

Project Design and Construction Delivery Methods

Facilities Planning & Management
March 21, 2024



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

Our Vision

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

Our Mission

Oakland Unified School District (OUSD) will build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.



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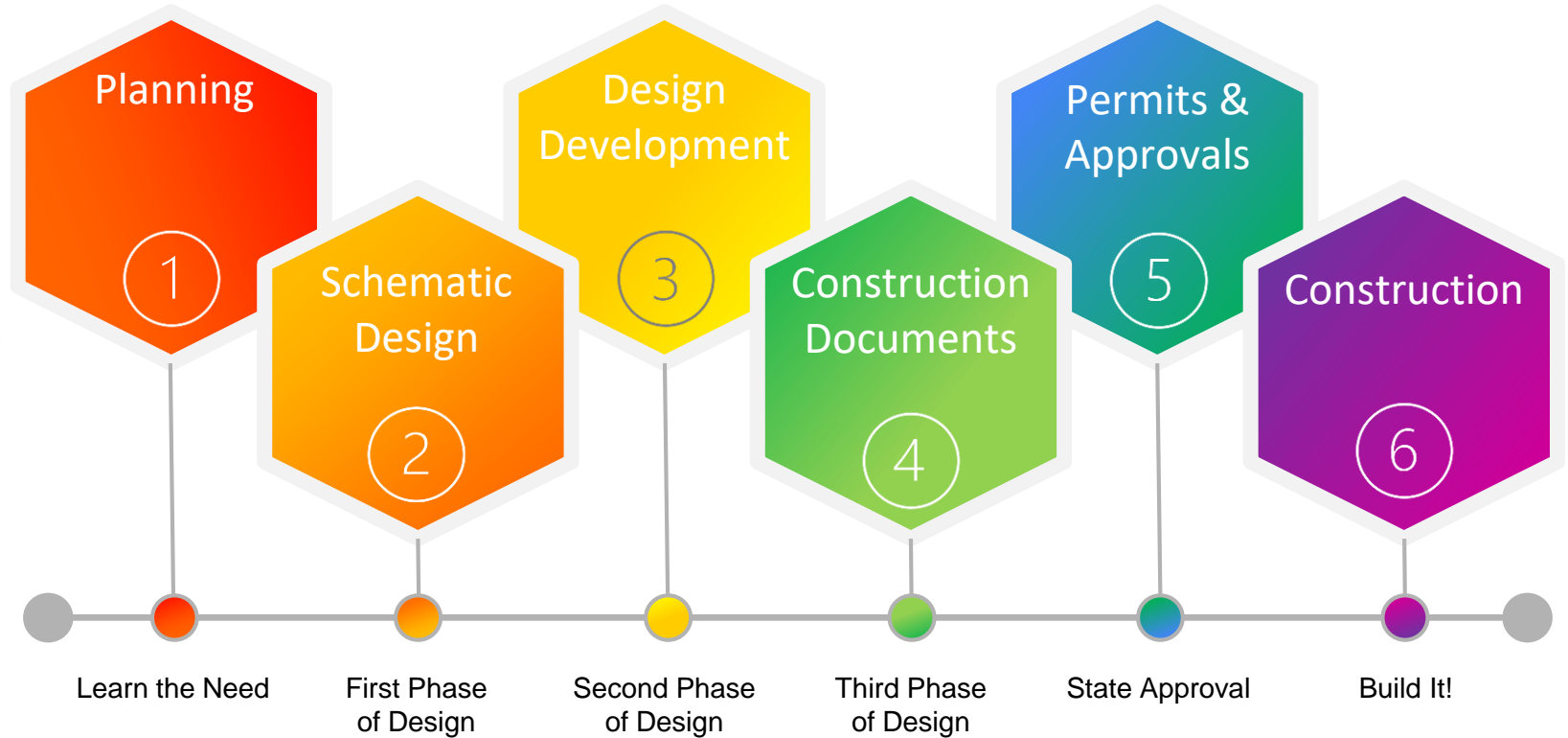
Purpose

To provide updates on the current construction delivery methods for major Bond projects presented in June 2021 and October 2023 (file# 21-1591), and address frequently asked questions about progressive design build.



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Project Design Process



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Project Design Phases and Approximate Timelines

01	02	03	04	05
Planning	Design	Approvals	Bid	Construction
<p><u>Assessment</u></p> <p>3 - 4 Months</p> <ul style="list-style-type: none"> Site meetings to discuss buildings needs & goals <p><u>Conceptual Design</u></p> <p>5 - 6 Months</p> <p><u>Schematic Design</u></p> <p>5 - 9 Months</p>	<p>12 to 14 Months</p> <ul style="list-style-type: none"> Two Parts - Design Development & Construction Development CEQA Technical Reports 	<p>6 to 12 Months*</p> <ul style="list-style-type: none"> Division of State Architect Approval Fire Safety Approval Other state review approvals as necessary 	<p>3 to 5 Months</p> <ul style="list-style-type: none"> The Program hires a contractor to build the project. 	<p>16 to 24 Months</p>

*Note: Timelines are estimates and subject to change based on several factors including scope, budget, site conditions, etc.



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Project Delivery Methods in OUSD

Design-Bid-Build

Lease-Leaseback

Design Build Entity
Traditional

Design Build Entity
Progressive



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Highlights of the Project Delivery Methods

	Design - Bid - Build	Lease-Leaseback	Design Build Entity (Traditional)	Design Build Entity (Progressive)
Definition	- Design and construction are handled by separate entities, typically requiring the client to manage two contracts.	- District leases property to a leaseback agent for a predetermined period. Selection based on best value combining price and qualifications.	- Single entity responsible for design and construction phases, often selected based on qualifications and performance criteria.	- Single entity responsible for design and construction phases, selected based on qualifications and performance criteria rather than fixed price and detailed proposal.
Key Features	- Clear separation of roles between designer and contractor.	- Simplified process with one contract.	- Single entity responsible for design and construction, leading to streamlined communication and efficiency. - District has less control of design.	- Single entity responsible for collaborating with the owner on design increasing transparency on value of final building. - District has control of design.
	- Bidders compete based on pre-determined plans.	- Lease duration exceeds construction period.	- Full contract from design through construction at the beginning of the project.	- Initial contract for design and pre-construction services only, with construction phase added later through amendments.
		- Ownership of buildings transfers to District after lease.		- Flexibility in project scope, costs, and schedule.
Estimating and Fixed Price	- Contract awarded to lowest bidder.	- Lock price after DSA approval.	- Lock price at team selection.	- Lock price timing can vary; at latest by DSA approval.

Definition: Design-Build Project Delivery Method

A "Design-Build Entity" refers to a project delivery method in which a single company or partnership of architect and construction firm are responsible for **both the design and construction phases of a project.**

This approach **contrasts** with traditional project delivery methods, where **design and construction services are split between separate entities**, typically requiring the client to manage **two separate contracts.**

In a design-build arrangement, the District manages only **one contract** with the design-build entity, **which simplifies communications, reduces project timelines, and can lead to cost savings.**



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Traditional & Progressive Design Build

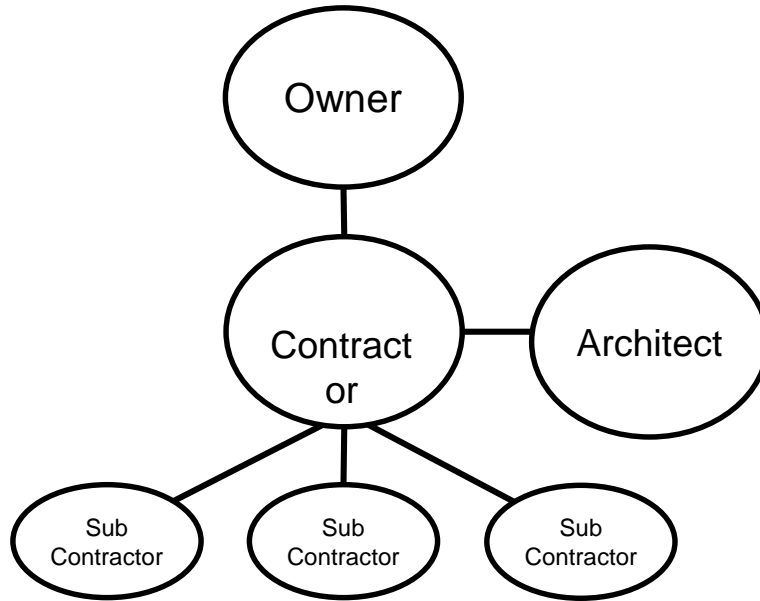
Traditional Design Build	Progressive Design Build
<p>In Traditional Design-Build, the District contracts with a single entity that provides both design and construction services.</p> <p>This approach is characterized by the design-build team being selected based primarily on qualifications and a conceptual proposal, with a fixed price often established upfront, before detailed design and exact costs are fully known.</p> <p>This method allows for faster project completion since design and construction phases can overlap, and it reduces the owner's responsibilities because there is only one contract to manage.</p> <p>However, it can also mean less District involvement and control in the design phase and less flexibility to make changes once the contract is signed.</p> <p>Owner initiated changes during the design process are made exclusively through change orders.</p>	<p>Progressive Design-Build introduces a more collaborative and transparent approach between the owner and the design build entity..</p> <p>In this model, the design-build entity is selected based on qualifications and performance criteria rather than a fixed price and detailed proposal.</p> <p>The project starts with a pre-construction phase where the owner, the designer, and the builder work closely together to define the project, evaluate options, and develop the design. The contract may initially be for design and pre-construction services only, with the construction phase added later through amendments.</p> <p>This allows the project's scope, costs, and schedule to be developed collaboratively and adjusted before the full construction contract is finalized.</p> <p>The progressive model provides more flexibility, greater owner involvement in design, and often better alignment of project objectives since the cost and design evolve together based on the owner's needs and budget.</p>



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Design-Build (Traditional)

CONTRACT STRUCTURE



SLBE	Rigid	●	●	●	●	●	●	●	Flexible
Schedule	Simple	●	●	●	●	●	●	●	Complex
Site	Simple	●	●	●	●	●	●	●	Complex
Quality	Standard	●	●	●	●	●	●	●	Landmark
Control	Low	●	●	●	●	●	●	●	High

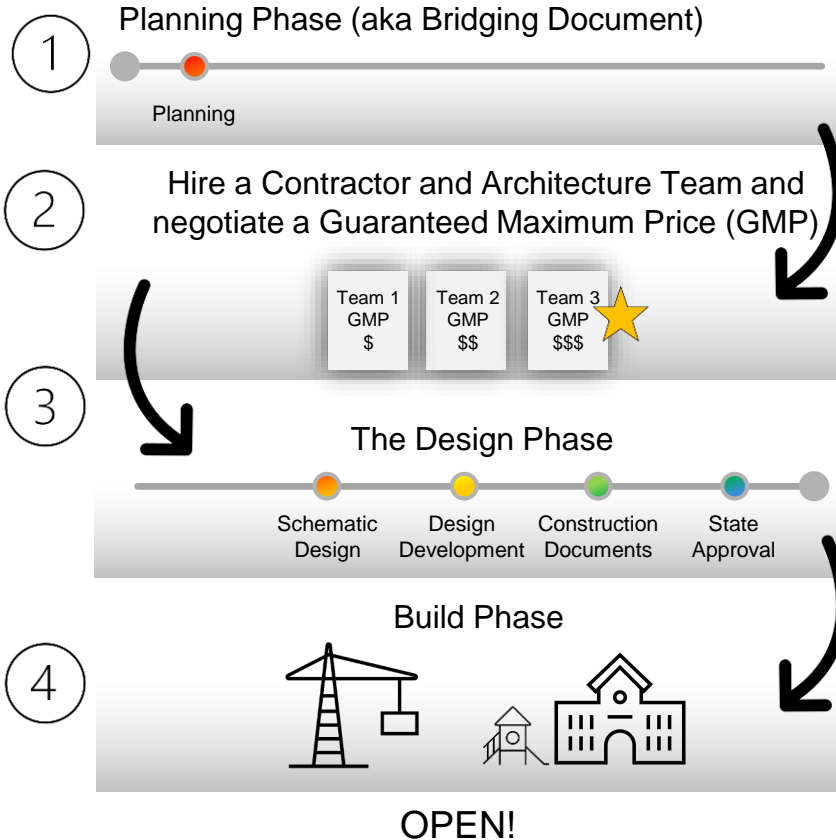
PROS:

- Design-build entities can be chosen by design competition or chosen by qualifications
- Guaranteed Maximum Price (GMP) determined prior to construction
- Risk can be transferred to the design-build entity earlier in design
- Current legislation requires 60% skilled labor
- Collaborative relationship between contractor and architect
- Subcontractors can be selected based on SLBE Program

CONS:

- GC is likely to be large builder
- Need to have clear, complete Ed Specs/ Project Criteria
- Architect is hired by the contractor, not the district
- Some contracts allow the owner less design control

Traditional Design Build Entity (DBE)



OUSD Bond Projects

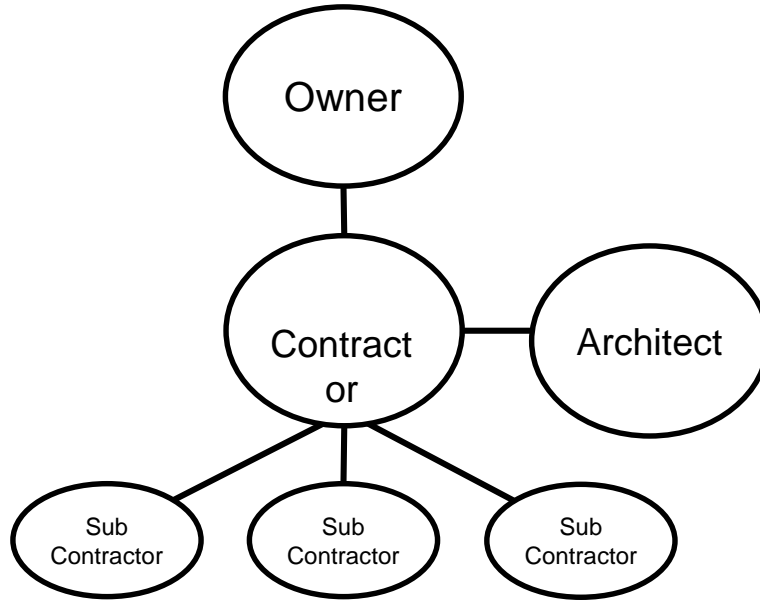
1. Camera installation at multiple sites (Approx. \$10M)
2. Prop 39 Energy at multiple sites (Approx. \$31M)
3. Forefront Solar Project (Approx. \$1.275M)
4. California Solar Initiative (Approx. \$8.6M)



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Design-Build (Progressive)

CONTRACT STRUCTURE



Size	Small	●	●	●	●	●	●	●	Large
Schedule	Simple	●	●	●	●	●	●	●	Complex
Site	Simple	●	●	●	●	●	●	●	Complex
Quality	Standard	●	●	●	●	●	●	●	Landmark
Control	Low	●	●	●	●	●	●	●	High

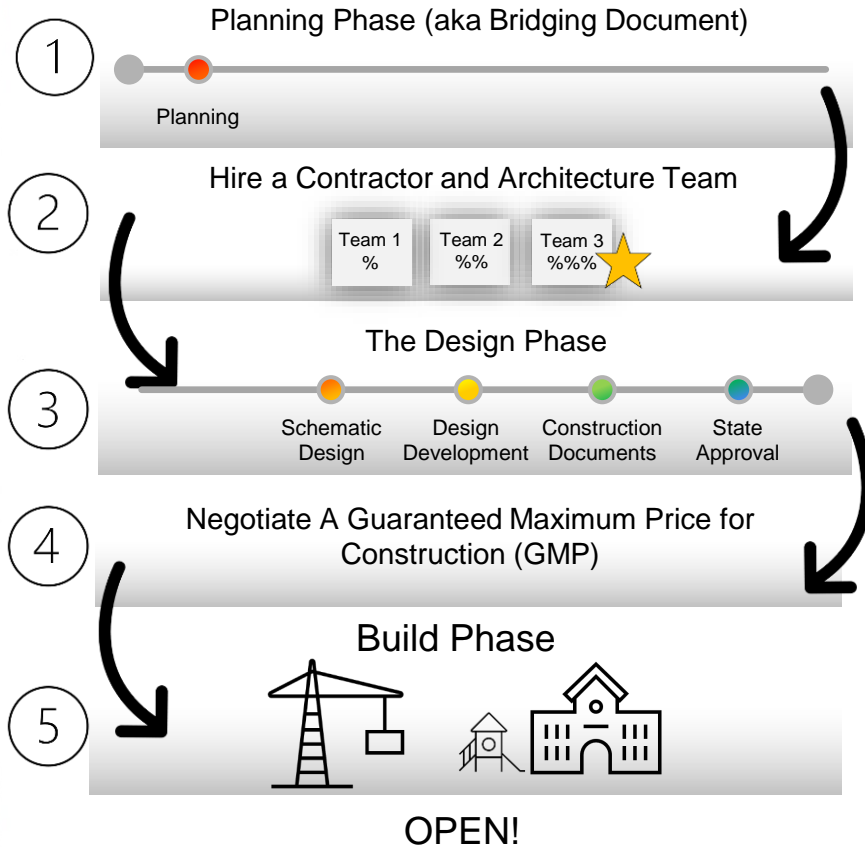
PROS:

- Design-build entities can be chosen by design competition or chosen by qualifications
- Guaranteed Maximum Price (GMP) determined prior to construction
- Risk can be transferred to the design-build entity earlier in design
- Current legislation requires 60% skilled labor
- Collaborative relationship between contractor and architect

CONS:

- Complex contractual relationship
- Architect is hired by the contractor, not the district
- Some contracts allow the owner less design control

Progressive Design Build Entity (DBE)



OUSD Bond Projects

1. **McClymonds HS:** Modernization (\$91.25 Million)
2. **Coliseum College Prep Academy:** Expansion (\$55 Million)

Reason to use Progressive

- OUSD maintains **DBE** control over design and can add scope throughout the process.
- Fast tracks schedule and maximizes value for District.

FAQ: Progressive Design Build

1. Can you issues change orders?

- Yes, change orders can be issued to the Design Build Entity based on different aspects such as: owner requested, agency request, and unforeseen conditions.
- If the Design Build Entity have design errors or design omissions, the owner is not responsible for the cost incurred due to the changes.

1. Can the District issue change orders without bringing to Board to ask for additional funding?

- Yes, if it is within current Board approved project budget.

1. If Board approves more funding, can you increase scope of the projects?

- Yes.

1. Can the district identify other non-bond funding sources for the projects?

- Yes.

1. Is the district actively looking for additional resources to support projects?

- Yes, the district continues to actively look for partnerships from other entities for all projects.



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THANK YOU

Any Questions?

Additionally, for more information, please reach out:

Kenya Chatman
Executive Director
Kenya.chatman@ousd.org



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APPENDIX



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Design Build Entity (DBE) In Alameda County +

Location	Cost	Year	Location	Cost	Year
Alameda Unified & City of Alameda Aquatic Center at Sweeny School	\$30M	2024	Albany Unified: Ocean View ES	\$28M	2018
Berkeley Unified: Solar	\$10-12M	2023	Albany Unified: Marin ES	\$24M	2019
Dublin Unified: New K-8	\$86M	2023	Berkeley Unified: Security Systems	\$6-8M	Ongoing
Emeryville Unified: ECCL	\$80M	2012	Alameda County – Camp Sweeney	\$65M	2016
Dublin Unified: New K-8	\$86M	2023	Fremont Unified: American HS	\$45M	2017
Emeryville Unified: ECCL	\$80M	2012	Peralta Laney Fields		

Note: “-” indicates that information is being researched and yet to be determined.



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Design - Bid - Build Delivery Method

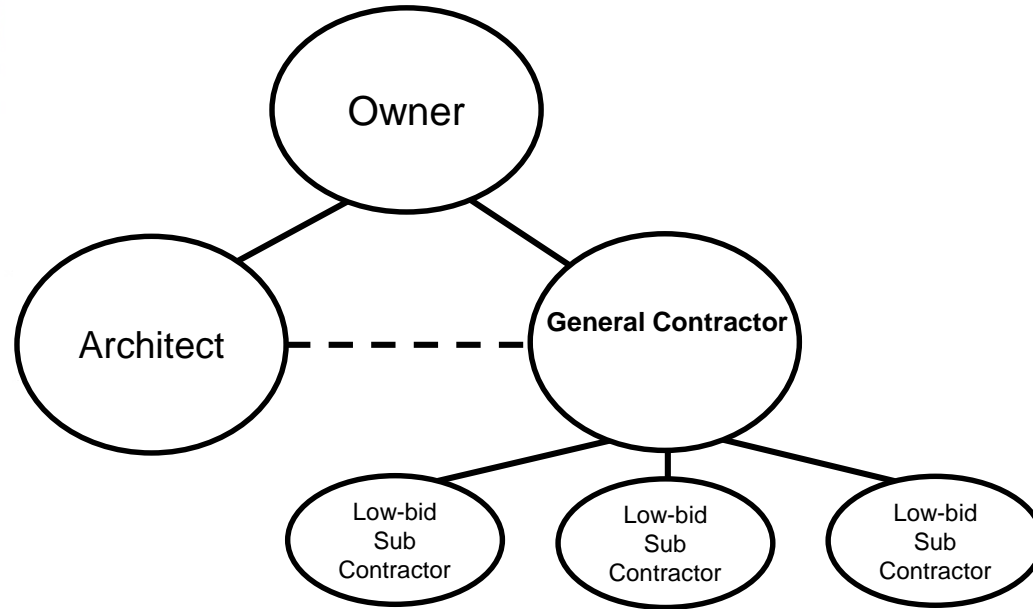
- Plans and specifications are completed by an architect and then advertised for bid.
- Contractors bid the project exactly as it is designed, and the project is awarded to the **lowest responsive, responsible bidders**.
- The design consultant team is selected separately and reports directly to the District. The District retains all of the contracts.



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Design-Bid-Build Delivery Method

CONTRACT STRUCTURE



SLBE	Rigid	●	●	●	●	●	●	●	Flexible
Schedule	Simple	●	●	●	●	●	●	●	Complex
Site	Simple	●	●	●	●	●	●	●	Complex
Quality	Standard	●	●	●	●	●	●	●	Landmark
Control	Low	●	●	●	●	●	●	●	High

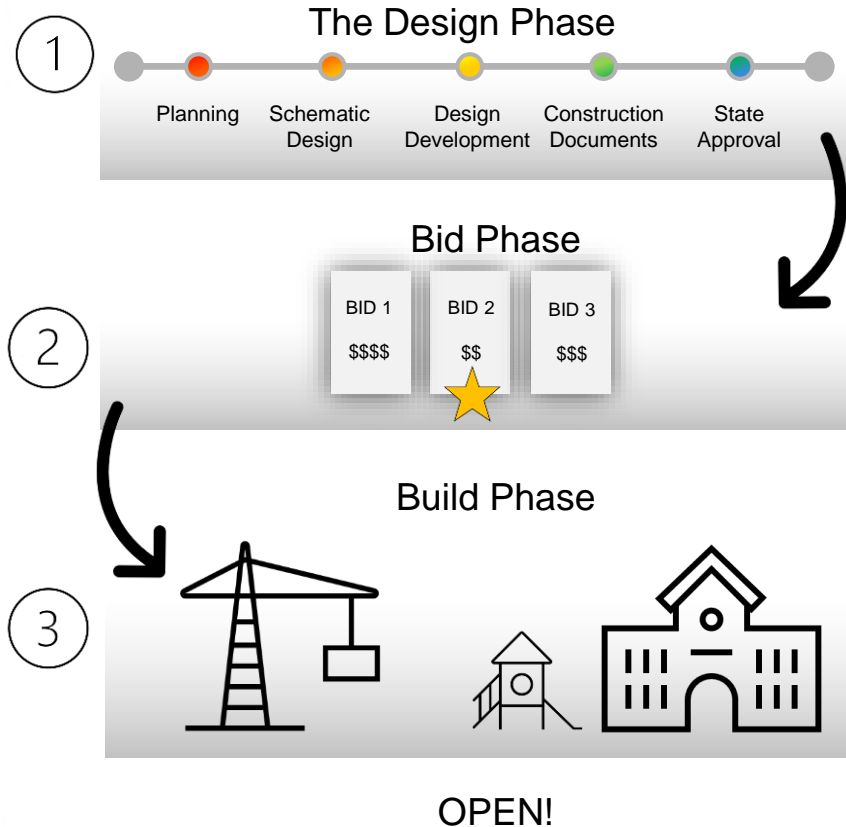
PROS:

- Most common delivery method
- Owner maintains control of project through Design

CONS:

- Sequential relationship between design, bidding, and construction can lengthen project schedule
- Must accept lowest bid for General and Sub contractors
- Cost overruns or schedule changes can create adversarial relationships between the owner, builder, and designer
- Greatest risk of general/subcontractor failure
- Greatest risk of schedule overrun

Design Bid Build (DBB)

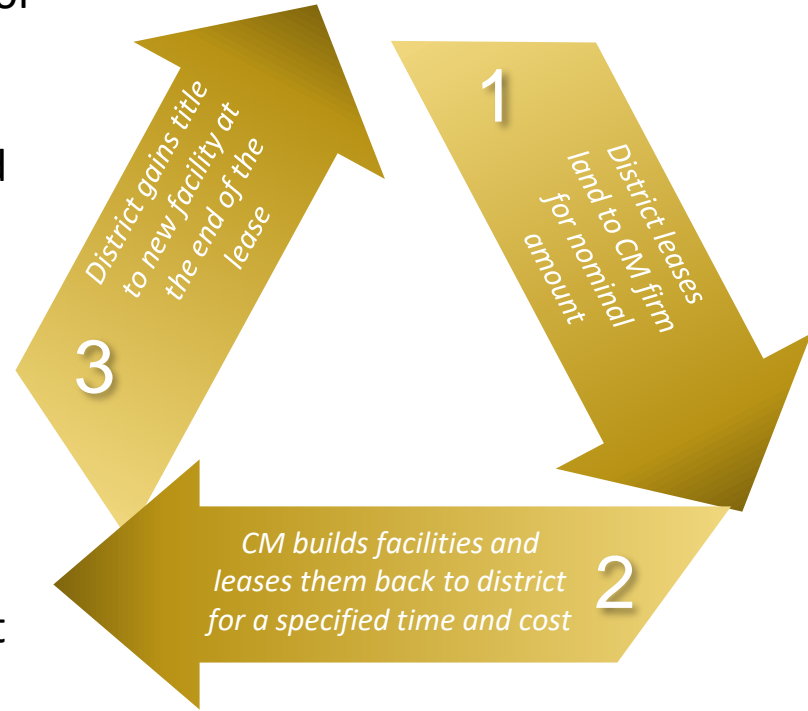


OUSD Bond Projects

1. **Central Administrative Center at Cole Campus:** New construction and site improvements (\$57 Million)
1. **Laurel Child Development Center:** New construction (\$17.5 Million)
1. **Claremont MS:** New multi-purpose building and kitchen (\$21 Million)

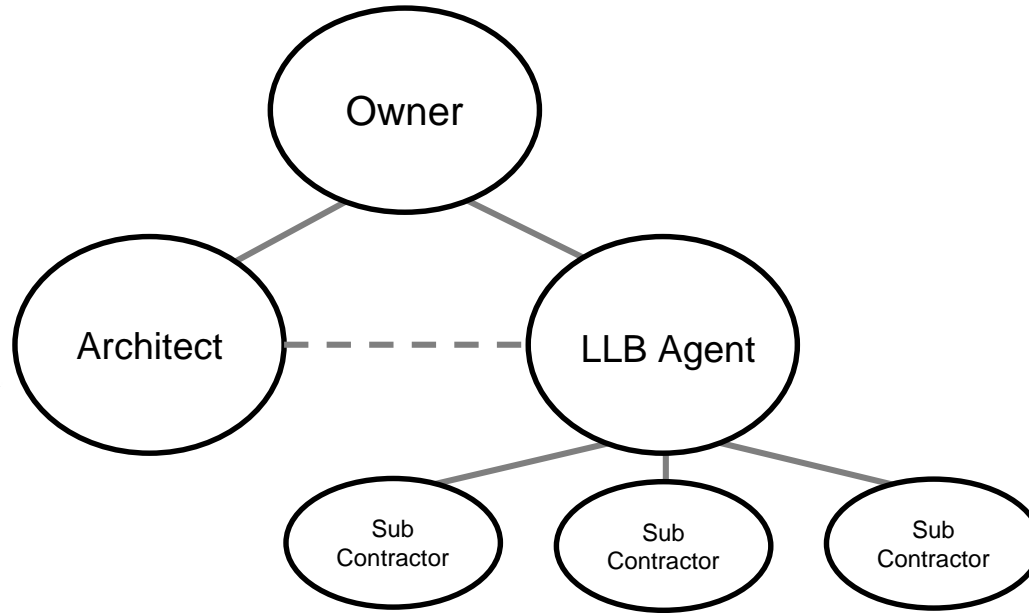
Lease-Leaseback Delivery Method

- Allow Districts, without advertising for bids, to lease property currently owned by the District to any lease leaseback agent for a predetermined lease period, which must exceed the construction duration.
- Selection is based on a best value selection, combining price and qualifications.
- After the lease period, the buildings vest to the District.
- This statutory language requires that the District lease its property to a chosen design/build contractor.



Lease-Leaseback Delivery Method

CONTRACT STRUCTURE



SLBE	Rigid	●	●	●	●	●	●	●	Flexible
Schedule	Simple	●	●	●	●	●	●	●	Complex
Site	Simple	●	●	●	●	●	●	●	Complex
Quality	Standard	●	●	●	●	●	●	●	Landmark
Control	Low	●	●	●	●	●	●	●	High

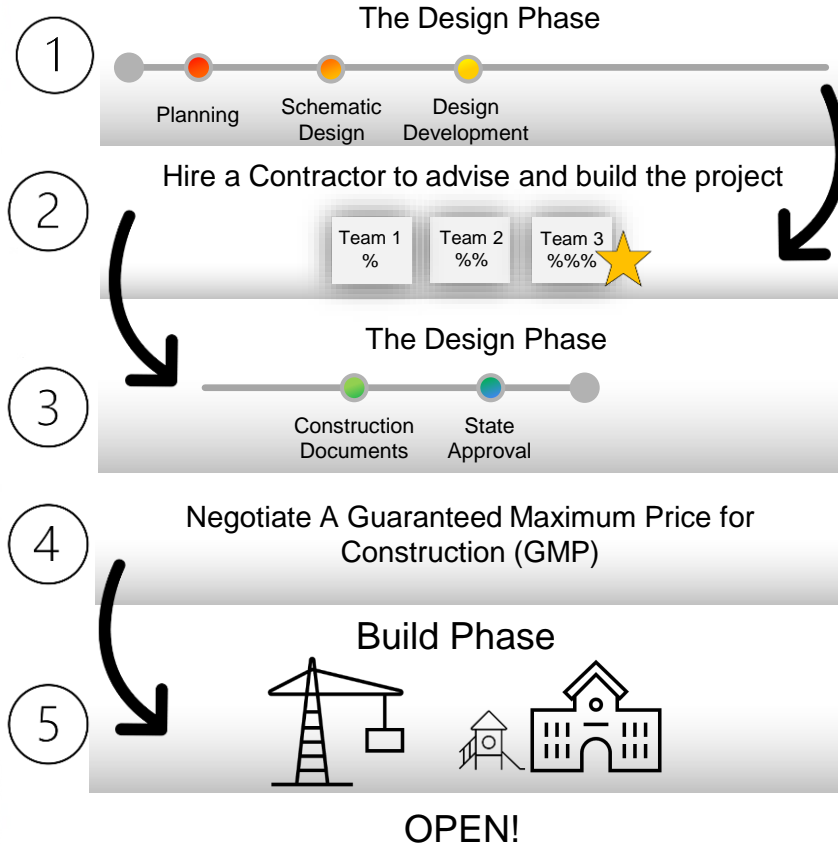
PROS:

- LLB Agent is chosen based on best value
- LLB Agent provides design assist
- Subcontractors selectively bid- Better SLBE Control
- LLB Agent maintains facility during the lease period
- Subcontractors can be chosen for quality and reliability, rather than for lowest cost

CONS:

- Overall cost can be higher
- Guaranteed Maximum Price (GMP) is negotiated after DSA approval

Lease-Leaseback



OUSD Bond Projects

1. **Fremont HS:** New construction (\$133.2 Million)
1. **Madison HS:** Expansion (\$39 Million)
1. **Glenview ES:** New construction (\$58.8 Million)
1. **Roosevelt MS:** Construction (currently in bid, \$91.55 Million)



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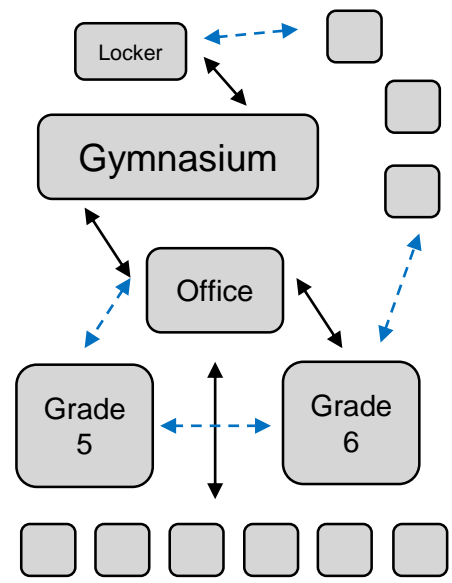


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Planning



Visioning



Space Planning

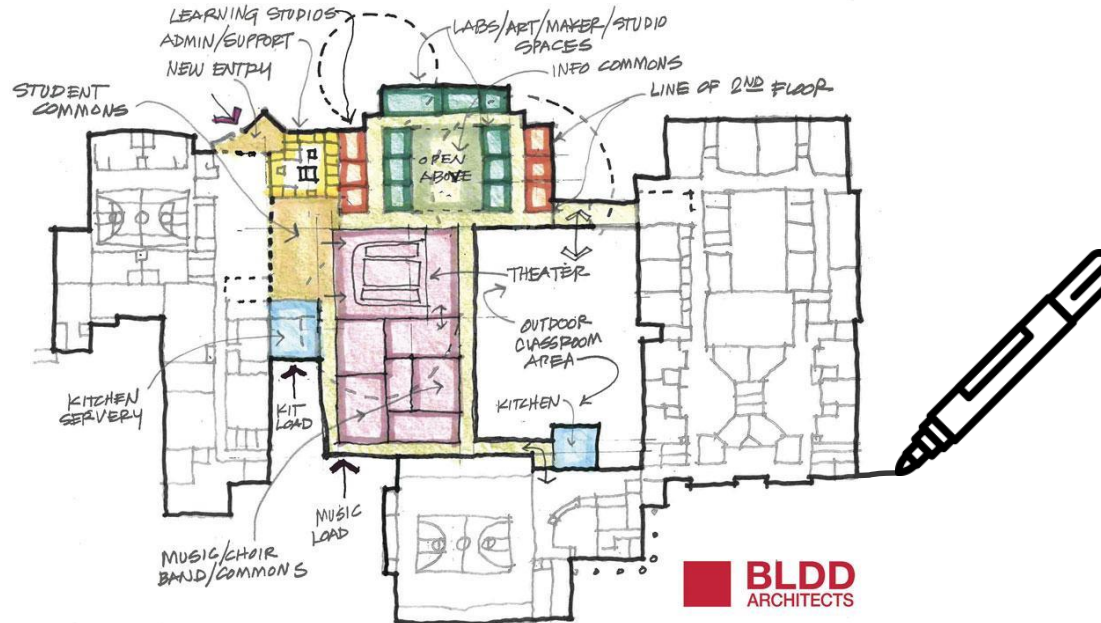
Scope	
• Seismic	\$\$
• 10 Classrooms	\$\$
• New Playground	\$
• New Parking Lot	\$\$
• Repair Roof	\$
• New Gymnasium	\$\$\$
• New Fire Alarms	\$
• New Cameras	\$
• New Kitchen	\$\$
• New Science Labs	\$\$
Estimated Total	\$\$\$\$
Budget	\$\$

Scope Definition



Schematic Design

2



Scope

• Seismic	\$\$
• 10 Classrooms	\$\$
• New Science Labs	\$\$
• Repair Roof	\$
• New Playground	\$
• New Parking	\$
• New Cameras	\$

Estimated Total

\$\$\$

Future Bond

• New Gymnasium	\$\$\$
• New Fire Alarms	\$
• New Kitchen	\$\$

Need

\$\$\$

Scope Definition

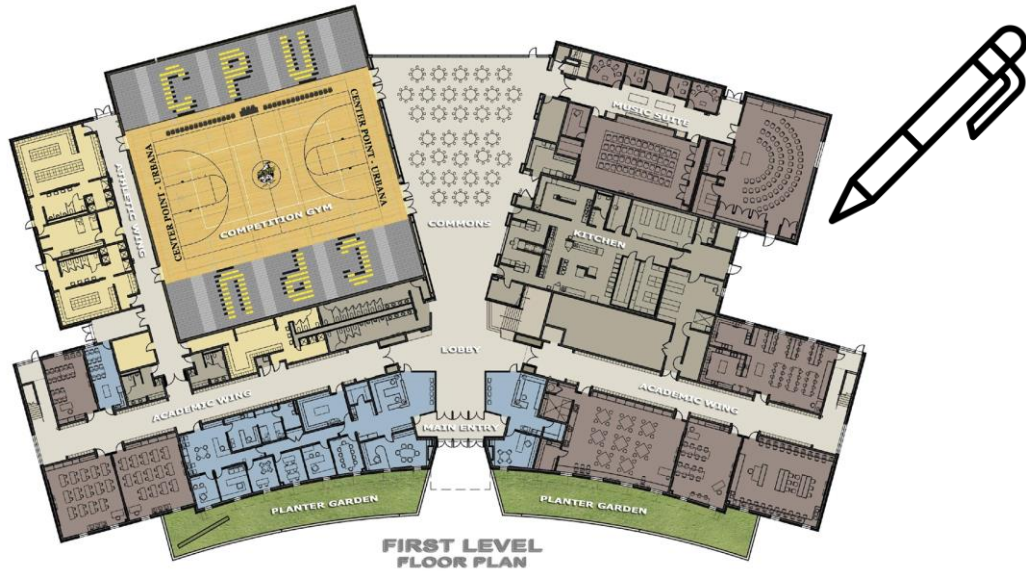
Budget

\$\$



Design Development

3



Scope

• Seismic	\$\$
• 10 Classrooms	\$+
• New Science Labs	\$
• Repair Roof	\$
• New Playground	\$
• New Cameras	\$

Estimated Total	\$\$
-----------------	------

Future Bond

• New Gymnasium	\$\$\$
• New Fire Alarms	\$
• New Kitchen	\$\$
• New Parking	\$

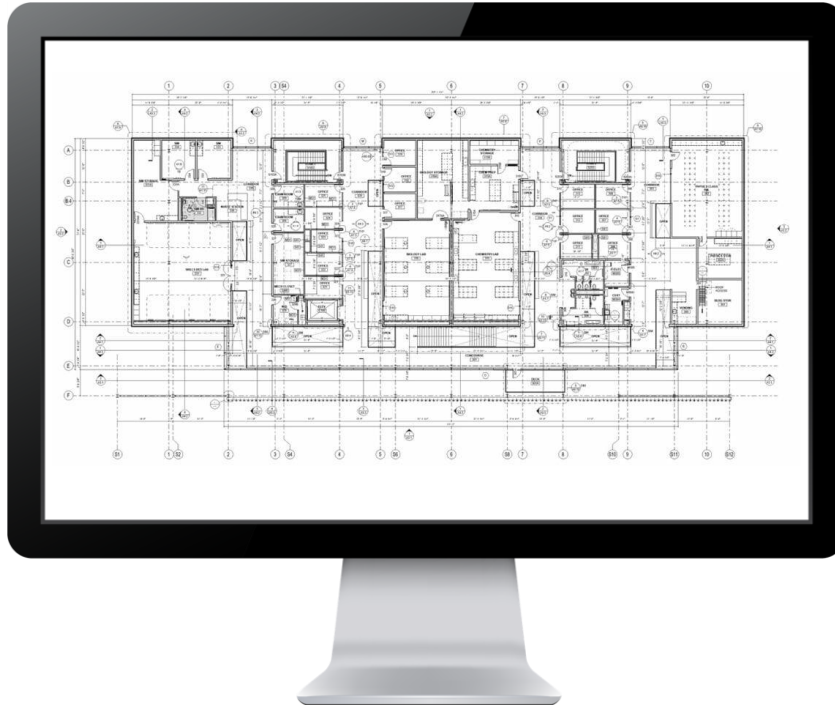
Need	\$\$\$
------	--------

Budget	\$\$
--------	------



Construction Design Documents

4



Scope

• Seismic	\$\$
• 10 Classrooms	\$+
• New Science Labs	\$
• Repair Roof	\$
• New Cameras	\$

Estimated Total	\$\$
-----------------	------

Future Bond

• New Gymnasium	\$\$\$
• New Fire Alarms	\$
• New Kitchen	\$\$
• New Parking	\$
• New Playground	\$

Need	\$\$\$
------	--------

Budget	\$\$
--------	------



Example of Some Permits & Approvals

5



City of
Oakland



DTSC
Department of Toxic
Substances Control

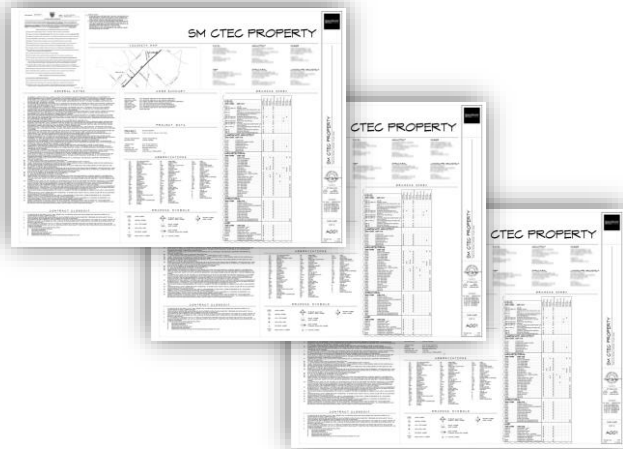
California Environmental Quality Act (CEQA)

Hazardous Soil and Materials Abatement

Asbestos testing and abatement
Lead testing and abatement



Construction - Bidding (DBB) 6



Bid Set



ABC Contractor's BID OUSD	
Item 1:	\$\$\$
Item 2:	\$\$
Item 3:	\$\$\$\$
Item 4:	\$
Total:	\$\$\$\$,\$\$\$

MNO Contractor's BID OUSD	
Item 1:	\$\$
Item 2:	\$
Item 3:	\$\$\$
Item 4:	\$
Total:	\$\$,\$\$\$

ZXY Contractor's BID OUSD	
Item 1:	\$\$
Item 2:	\$\$
Item 3:	\$\$
Item 4:	\$\$
Total:	\$\$,\$\$\$

Bids



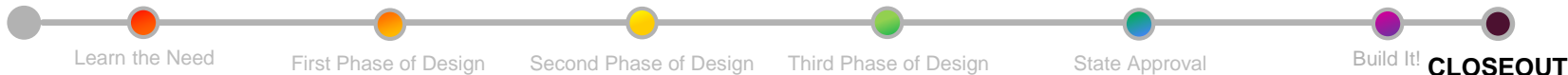
Construction

6



Closeout

- Warranties/Owner's Manuals
- Training staff
- Move-in
- DSA forms submitted
- Final fees paid to state/vendors



OUSD Project Delivery Recommendations

- All projects scored from 1-10, 10 being most important/ complex
- Small Local Business Enterprise (SLBE): All projects rated 10 due to board policy
- Schedule: If project has multiple phases, short schedule, has to meet tight academic constraints, rates high
- Quality: If temporary, short use, rate low, if portables with 20-30 year lifespan, rate medium, if permanent capital improvement, rate, high
- Control: Based on complexity of design, amount of design committee feedback anticipated, effort to define the basis of design, rate high



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Example: Selection of Project Delivery Method



	SLBE	Schedule Complexity	Site Logistics	Quality Expectations	Design Control	Recommended Delivery
MCCLYMONDS	10	8	7	8	6	DB



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Examples of Current Project Delivery Methods

	SLBE	Schedule Complexity	Site Logistics	Quality Expectations	Design Control	Recommended Delivery
Claremont MS	10	2	10	7	7	Design- Bid-Build
McClymonds HS	10	8	4	8	6	Design-Build
Coliseum College Prep Academy	10	8	8	8	5	Design-Build



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