

DISTRICT OF FORT ST. JAMES

POLICY AND PROCEDURE MANUAL

POLICY GROUP:	Project Management
POLICY NO.:	10.1
SUBJECT:	Project Management for Projects \$50,000 and up
ADOPTED:	July 19, 2017
REVISED:	
ADMINISTERED BY:	Project Managers

Policy: The District of Fort St. James manages contracted projects costing \$50,000 and up according to the procedures in this policy document.

Objective: To provide consistent guidelines for management of contracts and projects.

Procedure: Project managers follow procedures in the Project Management Checklist (Form 10.1-1)

Definitions:

1. *Change Order* means a document to approve implementation of changes in the scope of work of a project, which must be agreed to by the owner, contractor and Coordinating Registered Professional.
2. *Coordinating Registered Professional* or *CRP* means the Architect, Engineer or Consultant appointed by the Project Manager to coordinate the design work and field reviews required for the project in order to ascertain that the design and construction will substantially comply with the B.C. Building Code and other applicable enactments respecting safety. May also coordinate public tenders/RFPs, facilitate communication between the project owner and the contractor, and approve contractor fees.
3. *Project Charter* means a document which provides a preliminary delineation of roles and responsibilities, outlines the project objectives, identifies the main stakeholders, and defines the authority of the project manager. It serves as a reference of authority for the future of the project.
4. *Project Manager* or *PM* means the employee appointed as the person in overall charge of the planning and execution of a particular project for the District
5. *Request for Proposals* or *RFP* means a solicitation of competitive bids through a tender process as described in the Purchase and Tender Policy.

Form 10.1-1 - PROJECT MANAGEMENT CHECKLIST

A. SETTING UP A PROJECT

- ☐ 1. Administration prepares a **Project Charter (Form 10.1-2)** for Council's approval
- ☐ 2. Council approves the project charter and budget.
- ☐ 3. Chief Administrative Officer assigns project to appropriate Project Manager (PM).
- ☐ 4. Department follows policies and procedures established by District of Fort St. James to assist all personnel responsible for the administration of capital construction projects.

B. AWARDING THE CONTRACT(S)

- ☐ 1. For any projects valued at \$50,000 and over, a request for proposals for design/consulting services must be developed and managed pursuant to the District of Fort St. James Purchasing Policy. Exceptions may be made at the discretion of the Chief Administrative Officer for projects that are generally designed by the District's retained engineering firm(s).
- ☐ 2. Highest rated firm is selected and contract negotiations commence.
- ☐ 3. Council approval may be required at this stage.
- ☐ 4. Contract is awarded using
 - ☐ a. A standard Architect/Engineer Services Agreement for all professional services involving design and specification of projects where the product of the services will result in construction or demolition, or
 - ☐ b. A standard Consultant Agreement for professional services where the product does not result in construction or demolition
- ☐ 5. If modifications are proposed to the standard agreement language, a draft of the agreement with tracked changes must first be approved by the Chief Administrative Officer prior to signing the Agreement.
- ☐ 6. Coordinating Certified Professional (CRP) receives signed Agreement and commences work.
- ☐ 7. CRP-prepared drawings and specifications are reviewed by PM.
- ☐ 8. Council approval may be required at this stage.
- ☐ 9. CRP prepares RFP for construction project with CRP's estimate and signature, pursuant to the District of Fort St. James purchasing policy.
- ☐ 10. Bids are received by the CRP with accompanying Bid Bond or security (if required) and opened publicly pursuant to the District of Fort St. James purchasing policy.
- ☐ 11. The PM submits a report with a recommendation to the Chief Administrative Officer for approval by Council.
- ☐ 12. Once approved, a Notice of Award is prepared by the CRP.

- ☐ 13. CRP prepares the standard Contractor's Agreement and sends to the PM for signature. The contract signing can be conducted through the mail or in person.
- ☐ 14. Where required, Contractor provides Performance Bond and/or Labour and Material Payment Bond with limits of each equal to 100% of the accepted bid.
- ☐ 15. CRP provides three (3) complete sets of contract documents and drawings stamped and signed by the CRP and specifications stamped and signed by the CRP.
- ☐ 16. Contractor makes their own arrangements for building permits and inspections.
- ☐ 17. Building inspector issues building permit. Copy to PM.
- ☐ 18. PM prepares three (3) contract manuals that incorporate specifications prepared by CRP, Contractor's Agreement, Bid, Notice of Award, General Conditions, Performance Bond, Labor and Material Payment Bond, Insurance certificate, Building Permit and District of Fort St. James Contractor Safety Handbook. Manuals are distributed to PM, Contractor, and CRP.
- ☐ 19. Contractor is authorized and directed to proceed with the work.
- ☐ 20. Prior to the start of construction, the PM conducts a **Project Coordination Meeting (form 10.1-3)** with the Building Inspector, the Contractor, the CRP, the Fire Chief and a member of Council. This meeting is to identify the responsible parties for inspection and assign the responsibility for the final inspection sign off. Also at this meeting, the contractor reviews the District's Safety package and signs the **Contractor Safety Form (Form 10.1-4)**. Minutes are taken of the meeting, and copies distributed to all in attendance.

C. MANAGING THE ARCHITECT/ENGINEER AGREEMENT

- ☐ 1. Application for Payment of CRP Fees for portion of work completed is sent to PM. CRP attaches an invoice on their letterhead that reflects dollar amount of contract, breakdown of fees, fees requested to date, and balance due.
- ☐ 2. Application for Payment of CRP Fees is reviewed against contract and progress of services provided to date and dollar amount requested. Invoice is authorized and sent to Accounts Payable for processing.
- ☐ 3. Process is repeated monthly until all contractual services have been completed.

D. MANAGING THE CONTRACTOR'S AGREEMENT

- ☐ 1. Application and Certificate for Contractor's Payment prepared by the contractor for portion of work completed and sent to CRP for approval.
- ☐ 2. CRP reviews progress of work completed to date and dollar amount requested and sends recommendation for approval to PM.
- ☐ 3. PM reviews Application and Certificate for Contractor's Payment against contract and holdback. Invoice is authorized and sent to Accounts Payable for processing.
- ☐ 4. Process is repeated monthly until project is complete and holdback is released after final settlement.

E. CHANGE ORDERS AND AMENDMENTS

CHANGE ORDERS

- ☐ 1. Changes to the scope of project work can be requested by PM, CRP, or Contractor.
- ☐ 2. CRP issues Change Order Bulletin with instructions to Contractor.
- ☐ 3. Contractor prepares Change Order Proposal with price and returns it to CRP.
- ☐ 4. CRP reviews and approves price and forwards to PM.
- ☐ 5. PM reviews and approves Change Order Proposal and authorizes CRP to prepare Change Order.
- ☐ 6. CRP prepares Change Order, signs it and issues it to Contractor.
- ☐ 7. Contractor signs Change Order and sends to PM.
- ☐ 8. PM reviews Change Order and (if the change will bring the project over budget) sends to Council for approval.
- ☐ 9. Once approved by Council, PM signs Change Order and sends to CRP.
- ☐ 10. CRP sends signed Change Order to contractor.
- ☐ 11. Contractor receives signed Change Order and commences change work.

EMERGENCY FIELD CHANGE ORDERS

- ☐ 1. Changes to the scope of work can be requested by PM, CRP, or Contractor.
NOTE: Contract language establishing the Emergency Field Change Order is included in the General Conditions.
- ☐ 2. CRP prepares Emergency Field Change Order with unit prices and a not-to-exceed cost (as provided by contractor) and forwards to PM.
- ☐ 3. Emergency Field Change Order is approved. (Note that Council's approval is not required for approval or commencement of the work)
- ☐ 4. Distribution of Emergency Field Change Order to CRP, Contractor and PM.
- ☐ 5. Contractor receives signed Emergency Field Change Order and commences work.
- ☐ 6. The final adjustment of the Emergency Field Change Order amount and the adjustment to the project time for completion shall be prepared on a standard Change Order after the emergency work is completed.

F. CLOSING THE PROJECT

- ☐ 1. Contractor files a written notice of completion when the Work or a discrete physical portion of the Work is substantially complete in the opinion of the Contractor, and the Contractor requests final inspection from CRP.
- ☐ 2. CRP determines if project is sufficiently complete for a final inspection. If so, CRP and the

PM, along with any other people who attended the Project Coordination Meeting, inspect and the CRP prepares a list of items not acceptable. Defect List is sent to Contractor with copies to PM.

- ☐ 3. CRP prepares Notice of Substantial Completion (or Notice of Partial Substantial Completion for a discrete physical portion of the Work) as per the General Conditions when:
 - ☐ a. All required building code inspections have been conducted and the appropriate code officials have affixed their signatures to the Building Inspection Record including the PM and Building Inspector indicating successful completion of all required code inspections for the Work or a discrete physical portion of the Work; and,
 - ☐ b. the project (or a discrete physical portion of the work) is deemed by the CRP and the PM to be fully usable and safe for public use; and,
 - ☐ c. project has been completely cleaned; and,
 - ☐ d. Contractor has provided a schedule for the completion of each and every item identified on the Defect List.
- ☐ 4. Building Inspector prepares Occupancy Permit after issuance of Notice of Substantial Completion.
- ☐ 5. Contractor completes all items from the Defect List and prepares the Pre-Acceptance Checklist and sends to the CRP.
- ☐ 6. After the Contractor completes all work on the Pre-Acceptance Checklist, CRP verifies that all work is complete, signs and issues the Notice of Final Acceptance (or Notice of Partial Final Acceptance for a discrete physical portion of the Work).
- ☐ 7. PM signs Notice of Final Acceptance and distributes.
- ☐ 8. CRP approves final Application and Certificate for Contractor's Payment and sends to PM.
- ☐ 9. PM signs final Application and Certificate for Contractor's Payment and distributes.
- ☐ 10. Before receipt of final payment, Contractor sends as-built drawings to the CRP for incorporation into the record drawing set and sends warranties and Operations and Maintenance (OM) manuals to CRP for review as per specifications.
- ☐ 11. CRP sends both as-built and record drawings and warranties and OM manuals to PM.
- ☐ 12. CRP sends final Application for Payment of Architect/Engineer/Consultant Fees to PM for approval.
- ☐ 13. The **Project Close Out Budget Reconciliation (Form 10.1-)** reconciles actual expenditure of funds, including a breakdown of contingency usage, project monitoring and cost control, and lessons learned. The document is prepared and signed by the PM and sent at the end of the project after closeout to Council with copies of the initial project charter, award of contract, and change orders.

FORM 10.1-2 - PROJECT CHARTER

Name of Project:

Background:

[Why is the project being undertaken? Describe an opportunity or problem that the project is to address.]

Goals

- [specific & measurable goal 1]
- [specific & measurable goal 2]
- [specific & measurable goal 3]

Scope

[What will be the end result of the project? Describe what phases of work will be undertaken. It's also important to mention what activities will not be included in this project.]

Key Stakeholders

Client	[name]
Sponsor	[name]
Project manager	[name]
Project team members	[name], [name], [name], [name].

Project Milestones

[Identify the significant project milestones: start date, end date and invoicing dates to the client.]

Project Budget

[Describe the main project expenses: non-recurring & monthly recurring.]

Constraints, Assumptions, Risks and Dependencies

Constraints	[Describe here potential factors that will impact the delivery of the project]
Assumptions	[Describe here conditions or situations that you are relying on in order to achieve project goals]
Risks and Dependencies	[What are the most significant risks? What things must happen before the project is delivered?]

Approval Signatures

_____ [Name], Project Client	_____ [Name], Project Sponsor	_____ [Name], Project Manager
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FORM 10.1-3 - PROJECT COORDINATION MEETING

Project Name _____

Date _____

In Attendance

Building Inspector _____

Contractor _____

Coordinating Registered Professional _____

Council Member _____

Fire Chief _____

Project Manager _____

Others _____

1. Review of Contract Manual
2. Communication Protocols
3. Person responsible party for inspection _____
4. Person responsible for final inspection sign off _____
5. Review of the District's Environmental Health & Safety Handbook and Contractor Safety Form (Form 10.1-4).
6. Other Items Discussed:

FORM 10.1-4 - CONTRACTOR SAFETY FORM

Contractor ES&H Responsibilities and Job Expectations

1. To read, understand, and comply with the ES&H Policy provided by management.
2. To follow general rules as outlined in the company ES&H Program.
3. To wear personal protective equipment as required by regulations and management.
4. To notify management of any unsafe conditions or acts that may prove dangerous.
5. To read and refer to the emergency response plan.
6. To report all accidents, injuries and near misses to management.
7. To take every reasonable precaution to protect the safety of other workers and himself / herself.
8. To comply with OH&S Rules and Regulations.
9. To be courteous to our customers.
10. To be responsible for your own employees.

Checklist to be filled out by management:

- (a) ☐ Review ES&H Policy with contractor, and conduct employee orientation.
- (b) ☐ Review key areas in the ES&H reference manual and show him/her where it is kept.
- (c) ☐ Contractor has read and signed ERP and knows where it is kept.
- (d) ☐ Explain general rules and task procedures.
- (e) ☐ Show contractor where PPE is kept and what he/she is required to wear.
- (f) ☐ Does contractor have a valid TDG certificate?
- (g) ☐ Do we have a current driver's abstract for contractor?
- (h) ☐ Is the contractor covered by WCB?
- (i) ☐ If so, do we have a WCB number and a confirmation letter?
- (j) ☐ Has contractor signed and dated the statement below?
- (k) ☐ File a copy of this page in the contractor's file.

Statement

I have read, understood, and agree to abide by District of Fort St. James' Environmental Safety and Health Policy. I have read, understood, and agree to abide by the general rules and task procedures, including the usage of personal protective equipment, as outlined to me by management. I have read, understood, and know where to find the Emergency Response Plan. I agree to take every reasonable precaution to protect the safety of other workers and myself, and to abide by OH & S Rules and Regulations.

DATE

NAME (PLEASE PRINT)

SIGNATURE

WITNESS NAME (PLEASE PRINT)

SIGNATURE

FORM 10.1-5 – PRE- AND POST-JOB INSPECTION CHECKLIST

Contractor:		Site Supervisor:	
Job Location:		Date and Times:	
Work Order No.:			

This form must be completed before starting, and after finishing work at any District of Fort St. James job site.

PRE-JOB CHECKLIST

☐	All personnel have signed in and obtained badges	☐	Fire watch provided for if necessary
☐	Access by public is controlled or restricted	☐	Notification provided to owner's site representative prior to:
☐	Material Safety Data Sheets on site	☐	Hot Work
☐	Need for lock-out, blanking or other system shut-downs has been determined and procedures are understood	☐	Electrical Shut-Downs / Lock-Outs
☐	All workers advised of allowable work areas, access points, washroom facilities, travel paths	☐	Fire System Shut-Down
☐	All workers know District of Fort St. James and site emergency codes and responses	☐	Use of Hazardous Substances
☐		☐	Appropriate personal protective equipment available for all workers
☐		☐	Confirmed that no asbestos will be removed / disturbed
☐		☐	Confirmed that the work will not disperse lead paint dusts
☐		☐	

POST-JOB CHECKLIST

☐	All hazardous materials removed from site	☐	Locked-out systems / equipment restored to original status
☐	All tools, equipment and wastes removed from site	☐	All signs, barriers, access restricting devices been removed
☐	Area left in a clean condition	☐	All personnel have signed out and returned badges
☐		☐	

Additional Notes

FORM 10.1-6 - POST-WORK MEETING

Project Name _____

Date _____

In Attendance

Building Inspector _____

Contractor _____

Coordinating Registered Professional _____

Council Member _____

Fire Chief _____

Project Manager _____

Others _____

1. Discussion of Defect list

2. Discussion of Communication issues

3. Discussion of inspections

4. Discussion of Change orders

5. Review of any safety incidents

6. Other Items Discussed

FORM 10.1-7 - PROJECT CLOSE OUT BUDGET RECONCILIATION

1. Budget – Comparison of Actual Expenditures to Project Budget
2. Contingency Usage
3. Project Monitoring
4. Cost Control
5. Lessons Learned
6. Other

Project Manager (Please print)

Signature

Date

Attachments: Project Charter
 Award of Contract
 Change Orders