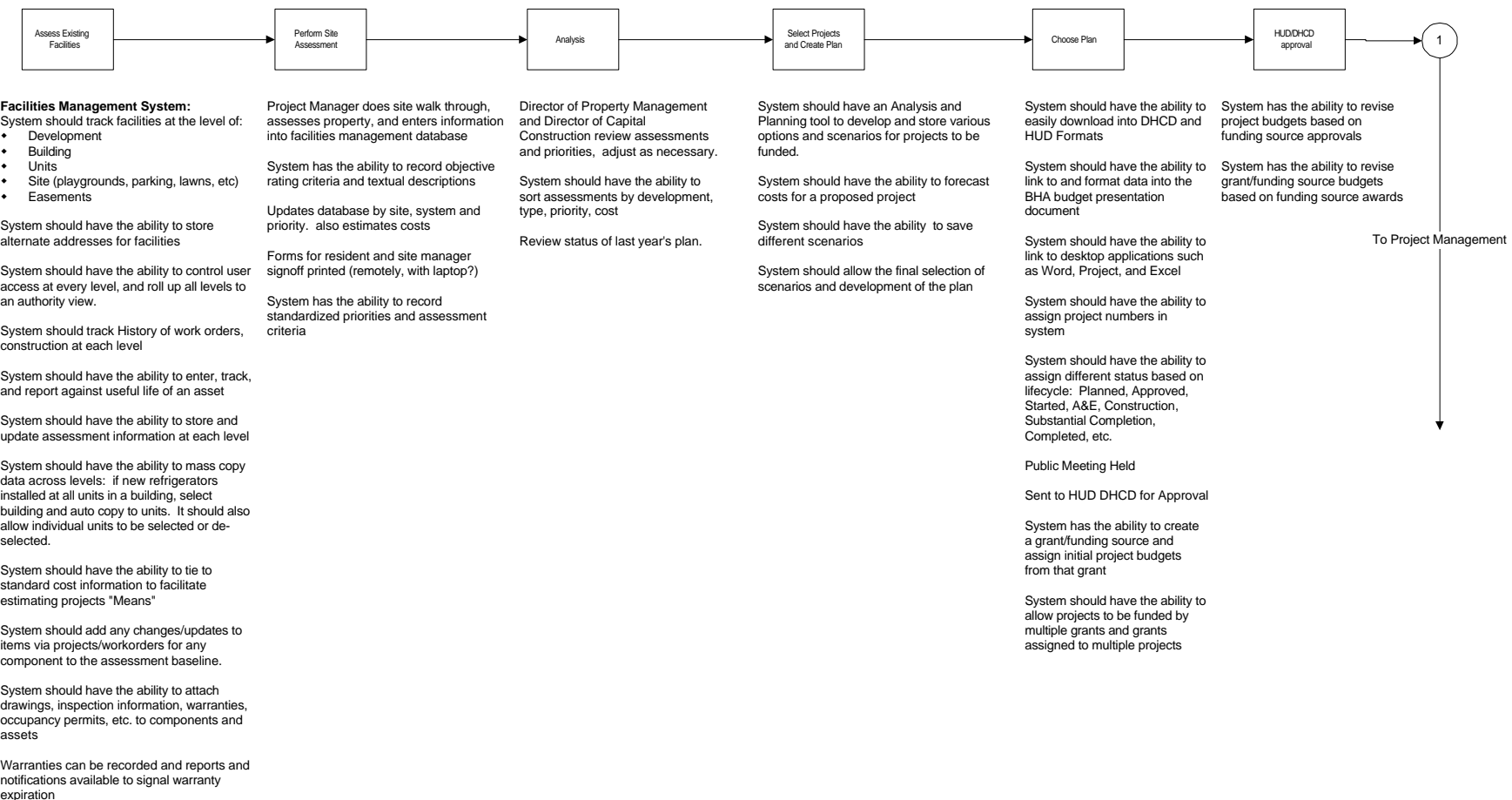
Capital Construction:

Overview – Capital’s Needs Assessment

The Needs Assessment of the Authority's 67 family and elderly/disabled properties is an extremely critical component in the capital improvement process. The assessment is an annual survey by 9 – 12 Project Managers (PMs), site staff, and the site's task force representatives to determine existing conditions and to prioritize needs within approximately 25 pre-established categories. From this survey and the review of the previous year's plan, the Capital Construction and Operations Departments then determine the capital improvement projects on a site-by-site basis, with an authority-wide overview, for the next five (5) years.

Future Workflow Process Maps:

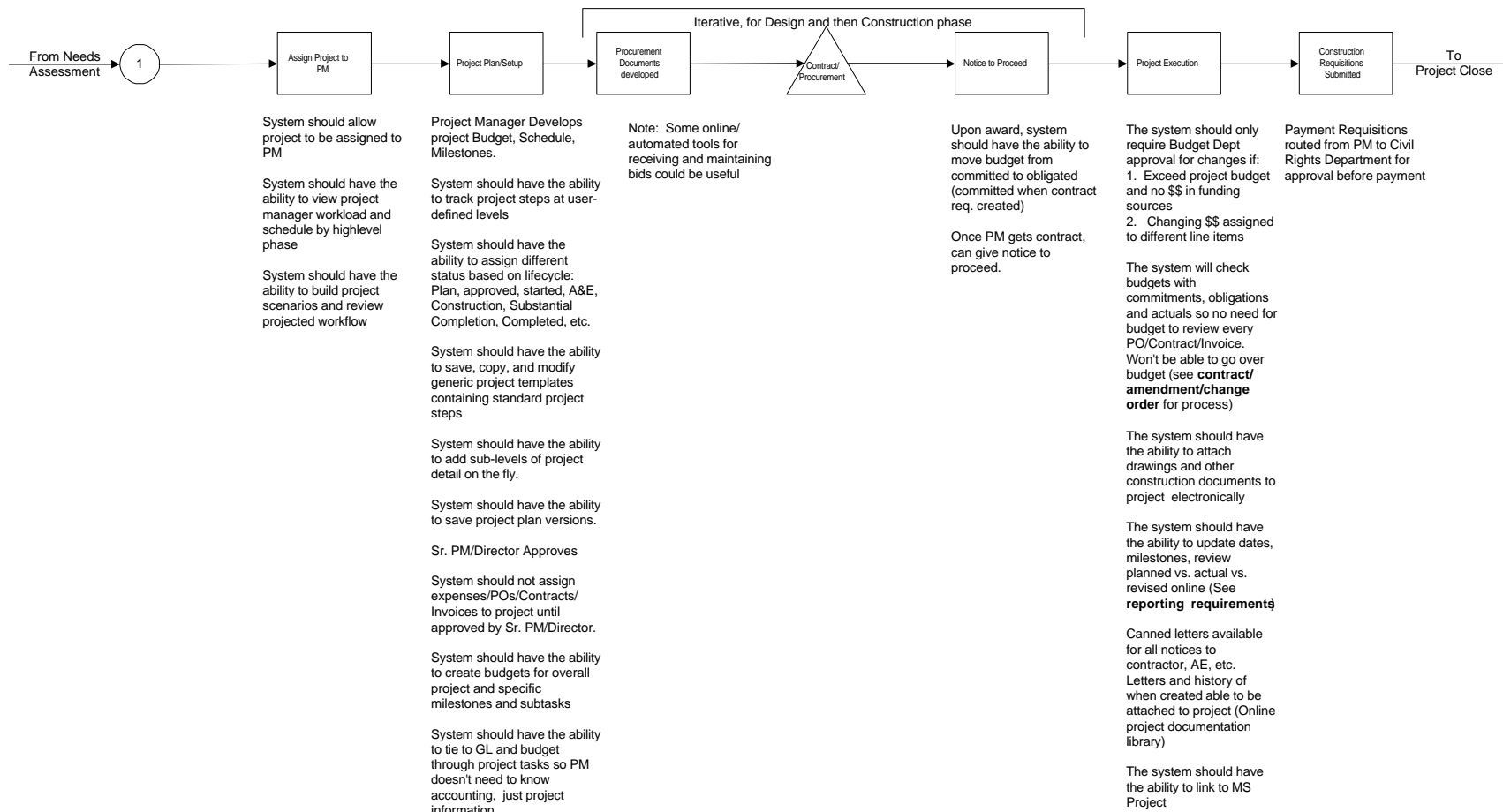
Needs Assessment



Overview – Project Management

Management of the capital improvement projects involves many tasks and responsibilities. On average, a PM will be assigned from 7 – 10 concurrent capital projects. PMs are responsible for the procurement of design services for an individual project. A consultant, under the direction of the PM, will design the project and develop documents for the public bidding of the construction contract. After the contract has been awarded, both the PM and the consultant closely observe and administer the construction through substantial completion (defined in Project Close-out) and project close-out.

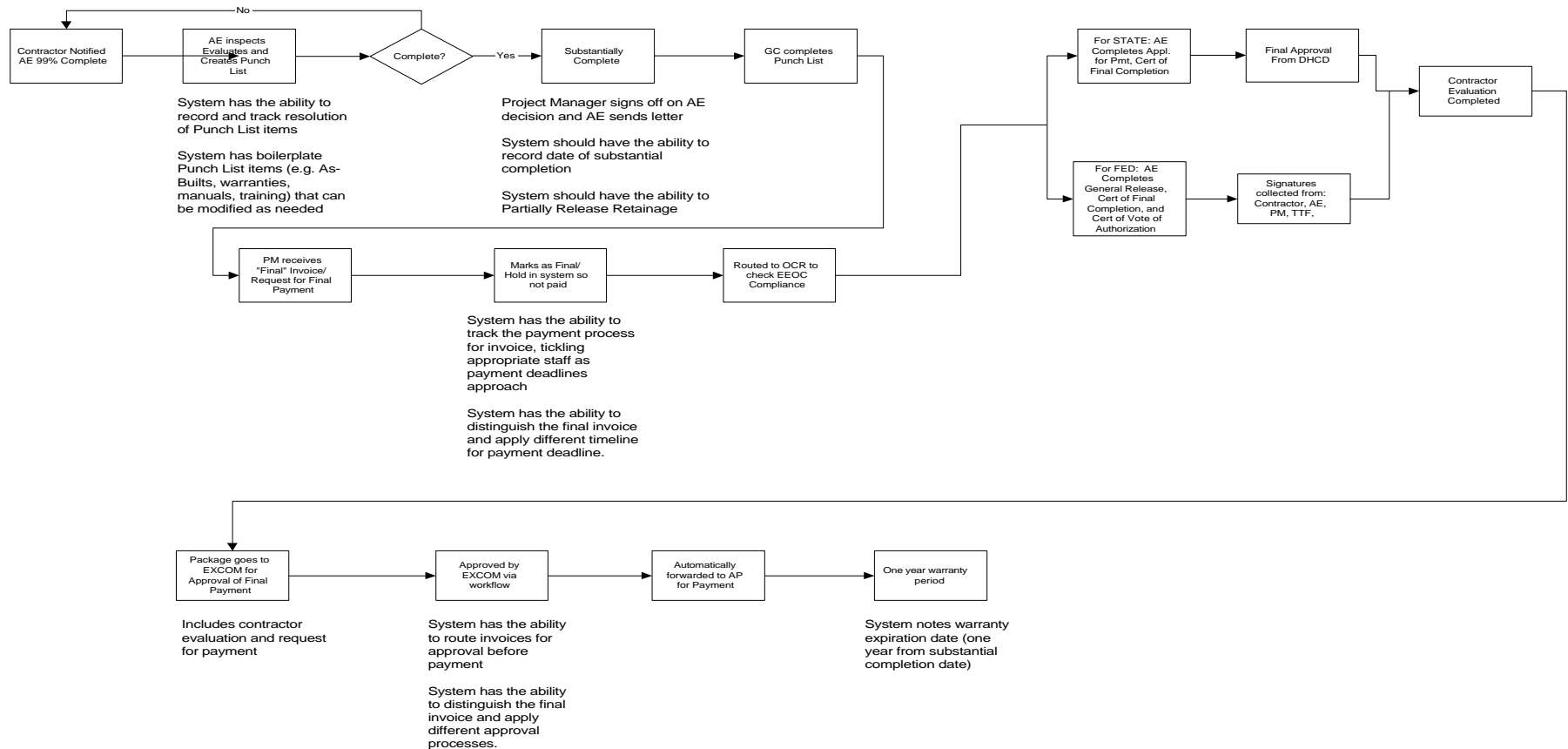
Project Management



Overview – Project Close-out

Once the contractor has completed 99% of the value of the project (substantial completion), the parties can proceed with closing the project. The consultant will inspect the work and create a punch list noting the items requiring further work. Once the items on the punch list have been corrected and the contractor submits the project-related materials (as-builts drawings, warranties, operating manuals, etc.), the PM can proceed with close-out. Close-out also includes the evaluation of the contractor, release of the retainage, and approval of the Executive Committee package for final payment to the contractor. Final payment for the A/E consultant is submitted immediately following final payment of the contractor.

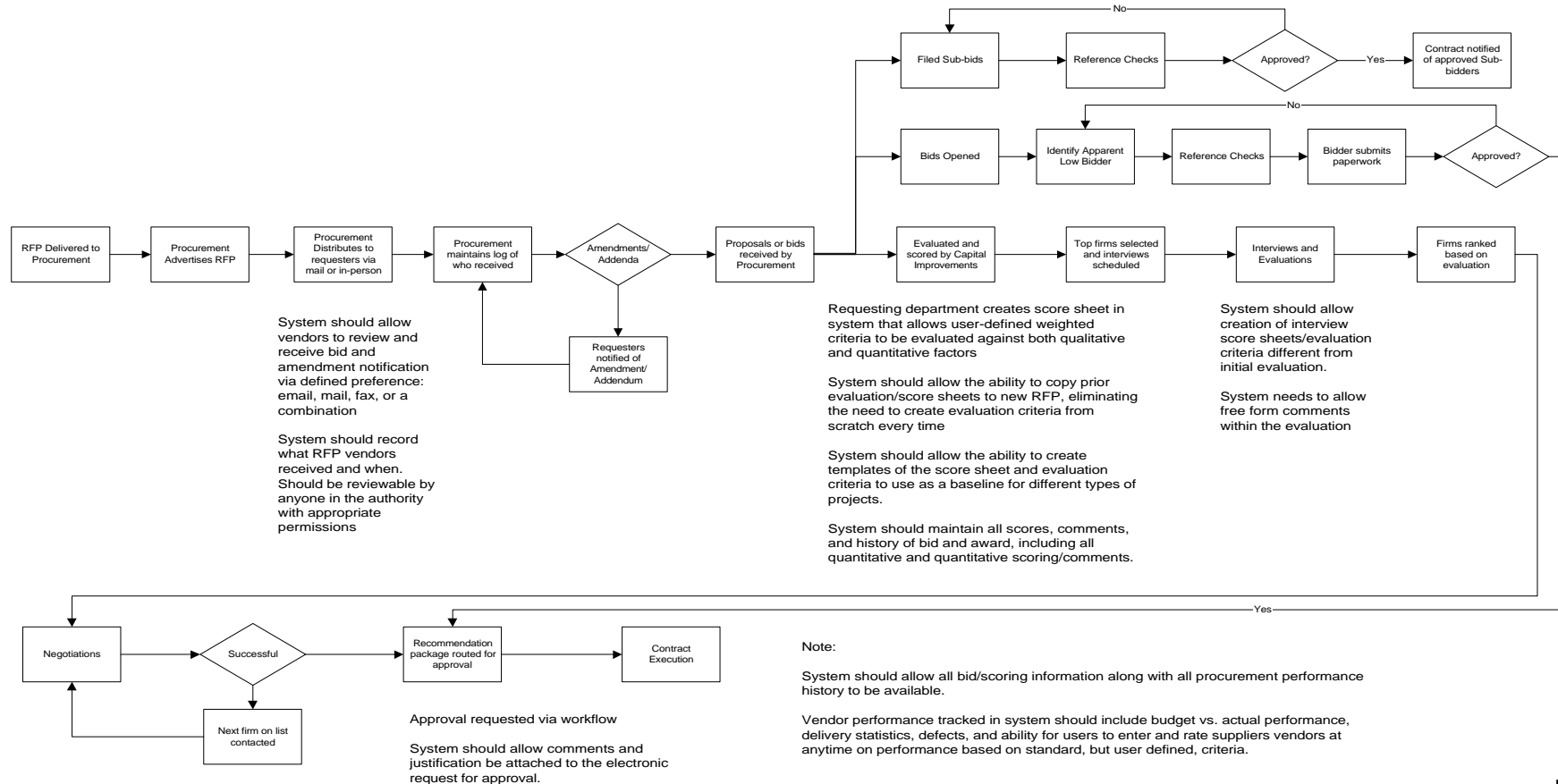
Project Close



Overview – Public Procurement of A/E Consultants

The procurement of design services begins after the needs assessment has been performed and a project scope and budget established. The PM writes a Request for Proposals (RFP) and submits it to their supervisor for approval. Once approved, the RFP is delivered to Procurement for advertisement. After the proposals are received by Procurement, the BHA evaluates them and ranks the firms; a short-list of firms is created and interviews are arranged. The PM organizes a Designer Selection Committee that evaluates the firms based on the criteria specified in the RFP, references, the fee, and the interviews of the short-listed firms. A firm is selected and negotiations concerning their fee and understanding of the project’s scope take place. If the negotiations are successful, the BHA proceeds with securing a contract. If unsuccessful, the PM begins negotiations with the second-ranked firm and repeats the process until an agreement is reached.

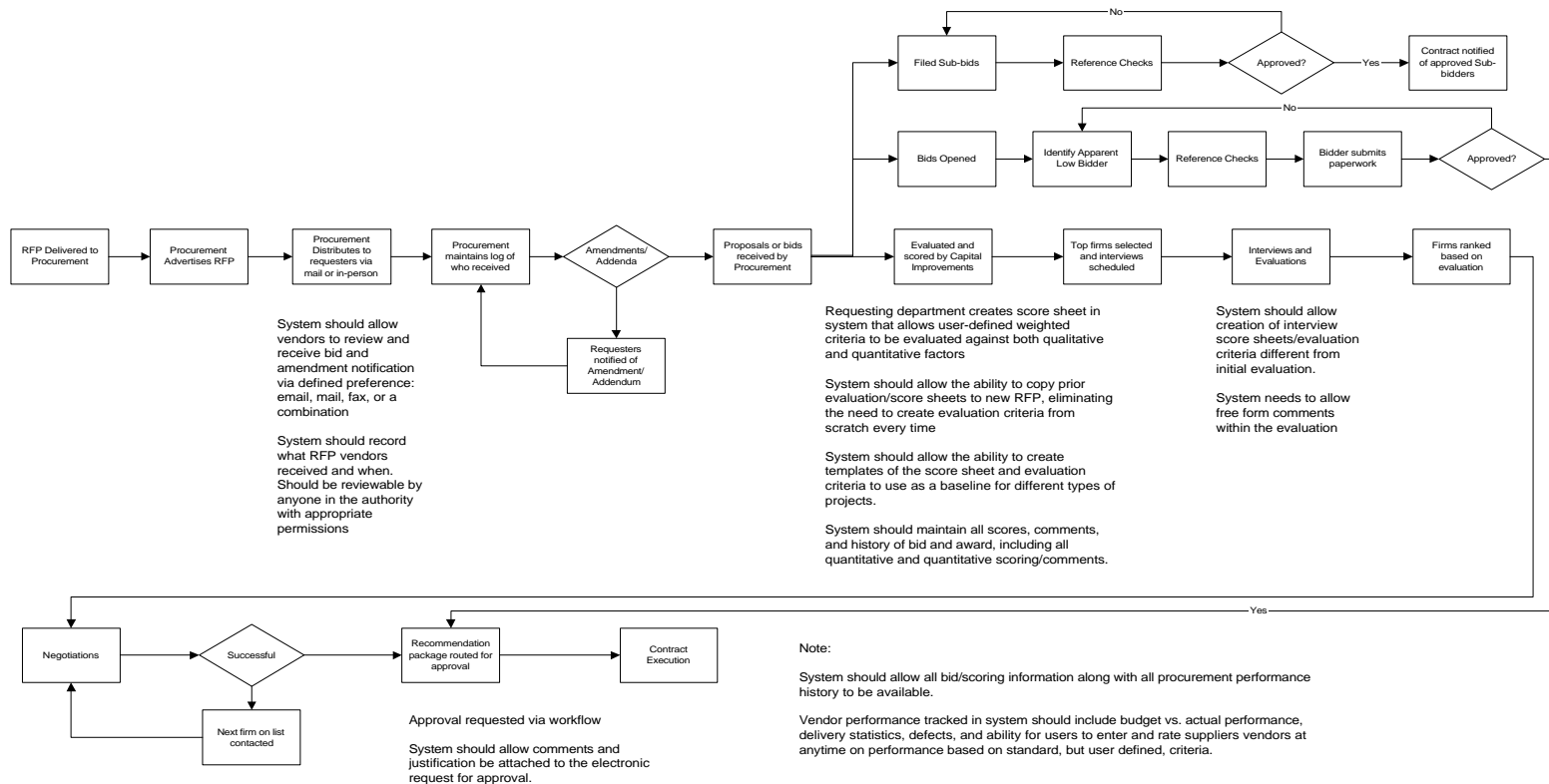
RFP Evaluation (A&E Contracts)



Overview – Public Procurement of Construction Contractors

The procurement of construction services begins after the BHA's consultants have submitted a complete and approved set of construction bid documents. The PM then submits the construction bid documents to Procurement for advertisement. After the bids (Sub and General) are received and an eligible low-bidder is determined by Procurement, the consultant proceeds with the reference checks. If positive, the PM proceeds with securing the required documents for the approval of the contract. If not positive, the low-bidder is disqualified and the process is repeated with the next low-bidder. Once the contractor has been determined and a contract approved, the BHA arranges a meeting with all the parties to officially start the project.

RFP Evaluation (A&E Contracts)



No.	Process	Requirement Description	P*	Comments
1.	Facilities Management System:	System should track facilities at the level of: <ul style="list-style-type: none"> • Development • Building • Units • Site (playgrounds, parking, lawns, etc) • Easements 	1	
2.	Facilities Management System:	System should have the ability to store alternate addresses for facilities	2	
3.	Facilities Management System:	System should have the ability to control user access at every level	2	
4.	Facilities Management System:	Roll up all levels to an authority view	1	
5.	Facilities Management System:	System should track History of work orders at each level	2	
6.	Facilities Management System:	System should track History of construction at each level	1	
7.	Facilities Management System:	System should have the ability to enter, track, and report against useful life of an asset	1	
8.	Facilities Management System:	System should have the ability to store and update assessment information at each level	1	
9.	Facilities Management System:	System should have the ability to mass copy data across levels: if new refrigerators installed at all units in a building, select building and auto copy to units. It should also allow individual units to be selected or de-selected.	2	
10.	Facilities Management System:	System should have the ability to tie to standard cost information (e.g. "Means"), to facilitate estimating projects.	1	
11.	Facilities Management System:	System should add items via projects / workorders for any component to the assessment baseline.	1	
12.	Facilities Management System:	System should have the ability to attach drawings, inspection information, warranties, occupancy permits, etc. to components and assets	1	
13.	Facilities Management System:	Warranties can be recorded and notifications available to signal warranty expiration	2	

Legend:

P*riority	1 = Mandatory	2 = Important	3 = Nice to Have
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No.	Process	Requirement Description	P*	Comments
14.	Site Assessments:	System has the ability to record objective rating criteria and textual descriptions	1	
15.	Site Assessments:	Updates database by site, system and priority. also estimates costs	1	
16.	Site Assessments:	Forms for resident and site manager signoff printed (remotely, with laptop?)	3	
17.	Site Assessments:	System has the ability to sort by standardized priorities and assessment criteria	2	
18.	Needs Analysis:	Director of Property Management and Director of Capital Construction review assessments and priorities, adjust as necessary.	1	
19.	Needs Analysis:	System should have the ability to sort assessments by development, type, priority, cost	1	
20.	Needs Analysis:	Review status of last year's plan and updates.	1	
21.	Planning Options:	System should have an Analysis and Planning tool to develop and store various options and scenarios for projects to be funded.	1	
22.	Planning Options:	System should have the ability to forecast costs for a proposed project	1	
23.	Planning Options:	System should have the ability to save different scenarios	1	
24.	Plan Selection:	System should have the ability to easily download into DHCD and HUD Formats	1	
25.	Plan Selection:	System should have the ability to link to and format data into the BHA budget presentation document	1	
26.	Plan Selection:	System should have the ability to link to desktop applications such as Word, Project, Excel	1	
27.	Plan Selection:	System should have the ability to assign project numbers on plan approval, manually or in automatic sequence	1	
28.	Plan Selection:	System should have the ability to assign different status based on lifecycle: Planning, Approved, Start Date, A&E, Construction, Substantial Completion, Completion	1	

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29.	Grant Assignment:	System should have the ability to create a grant/funding source and assign initial project budgets from the grant (before grant is approved/funded)	1	
30.	Grant Assignment:	System should have the ability to allow projects to be funded by multiple grants and grants assigned to multiple projects	1	
31.	Grant Assignment:	System should have the ability to revise project budgets based on funding approvals	2	
32.	Grant Assignment:	System should have the ability to revise grant/funding source budgets based on funding source awards	2	
33.	Project Planning:	System should allow project to be assigned to project manager	1	
34.	Project Planning:	System should have the ability to view project manager workload and schedule by high level phase	1	
35.	Project Planning:	System should have the ability to build project scenarios, including Budget, Schedule, Milestones, and to review projected workflow	1	
36.	Project Planning:	System should have the ability to track project steps at user-defined levels	1	
37.	Project Planning:	System should have the ability to assign different status based on lifecycle: Planning, Approved, Start Date, A&E, Construction, Substantial Completion, Completed, etc.	1	
38.	Project Planning:	System should have the ability to save, copy, and modify generic project templates containing standard project steps	1	
39.	Project Planning:	System should have the ability to add sub-levels of project detail on the fly.	3	
40.	Project Planning:	System should have the ability to save plan revisions.	1	
41.	Project Budgeting:	System should not assign expenses/POs/Contracts/Invoices to project until its status is "Started".	2	
42.	Project Budgeting:	System should have the ability to create budgets for overall project and specific milestones and subtasks	1	

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43.	Project Budgeting:	System should have the ability to tie to GL and budget through project tasks. Project Managers should not need to know accounting, just project information.	1	
44.	Project Budgeting:	Upon award, system should have the ability to move dollar amounts from committed to obligated (committed when contract req. created)	1	
45.	Project Budgeting:	The system should only require Budget Dept approval for changes if: <ul style="list-style-type: none"> ♦ Exceed project budget and no \$\$ in funding sources ♦ Changing \$\$ assigned to different line items 	1	
46.	Project Budgeting:	System should have the ability to check budgets with commitments, obligations and expenses so no need for Budget to review every PO/Contract/Invoice	1	
47.	Project Management:	The system should have the ability to attach drawings and other construction documents to the project record.	2	
48.	Project Management:	The system should attach letters, and history of when created, to the project record	2	
49.	Project Management:	The system should have the ability to update dates, milestones and review planned, revised vs. actual dates online.	1	
50.	Project Management:	The system should maintain canned letters available for standard notices to contractor, AE, etc.	3	
51.	Project Management:	The system should have the ability to link to PM software	1	
52.	Project Management:	System should have the ability to track the payment process for invoice, tickling appropriate staff as payment deadlines approach	1	
53.	Project Management:	System should have the ability to route invoices for approval before payment	1	
54.	Project Close-out:	System has the ability to record and track resolution of Punch List items	3	
55.	Project Close-out:	System has boilerplate Closeout Checklist (e.g. As-Builts, warranties, manuals, training) that can be modified as needed	2	

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No.	Process	Requirement Description	P*	Comments
56.	Project Close-out:	System should have the ability to record date of substantial completion	1	
57.	Project Close-out:	System should have the ability to distinguish the final invoice and apply different timeline for payment deadline.	1	
58.	Project Close-out:	System should have the ability to distinguish the final invoice and apply different approval processes.	1	
59.	Project Close-out:	System notes warranty expiration date (one year from substantial completion date)	1	
60.	Contractor Procurement:	System should allow vendors to review and receive bid and amendment notification via defined preference: email, mail, fax, or a combination	2	
61.	Contractor Procurement:	System should record what RFP vendors received and when. Should be reviewable by anyone in the authority with appropriate permissions	2	
62.	Contractor Procurement:	System should allow the ability to copy prior evaluation/score sheets to new RFP, eliminating the need to create evaluation criteria from scratch every time	2	
63.	Contractor Procurement:	System should allow the ability to create templates of the score sheet and evaluation criteria to use as a baseline for different types of projects.	2	
64.	Contractor Procurement:	System should maintain all scores, comments, and history of bid and award, including all quantitative and qualitative scoring/comments.	1	
65.	Contractor Procurement:	System should allow creation of interview score sheets/evaluation criteria different from initial proposed evaluation.	2	
66.	Contractor Procurement:	System needs to allow free form comments within the evaluation	2	
67.	Contractor Procurement:	System should allow comments and justification be attached to the electronic request for approval.	1	
68.	Contractor Procurement:	System should allow all bid/scoring information along with all procurement performance history to be available.	2	

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No.	Process	Requirement Description	P*	Comments
69.	Contractor Procurement:	Vendor performance tracked in system should include budget vs. actual performance, delivery statistics, defects, and ability for users to enter and rate suppliers vendors at anytime on performance based on standard, but user defined, criteria.	2	
70.	Project Reporting:	<p>System should be able to create the following kinds of reports, for both single projects, and for rollups of multiple projects:</p> <ul style="list-style-type: none"> ♦ Projects by project manager, Development, Region, Type, Phase ♦ Planned/Actual Dates ♦ Milestones and budget/actuals by milestones ♦ Projected Expenditures, Commitments, Obligations ♦ Project Status / Phase Rollup ♦ Staff/Project Report ♦ Contingency: per project and overall ♦ Percent completion ♦ Breakdown of costs by expenditure type (including relocation costs, Reimbursables) ♦ Percent completion based on dates and expenditures ♦ Aggregate reports showing expenditures, obligations, commitments over specified time periods ♦ Invoice status and payment lookup ♦ Resource allocation by manager, project type, development, contractor ♦ Historical reporting based on development, project type, manager: Total cost, start and end, etc ♦ Variance Reporting: Expenses, milestones, planned verses actual ♦ Change Order reporting ♦ Gantt Charts, graphical representation on single and multi project queries ♦ Ad hoc reporting tool 	1	

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