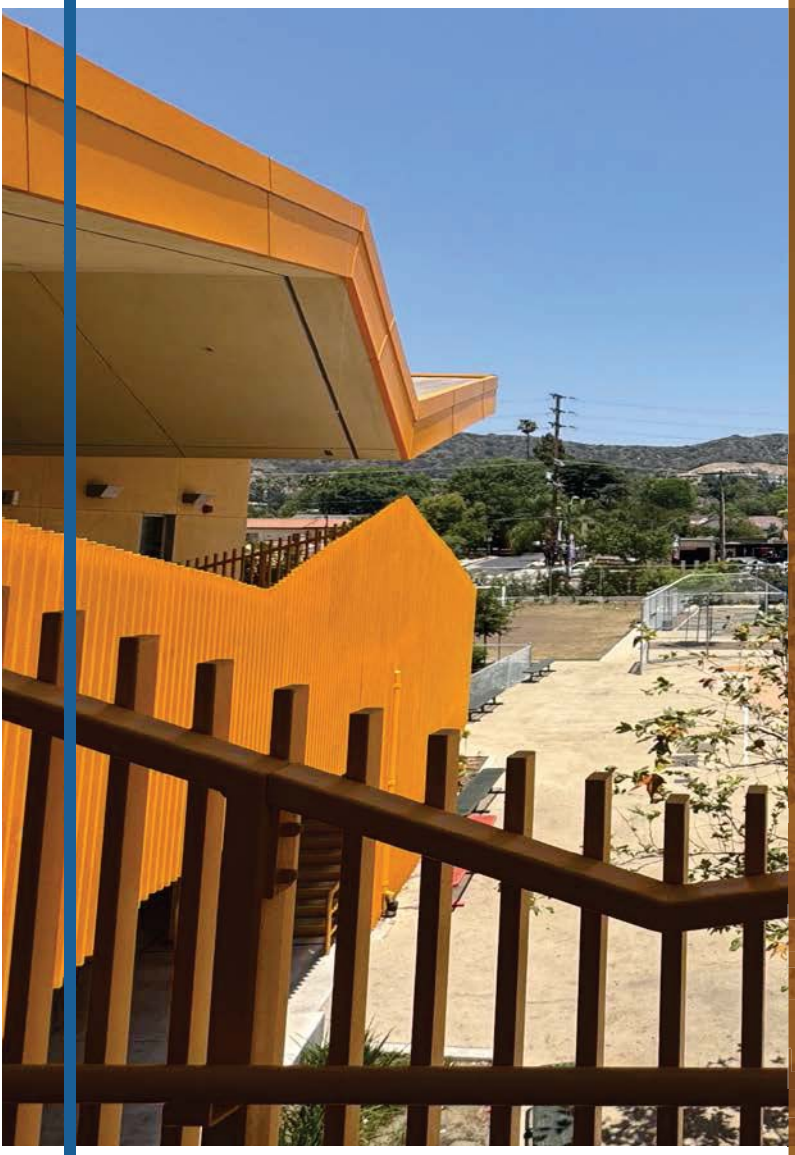
Los Angeles Unified School District
Office of the Inspector General



Technical Evaluation

Pinmor Construction, LLC and the Dahlia Heights Elementary School Classroom Replacement Project

Contract No. 4400009538

25-0310-TE
March 26, 2026

Michael A. McLean
Interim Inspector General

Los Angeles Unified School District
Office of the Inspector General

March 26, 2026

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 Pinmor Construction, LLC and the Dahlia Heights Elementary School Classroom Replacement Project

Dear Ms. Tokes,

This is our final report on the technical evaluation of Pinmor Construction, LLC and the Dahlia Heights Elementary School Classroom Replacement Project (Contract No. 4400009538).

Please contact our office if you have any questions.

We appreciate your cooperation and continued support of our services.

Sincerely,

Amy Long
Digitally signed by Amy Long
DN: cn=Amy Long, o=Office of the Inspector General, ou=OIG, email=amy.long@lausd.net, c=US
Date: 2026.03.26 13:30:42 -07'00'

Amy Long, CPA, CFE, CIGI
Assistant Inspector General

Digitally signed by MICHAEL A. MCLEAN
Date: 2026.03.26 13:34:59 -07'00'

Michael A. McLean
Interim Inspector General

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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 Dahlia Heights Elementary School (ES) Classroom Replacement Project (Figure 1). On June 13, 2017, the Board of Education (BOE) approved an amendment to the LAUSD Facilities Services Division's (FSD) Strategic Execution Plan (SEP) to approve project definitions for two classroom replacement projects that would ensure compliance with State of California requirements to eliminate the use of Department of Housing (DOH) relocatable buildings. The initial project budget was set at $9,400,000. Pre-construction activities were anticipated to begin in the third quarter of 2017 and were expected to be completed in the second quarter of 2019. Construction activities were anticipated to start in the second quarter of 2019 and be completed in the second quarter of 2021.[1]

Figure 1. Dahlia Heights ES – Classroom Building Exterior View
(OIG Photo- June 6, 2025)

[1] According to LAUSD BOE Report 598-16/17, on January 13, 2017, the LAUSD BOE amended the FSD SEP to approve the Project Definitions for two classroom replacement projects at Dahlia Heights and Wonderland Avenue Elementary Schools. The proposed classroom replacement projects were identified to ensure compliance with State requirements to eliminate the use of DOH relocatable buildings.

On May 12, 2021, Pinmor Construction, LLC (Pinmor) and the Los Angeles Unified School District (LAUSD) entered a construction contract for the Dahlia Heights ES Classroom Replacement Project (i.e., Contract No. 4400009538). This project replaced five classrooms in three relocatable buildings. It included the design and construction of four general classrooms, one kindergarten classroom, one resource specialist program room, support spaces, infrastructure to support the new facilities, removal of portable buildings, site work, path of travel, and other required accessibility improvements. It also included the placement of interim housing during construction.

The LAUSD issued a public Invitation to Bid on August 19, 2020, for the Dahlia Heights ES Classroom Replacement Project under the Best Value Procurement process. Of the five teams that submitted qualifications and bid offers, Pinmor was announced as the successful proposer, and the LAUSD issued a Notice of Award to Pinmor on May 14, 2021.

OBJECTIVES

The objectives of this technical evaluation were to evaluate:

(i) whether Pinmor completed the contracted work on time and complied with the scheduling requirements;
(ii) whether the project was completed within budget, or if change orders were issued;
(iii) whether Pinmor 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) Pinmor'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).
- 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.
- Interviews with the Architecture and Engineering (A/E) responsible personnel for the project.
- Interviews with Pinmor's project team personnel.
- 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 Dahlia Heights ES Classroom Replacement Project was successfully completed; however, Substantial Completion was achieved 657 days beyond its originally scheduled date. The project's distinctive design quality is noteworthy and merits commendation for creating an enhanced learning environment for the LAUSD (Figure 1). FSD should also be recognized for its commitment to delivering improved architectural quality. However, several deficiencies in the planning and coordination phases of the project caused numerous change orders, which had a substantial impact on the project's cost and schedule. Furthermore, project management issues also contributed to an escalation in project costs.

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 Experienced a Delay of 657 Days.
Although Beneficial Occupancy was achieved on December 4, 2023, 174 days after the original estimated Substantial Completion date of June 13, 2023, the actual Substantial Completion of the project was not achieved until March 31, 2025. The construction project delay was mainly caused by design deficiencies in the planning and design phases of the project.

Finding No. 1 – The Project Experienced a Construction Cost Increase of 18.65% through Change Orders.
The contract amount for the project's construction was $9,536,000. Change orders increased the project cost by $1,778,069.10, or 18.65% of the contract amount.

Finding No. 2 – The Scope of Work Was Completed, but Some Post-Construction Deficiencies Remain.
The LAUSD accepted the Classroom Building on December 4, 2023, and all NCIL items were resolved by August 13, 2024. However, the OIG observed several post-construction deficiencies in landscaping, roof drainage, and lighting controls that require additional attention from FSD.

Finding No. 3 – Pinmor's Overall Performance Was Satisfactory, but the Contractor Performance Evaluation Has Not Been Completed by FSD.
Substantial Completion was achieved, but the LAUSD Contractor Performance Evaluation has not yet been released. Based on our interviews with all responsible personnel, the OIG assessed that Pinmor's overall performance was satisfactory.

Finding No. 4 – Substantial Completion Administrative Issues.
There are no policies and procedures in place indicating a timeline period to achieve Substantial Completion of the project after the award of Beneficial Occupancy. As of August 2, 2025, the total FSD management costs for the project, based on the original construction contract cost and change orders, were $2,692,963, or 23.80% of the total construction cost.

Finding No. 5 – Preconstruction Site Analysis and Site Preparation Issues.
There were three change orders for basic coordination oversights during the planning and design phases of the project. These issues were related to shoring specification requirements, site investigative work, and the planning of the supply of fire water.

Finding No. 6 – Fire Protection Coordination Issues.
The OIG identified multiple deficiencies in the A/E team's coordination of fire protection issues during the planning and design phases of the project. 18 change orders related to these issues added $348,120.97 to the project cost and accounted for 35.42% of the total cost of change orders attributed to errors and omissions**.**

Finding No. 7 – HVAC Design Coordination Issues.
There were several design deficiencies in the FSD and A/E team's joint coordination of HVAC issues during the planning and design phases of the project. 10 change orders stemming from these issues added $238,207.18 to the project cost and accounted for 24.23% of the total cost of change orders attributed to errors and omissions.

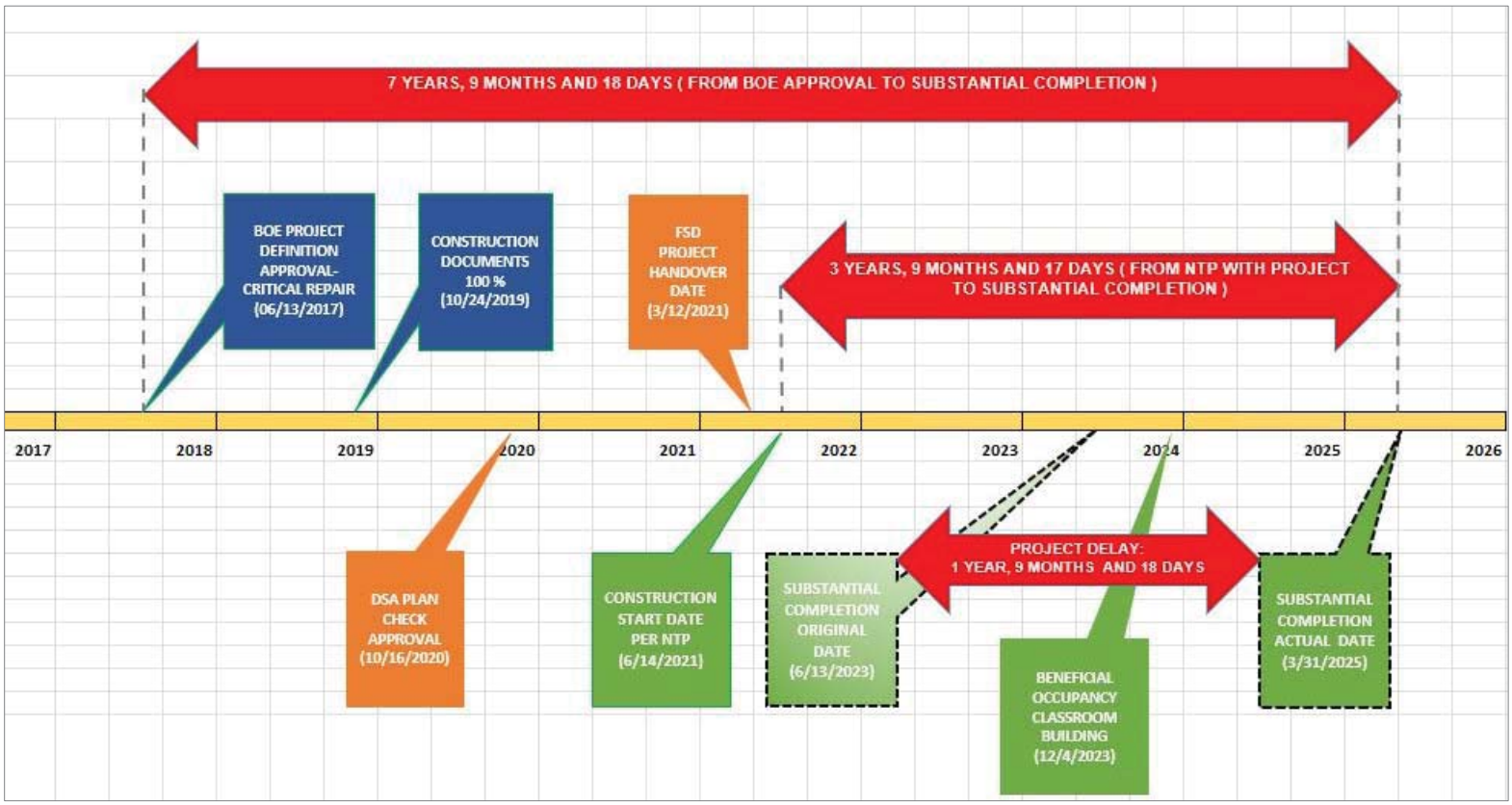
Finding No. 8 – Issues with the Quality of the Steel Work.
There were deficiencies in the quality of some of the welded steel elements of the steel guardrail and screen elements of the project. These issues were not addressed by FSD project inspectors, the A/E team, or any other personnel involved in quality control and quality assurance procedures.

RESULTS OF TECHNICAL EVALUATION

OBJECTIVE 1
EVALUATE WHETHER PINMOR COMPLETED THE CONTRACTED WORK ON TIME AND COMPLIED WITH THE SCHEDULING REQUIREMENTS OF THE PROJECT

The Dahlia Heights ES Classroom Replacement Project took approximately seven years, nine months, and 18 days to be completed by FSD since its approval by the LAUSD BOE on June 13, 2017, until its Substantial Completion date on March 31, 2025 (Figure 2).

Figure 2. Dahlia ES Classroom Replacement Project - Project Timeline



Observation No. 1 – The Project Experienced a Delay of 657 Days.

Per LAUSD's Notice to Proceed (NTP) with the Project on May 28, 2021, the Contract Time was 790 calendar days from NTP to the estimated Project Completion date of August 12, 2023. The original estimated Substantial Completion date was June 13, 2023. While the LAUSD took Partial Use, or Occupancy, of the new Classroom Building on December 4, 2023—174 days after the original estimated Substantial Completion date—Substantial Completion was not achieved until March 31, 2025, which represents a delay of 657 days, or one year, nine months, and 18 days, from the original estimated Substantial Completion.

Regarding the justification for the project delay, Change Order Proposal (COP) 116R2 - submitted initially by Pinmor on May 22, 2024, resubmitted on September 3, 2024, and revised on August 11, 2025 - attributed 204 days of compensable delay to the project timeline during the construction of the project. This increase in the Contract Time by 204 days, primarily caused by design deficiencies in the planning and design phases of the project, would add a cost of $282,900.80, or 2.97% to the construction cost of the project.

Additionally, the FSD Project Execution (PEX) branch was also responsible for a prolonged administrative delay in finalizing the Substantial Completion milestone. Please refer to Finding No. 3 for detailed information.

Please refer to Recommendations for Finding No. 1, Finding No. 6, and Finding No.7 for the project delay caused by design deficiencies in the planning and design phases of the project, and for Finding No. 4 for the project delay caused by administrative issues regarding Substantial Completion under the responsibility of FSD.

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 June 13, 2017, was $9,400,000. As of August 15, 2025, the final project budget totaled $18,648,590. This overall figure includes the construction contract amount of $9,536,000 as well as the management costs incurred by FSD to plan, design, and manage the project.

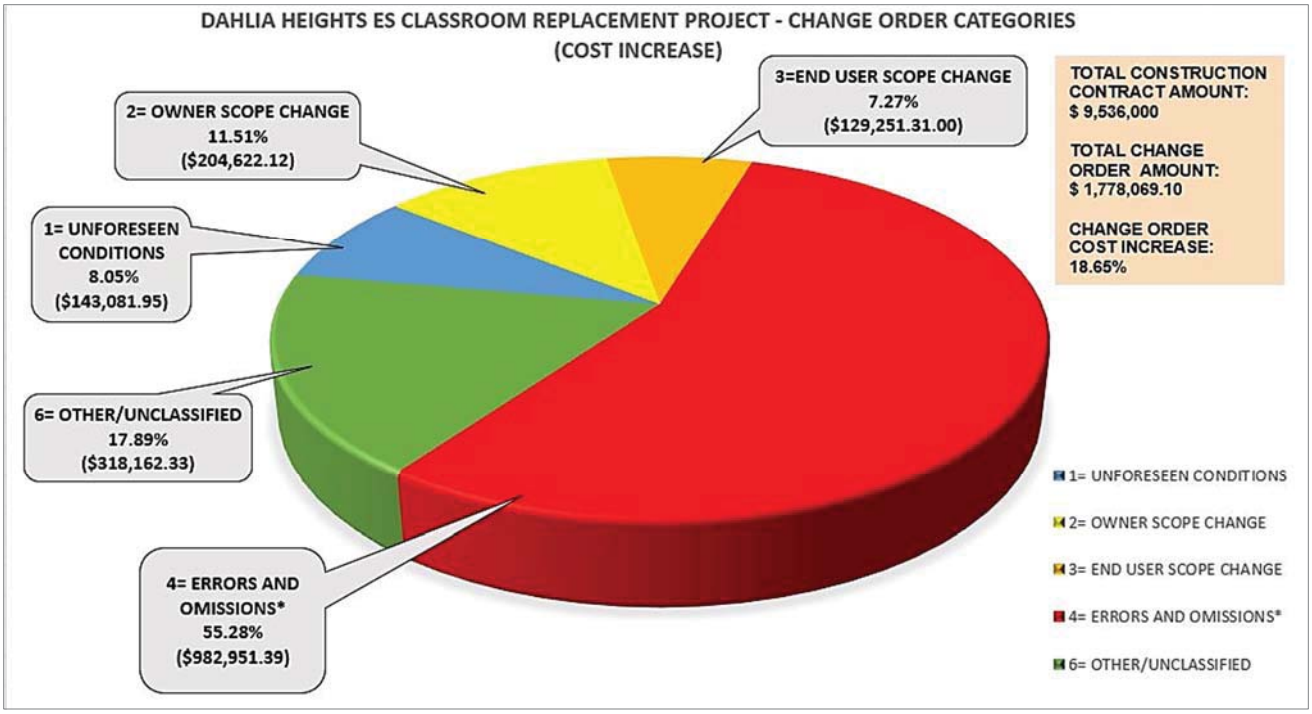
Finding No. 1 – The Project Experienced a Construction Cost Increase of 18.65% through Change Orders.

The construction contract amount was $9,536,000 based on the Best Value bid from Pinmor. The project experienced a $1,778,069.10 (18.65% of the original construction contract amount) cost increase due to change orders. The total contract construction cost, therefore, totaled $11,314,069.10. This overall increase in change orders rose above the FSD contingency threshold of 10-15% projected overall cost increase for change orders (Figure 3).

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

- Change orders for errors and omissions added a cost of $982,951.39, or 8.69% of the total construction contract amount and 55.28% of the change order total amount.
- Change orders for owner changes added $204,622.12, or 1.81% of the total construction contract amount and 11.51% of the change order total amount.
- Change orders for unforeseen conditions added a cost of $143,081.95, or 1.26% of the total construction contract amount and 8.05% of the change order total amount.
- Change orders for end-user request changes added $129,251.31, or 1.14% of the total construction contract amount and 7.27% of the change order total amount.

Figure 3. Dahlia Heights ES Classroom Replacement Project
Change Orders Cost Increase



Generally, FSD has a 5% threshold cap for change orders due to errors and omissions. However, this project recorded a significantly higher rate, with such change orders totaling 10.31% of the original construction contract amount. This figure does not account for the issues of errors and omissions addressed in COP 116R2, which totaled $282,900.80. This amount has been added to the change order category for other/unclassified items in the pie chart above.

At the time of this report, COP 116R2 and COP 62R2 remained under final administrative review and clearance from FSD. For further details on the cost impacts related to errors and omissions (or design deficiencies), refer to Findings No. 5, 6, and 7.

The OIG reviewed and agreed with the majority of the justification for the change orders. See *Addendum, Section I – Change Order Justification – OIG Review* for additional information.

Recommendations for Finding No. 1

The OIG has previously addressed issues related to planning and design quality control, as well as the resulting change orders for design deficiencies in projects, as noted below.[2]

[2] Technical Evaluation Report on Pinner Construction Co., Inc. and the Taft Charter High School Plumbing Utilities Project, LAUSD Office of the Inspector General, May 19, 2025, in which Deficiencies in Planning and Design Quality Control issues were addressed.

a. The FSD Asset Management (AM) branch should evaluate the planning and design deficiencies on this project and share them with all branch personnel with a program such as Learned Lessons, to facilitate the management of future projects.

b. The FSD AM branch should review and share the significant deficiencies in the planning and design of this project with the commissioned architecture and engineering teams involved in the project to prevent the repetition of mistakes on future projects with the LAUSD.

c. FSD should 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 in future selection processes.

Recommendations related to the management of these issues are provided under Findings No. 5, 6, and 7 below.

FSD's Response

a. FSD concurred with the recommendation.

b. FSD concurred with the recommendation.

c. FSD responded that although change order rates for errors and omissions are not currently directly evaluated as a part of performance evaluations, consideration is given to errors and omissions in the final evaluations of the firm's overall performance on the project.

OBJECTIVE 3
EVALUATE WHETHER PINMOR 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

Finding No. 2 – The Scope of Work was Completed, but Some Post-Construction Deficiencies Remain.

Beneficial Occupancy of the Classroom Building was achieved on December 4, 2023. While Substantial Completion was not achieved until March 31, 2025, project records indicated that there were no outstanding items on the NCIL maintained by the LAUSD Inspection Department at Substantial Completion. All items in the scope of work were considered complete in accordance with the contract documents, and the corresponding Contractual Closeout from FSD was dated November 20, 2024. However, the OIG found a few unresolved deficiencies that require attention from FSD. These deficiencies are as follows:

a) Project Landscaping Issues:

We noticed that some of the intended project landscape aesthetics and functionality were compromised. The grass previously planted on the proposed half soccer field, which was signed off by FSD, has since deteriorated or disappeared (Figure 4).

Figure 4. Dahlia Heights ES-Half Soccer Field
(OIG Photo - June 25, 2025)

For reference purposes, according to the Schedule of Values submitted by Pinmor on September 24, 2021, and reviewed and approved by the OAR on October 7, 2021, the total scheduled value for planting, landscaping, and sodding at the soccer field was $16,000 (i.e., $9,000 for installing plants and landscaping, and $7,000 for installing sod). This cost does not include the irrigation system or the planning and design fees for this work. During site visits, the OIG noticed that the irrigation system for the field seemed operational; however, the school's responsible personnel were unable to determine the cause of the lack of grass in the field. Additionally, the adjacent west planting area of the field also lacked the planned shrubbery. In several planting areas, the sprinkler system heads had been capped by M&O maintenance personnel, while others had been removed by students (Figure 5a).

Furthermore, on the front side of the Classroom Building, the Bioswale Demonstration Garden, the central area appeared to be mostly bare soil with utility covers. Vegetation planting seemed uneven, and the presence of the utility covers may be interfering with water flow and infiltration.

Figure 5a. Dahlia Heights ES
Shrub and Planting Area - Half Soccer Field
(OIG Photo-June 25, 2025)

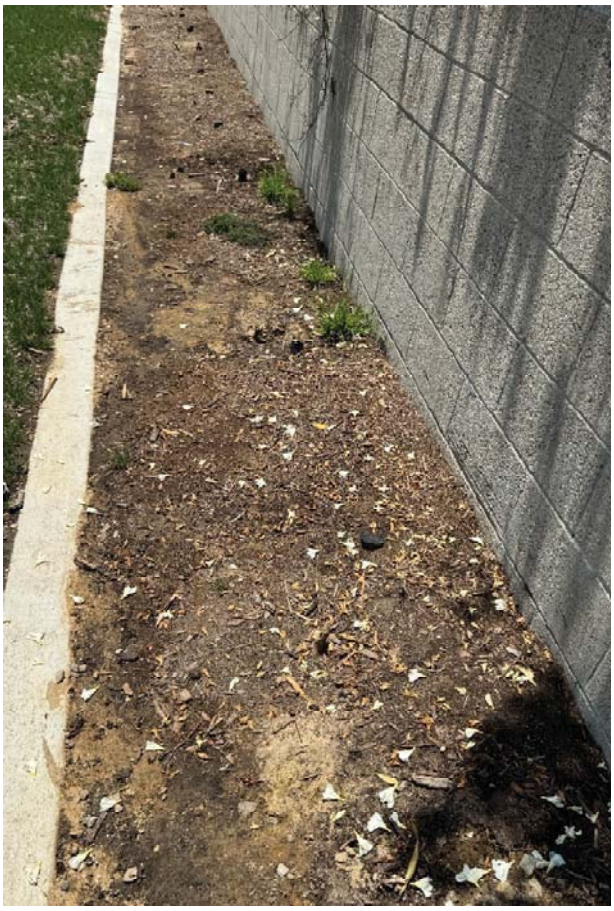


Figure 5b. Dahlia Heights ES
Bioswale Garden Feature
(OIG Photo-June 25, 2025)

b) Roof Design Issues:

The roof of the project has a unique and very interesting configuration that enhances the design quality of the project. However, we noticed a couple of issues regarding drainage and accessibility:

1) Roof Drainage: Following our discussion with the school's responsible personnel, we were informed of a rainwater leakage incident in Classroom 1 on the first floor (Figure 6), indicating that the current downspout system may need revision to enhance drainage during heavy storms. M&O personnel told us that during some construction meetings, the Plant Manager and the Complex Project Manager (CPM) mentioned that the downspout might be undersized and not draining properly. While the plumbing calculations seem sufficient, the configuration of the valley roof design could affect rainwater velocity, possibly exceeding the capacity of the downspout and conductor head components to handle runoff effectively. Additionally, the placement of the conductor scupper head directly above an exterior light fixture presents both a safety risk and an accessibility concern that should be re-evaluated (Figure 7).

2) Roof Accessibility: A particular condition of the roof design — that it does not provide access for maintenance — deviates from LAUSD standards. The *LAUSD School Design Guide (2016)* requires that roofs of new buildings be accessible via a stair or a permanent ladder from an interior space for maintenance purposes.

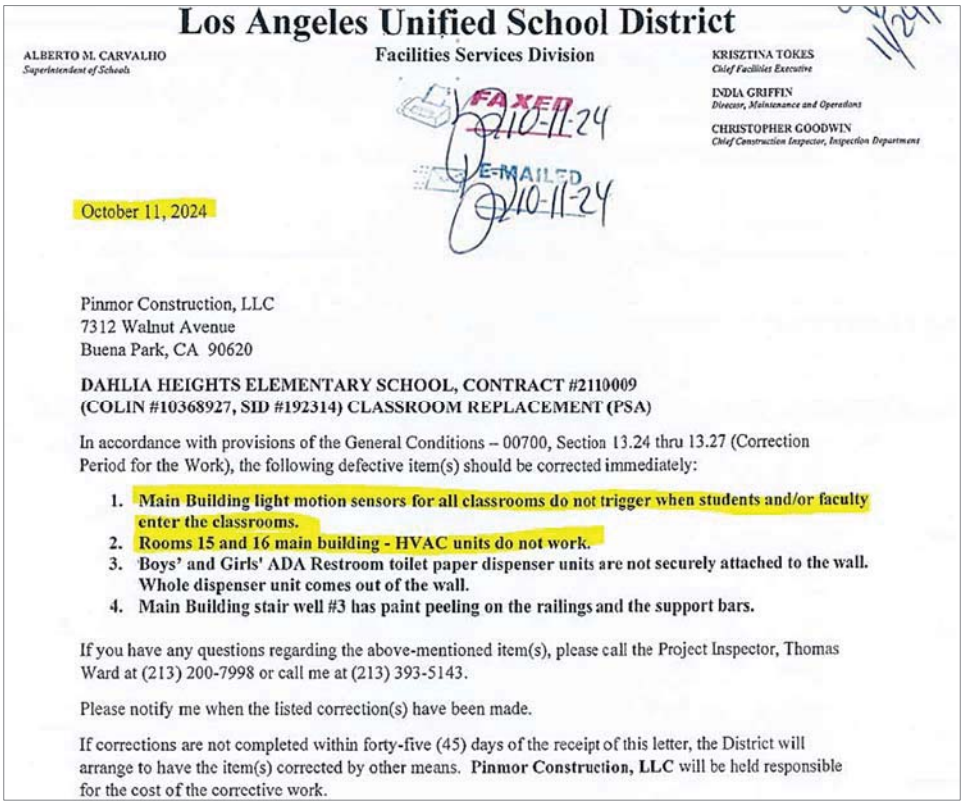
Figure 6. Dahlia Heights ES-Roof Downspout on First Floor Classroom 1 Entry Area (OIG Photo - June 25, 2025)

Figure 7. Dahlia Heights ES-Roof Downspout on Second Floor Classroom 2 Entry Area (OIG Photo - June 25, 2025)

c) HVAC and Lighting Controls Issues:

During our site visit on June 25, 2025, we observed that the lighting motion sensors in the classrooms were not operational. We were also informed that the HVAC systems were experiencing issues and required a hard reset to operate normally. These issues were noted in the Warranty Letter issued to Pinmor on October 24, 2024 (Figure 8) and considered resolved and signed off by FSD on November 20, 2024. We were informed by school personnel that these issues are currently being addressed by M&O.

Figure 8. Dahlia Heights ES – FSD Warranty/Guarantee Letter (November 20, 2024)



Los Angeles Unified School District

ALBERTO M. CARVALHO
Superintendent of Schools

Facilities Services Division

KRISZTINA TOKES
Chief Facilities Executive

INDIA GRIFFIN
Director, Maintenance and Operations

CHRISTOPHER GOODWIN
Chief Construction Inspector, Inspection Department

FAXED 10-11-24

E-MAILED 10-11-24

October 11, 2024

Pinmor Construction, LLC
7312 Walnut Avenue
Buena Park, CA 90620

DAHLIA HEIGHTS ELEMENTARY SCHOOL, CONTRACT #2110009
(COLIN #10368927, SID #192314) CLASSROOM REPLACEMENT (PSA)

In accordance with provisions of the General Conditions – 00700, Section 13.24 thru 13.27 (Correction Period for the Work), the following defective item(s) should be corrected immediately:

1. **Main Building light motion sensors for all classrooms do not trigger when students and/or faculty enter the classrooms.**
2. **Rooms 15 and 16 main building - HVAC units do not work.**
3. **Boys' and Girls' ADA Restroom toilet paper dispenser units are not securely attached to the wall. Whole dispenser unit comes out of the wall.**
4. **Main Building stair well #3 has paint peeling on the railings and the support bars.**

If you have any questions regarding the above-mentioned item(s), please call the Project Inspector, Thomas Ward at (213) 200-7998 or call me at (213) 393-5143.

Please notify me when the listed correction(s) have been made.

If corrections are not completed within forty-five (45) days of the receipt of this letter, the District will arrange to have the item(s) corrected by other means. **Pinmor Construction, LLC** will be held responsible for the cost of the corrective work.

Recommendations for Finding No. 2

a. FSD should actively monitor and assess these deficiencies in collaboration with the M&O Branch and the A/E team to ensure a timely and effective resolution to these issues.

b. Regarding the landscape work, FSD M&O should evaluate the irrigation system's performance and coverage, and assess any issues with soil quality, drainage, planting selection, as well as general planning and design, as a case study for any other upcoming landscape projects.

c. FSD AM branch should review the approved deviations on this project and monitor any potential maintenance issues for reference and consideration on future design work requiring the approval of deviations from LAUSD standards.

FSD's Response

a. FSD concurred with the recommendation. FSD indicated that staff will assess the ongoing issues and take corrective action as necessary.

b. FSD concurred with the recommendation.

c. FSD concurred with the recommendation.

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

Finding No. 3 – Pinmor's Overall Performance Was Satisfactory, but the Contractor Performance Evaluation Has Not Been Completed by FSD.

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. This evaluation has not yet been completed by LAUSD FSD.

FSD Policies and Procedures Section 14.20 (Contract Closeout and Turnover) requires that the Evaluation Form be attached to the Contractor's final payment application, and that it should be completed within 60 days of the Substantial Completion. The evaluation form was required to be completed by May 30, 2025 — 60 days after the Substantial Completion Date of March 31, 2025. However, as of the date of this draft report, October 15, 2025, it remains incomplete and is currently 138 days overdue.

Based on our interviews with all project stakeholders, the OIG assessed that Pinmor's overall performance was satisfactory. PEX's responsible personnel gave an average rating of 8 to the Project Manager and an average rating of 7.25 to the Project Superintendent on a 10-point scale. We noticed some issues with the delay in providing warranty documentation and Energy Management System (EMS) training for the project close-out, which Pinmor stated will be improved upon.

Recommendation for Finding No. 3

a. Subsequent to achieving Substantial Completion, FSD should have all responsible personnel review and complete the Contractor Evaluation Form in a timely manner so that the Contractor receives a fair score for evaluation and consideration on future bid opportunities with the LAUSD.

FSD's Response

a. FSD concurred with the recommendation.

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 planning, coordination, and management of the Dahlia Heights ES Classroom Replacement Project, which are noted below.

Finding No. 4 – Substantial Completion Administrative Issues.

The project was originally scheduled to achieve Substantial Completion by June 13, 2023. The LAUSD took Beneficial Occupancy of the Classroom Building on December 4, 2023, allowing use of the facility before formal Substantial Completion. Our review of project records indicated that the last pending NCIL item (lighting controls) was closed out around August 13, 2024. However, the project was not awarded Substantial Completion until March 31, 2025, which is 483 days or one year, three months, and 27 days after Beneficial Occupancy of the Classroom Building. Although the Certificate of Substantial Completion was dated March 31, 2025, the official documentation was not signed off until July 3, 2025, by PEX (Figure 9). This administrative delay raises concerns regarding procedural compliance and internal controls. Most importantly, after the completion of the Classroom Building, management costs continued to accrue significantly as noted below.

Figure 9. Certificate of Substantial Completion-March 31, 2025

Los Angeles Unified School District

Facilities Services Division

CERTIFICATE OF SUBSTANTIAL COMPLETION

School Name: Dahlia Heights Elementary School

Date of Issuance: 01/30/2025

Project Name: New 2-Story Classroom Building (Classroom Replacement)

Project Number: 10368927 (192314)

Issued To: PINMOR Construction

Contract Number: 211009

Issued By: [redacted] AUTHORIZED OWNER REPRESENTATIVE

Project Description:

This project replaces 5 classrooms located in 3 relocatable buildings of which 2 of the classrooms are in a DOH portable that does not comply with State standards for school buildings. Included in the project are the design and construction of 4 general classrooms, 1 kindergarten classroom, 1 resource specialist program room, and support spaces; infrastructure to support the new facilities; removal of portables once the classroom replacement project is complete and upgrades to landscape, hardscape, and playground areas where portables are removed; and site work, path of travel, new shade shelter and other required ADA improvement

The Work performed under this Contract has been reviewed and found to be substantially complete. Substantial Completion is defined as the stage in the progress of the Work when all of the requirements of the Contract are completed, except Punch List items, final warranties and guaranties, and record documents submittals. A Punch List of items to be completed, corrected and/or submitted is attached hereto. The failure to include any items on such list does not alter the responsibility of the Contractor to complete all Work in accordance with the Contract Documents.

The Contractor will complete, correct or submit the items on the Punch List attached hereto within 30 (thirty) days from the date of Substantial Completion.

The date of Substantial Completion of the Project designated above is hereby established as March 31, 2025 which is also the date of commencement of all applicable warranties required by the Contract Documents except as noted below:

Warranty Exceptions:

All warranties covered under NOTICE OF PARTIAL USE OR OCCUPANCY for Phase 1 of New 2-Story Building which is the completion of the 2 story classroom building. Acceptance date of 12/04/2023.

[redacted] Digitally signed by [redacted] Date: 2025.01.31 09:07:03-08'00'

Architect's Signature — *Name (Printed)* [redacted] — *Date*

[redacted] Digitally signed by [redacted] Date: 2025.01.31 13:02:40 -08'00'

Contractor's Signature — *Name (Printed)* [redacted] — *Date*

The Owner accepts the Work as substantially complete and will assume full possession thereof at ________ (time) on ________ (date).

[redacted] PM Digitally signed by [redacted] Date: 2025.06.05 15:55:22 -07'00'

Owner Authorized Representative — *Name (Printed)* [redacted] — *Date*

[redacted] M Digitally signed by [redacted] Date: 2025.06.05 15:55:40 -07'00'

Senior or Regional Project Manager — *Name (Printed)* [redacted] — *Date*

[redacted] Digitally signed by [redacted] Date: [redacted]

Regional Director or Regional Project Management Director — *Name (Printed)* [redacted] — *Date*

cc Facilities Construction Contracts, FCIU, Inspection Branch

Regarding the extended project timeline and the associated management costs, we observed the following data:

a) From NTP on June 14, 2021, to original Substantial Completion of June 13, 2023 (the original contract duration), FSD's management costs were approximately $1,323,606.30.

b) Per the chart provided by FSD Project Controls below (Figure 10), the management costs for the extended timeline period of June 13, 2023 -the originally scheduled Substantial Completion date- to July 25, 2025 -our last date of data collection- were $1,193,620.97. This figure represents a 90.18% increase over the original management costs noted above.

Figure 10. Dahlia Heights ES – FSD Project Controls Cost Analysis Excerpt

10368927_ Dahlia Heights ES - Classroom Replacement	
	Management Expended
June 13, 2023 - July 25, 2025	1,193,621.00
Pending Labor	9,575.00
Grand Total	**1,203,196.00**

sap_project				F309459
proj_name				Dahlia Heights ES - Classroom Replacement
period of				June 13, 2023 - July 25, 2025
wbs_element				**Expended**
	2023	**2024**	**2025**	
F-309459-04-701-99	87,391.03	648,827.16	301,564.06	**1,037,782.25**
F-309459-04-702-99	420.02	791.60	398.89	**1,610.51**
F-309459-04-703-99	38,728.00	73,891.55	36,772.00	**149,391.55**
F-309459-04-704-99		4,175.97	660.69	**4,836.66**
Grand Total	**126,539.05**	**727,686.28**	**339,395.64**	**1,193,620.97**

c) As of August 15, 2025, the latest Estimate at Completion (EAC) data from FSD indicated that the project's management cost totaled $2,692,963 (see Figure 11). This amount represents 23.80% of the total construction cost, based on the original contract value and approved change orders.

Figure 11. Dahlia Heights ES – FSD Estimate at Completion Budget Excerpt

Bucket / Cost Code WBS2/WBS3	SEP 2025	[1] Approved Budget	[2] Expended (IFS+SAP)	[3] Encumbered (SAP)	[2]+[3] Committed (SAP)	[4] Pending Labor	[1]-[2]-[3]-[4] Uncommitted	[5] Latest EAC
04 - Management								
701 - Construction Management	1,782,372	1,782,372	1,905,146	0	1,905,146	10,117	-132,891	1,905,702
702 - Planning - Asset Mgmt	132,453	132,453	109,201	0	109,201	198	23,054	132,453
703 - Design Management	532,402	532,402	556,179	0	556,179	0	-23,777	594,808
704 - OEHS Oversight	60,000	60,000	27,698	0	27,698	0	32,302	60,000
705 - Community Outreach Labor	10,000	10,000	0	0	0	0	10,000	0
05 - Other Costs & Reserve								
811 - Community Outreach Non-Labor	3,500	3,500	4,482	0	4,482	0	-982	4,482
Total $	**18,648,590**	**18,648,590**	**18,292,799**	**122,438**	**18,415,236**	**10,315**	**223,039**	**18,772,416**

Our review found that the project lacked formal policies and procedures establishing defined limits or expectations governing the duration between Beneficial Occupancy and Substantial Completion. Moreover, the delay in the administrative close-out resulted in a significant increase in the project's management costs. The total project management expenditure, which is estimated at 23.80% of the overall construction cost, substantially exceeds industry norms, which typically fall within the 9% to 15% range.[3]

We also inquired with FSD PEX about the project management costs of $727,686.28 for the year 2024 and $339,395.64 for the year 2025, since the Classroom Building was basically completed and turned over to the LAUSD on December 4, 2023. However, we have not received a detailed explanation as to why FSD incurred this cost for management activities after the classroom building occupancy, when most of the contractual work had already been completed.

Recommendations for Finding No. 4.

a. FSD should create and implement a formal closeout timeline policy that defines the maximum allowable time span between Beneficial Occupancy and Substantial Completion on projects without multiple phase schedules.

b. FSD should perform a comprehensive analysis of the administrative closeout process for Dahlia Heights ES to identify the root causes of administrative delay and cost escalation due to extended timelines and procedural delays.

c. FSD should establish benchmarks for administrative closeout durations and management cost thresholds, and require justification and approval for management expenditures that exceed established thresholds.

FSD's Response

a. FSD responded that they advise that on projects without multiple phases, a Beneficial Occupancy, if taken, would be for partial scope completion. Therefore, the remaining scope from project to project would be highly variable, and as such, FSD declines the recommendation to create a timeline policy for similar scenarios.

b. FSD concurred with the recommendation. They indicated that PEX will conduct a comprehensive analysis of the administrative closeout to identify the causes of any administrative delays and cost escalation.

c. FSD responded that they believe the current policy and procedures, taken as a whole, provide the framework for time-sensitive durations. Staffing plans are tailored to each project, updated, and applied based on current forecasts that align with time-sensitive durations, while honoring the project's complexity.

[3] "Project Management: How Much Is Enough? PM Network, 13(2),49-52," Project Management Institute, February 1999. How much Project Management should be on a Project | PMI

OIG's Response

All three recommendations—(a), (b), and (c)—ultimately relate to the same deficiency identified by the OIG regarding effective controls, timelines, and cost thresholds governing administrative closeout.

a. The OIG acknowledges FSD's position regarding variability in the timeline between Beneficial Occupancy and Substantial Completion. However, the concerns identified for this project—namely the extended administrative closeout duration and associated cost escalation—remain unresolved. Because FSD has committed under Recommendation (b) to conducting a comprehensive analysis of the administrative closeout process, the OIG expects that the analysis will also evaluate whether a flexible, non-prescriptive closeout framework or timeline control is feasible to prevent similar delays.

c. While FSD asserts that existing policies sufficiently address time-sensitive durations and staffing decisions, the management-cost outcomes at Dahlia Heights ES indicate that current controls were not effective in preventing significant overruns. The OIG, therefore, considers Recommendation (c) closely linked to FSD's forthcoming analysis under Recommendation (b). The OIG anticipates that the analysis will include an evaluation of management-cost tracking, thresholds, and oversight mechanisms to ensure that costs remain proportional to project activity.

Finding No. 5 – Preconstruction Site Analysis and Site Preparation Issues

We found that there were three change orders for issues that could have been addressed during the planning and design phases of the project. These change orders for basic coordination issues are as follows:

a) Change Order T-502 - Shoring Lagging Removal - 12/20/2021
Cost Amount: $29,227.40
This change order was issued because an inter-office memorandum from the Office of Environmental Health and Safety (OEHS) dated 1/8/2008 was not included in the construction documents (Figure 12). The OEHS memorandum only permitted a portion of the lagging to remain on site within specified criteria. FSD classified this change order as an owner-initiated change; however, this change should be classified as errors and omissions under FSD's direct responsibility.

Figure 12. Change Order T-502 Excerpt (December 20, 2021)

Los Angeles Unified School District
Facilities Services Division

CHANGE ORDER

CO Number: T-502
Contract No.: 2110009 (4400009538)
COLIN ID: 10368927
Scope ID: 192314
CO Initiate Date: 12/20/2021
DSA File #: 19-63
DSA Appl #: 03-120254

School Name : Dahlia Heights ES
Project Name: Dahlia Heights ES - Classroom Replacement
To (Contractor): PINMOR CONSTRUCTION, LLC
From (LAUSD): Project Execution / West Region

		Total Contract Amount	% to Original Contract
A	Original Contract Amount	$ 9,536,000.00	
B	Amount of this CO	$ 29,227.40	0.31%
FSD Contracts Use Only	*Date:* / *Project CO#:* / *Contract CO#:*		*% Total COs to Original Contract*
C	Total Approved Change Orders to Date (including this CO)	$ 40,370.60	
D	Revised Contract Amount (A + C)	$ 9,576,370.60	0.42%

Brief CO Title/Summary Description: Shoring Lagging Removal

Contractor is hereby directed to make the following change(s) in the Contract.

Description of Work:

Additional work as described in RFC#28 and RFC#29 to comply with LAUSD-OEHS Inter-Office memo (dated: 01/08/2008) which was not part of Contract documents. Contract drawings called for lagging to remain/abandoned in-place, also called for non-treated wood as lagging material, while OEHS memo allowed only portion of the lagging to remain with certain criteria (i.e. treated wood) as described in RFC#28 & RFC#29. This change order is for the additional labor and material (treated wood).

b) Change Order T-528 - Shade Structure Investigative Work - 2/17/2023
Cost Amount: $13,376.44
This change order was issued because the southwest footing of the structure was laid out directly over a communication vault. This condition could have been visually observed during a site visit as part of the investigation process.

c) Change Order T-533 - Reroute Fire Water (Construction Change Document (CCD) #09A) – 5/30/2023
Cost Amount: $10,078.99

This change order was issued because fire water lines ran underneath the temporary bungalows. These lines could not be removed before the occupancy of the Classroom Building, and therefore, the lines had to be rerouted.

Recommendations for Finding No. 5.

a. FSD should implement a more rigorous document review process to ensure that all relevant inter-office memoranda, such as OEHS directives, are incorporated into the construction documents. This can be accomplished by maintaining a centralized, up-to-date log of all current OEHS memoranda, accessible to project management and design teams, and by incorporating a dedicated checklist item to verify that the latest OEHS memoranda have been reviewed and integrated into the construction documents before bidding.

b. FSD AM should put as much emphasis on the utility coordination of accessory building structures (including shade structures and portable buildings) as on the main building components.

FSD's Response

a. FSD responded that they manage their projects with regular project meetings with all relevant departments, including OEHS. Project files are available to all district staff assigned to the project. They said they will consider editing project specifications, as OEHS issues pertinent memoranda to not rely solely on project files and actionable OEHS memoranda.

b. FSD concurred with the recommendation.

Finding No. 6 – Fire Protection Coordination Issues

We found that 18 change orders were issued due to design deficiencies in the coordination of fire protection issues. The change orders added a cost of $348,120.97 to the project (Figure 13). This amount accounted for 35.42% of the total cost of change orders for errors and omissions in the project. We could not determine if the Integral Group (now part of the company Introba), the fire protection consulting engineering firm, had relevant experience with DSA projects; however, all other responsible personnel for the project indicated that the performance of the fire protection consultant was deficient.

Additionally, the resolution of these issues added a time impact cost in COP 116R2, which includes CCD #22A (Fire Sprinkler Revisions) and CCD #55A (Sprinkler Head in Elevator Machine Room). Per COP 116R1 documentation provided by Pinmor on September 3, 2024, CCD #22A added 82 days of delay, and CCD #55A added 21 days of delay.

Figure 13. Dahlia Heights ES – Change Orders for Fire Protection Coordination Issues

Fire Protection Change Orders for Errors and Omissions							
CO#	CO Status	CO Title	R Code	Init Date	COPU Date	Approved Date	CO Amt
T-505	Approved	Add (1) Combo Smoke/CO Sensor in Kindergarten 1001 (CCD#05A)	4X	03/07/2022	04/22/2022	05/02/2022	1,847.52 $
T-514	Approved	Fire Tamper Switch	4X	11/15/2022	11/2/2022	11/10/2022	33,559.72 $
T-533	Approved	Re-Route Fire Water (CCD#9A)	4X	05/30/2023	06/05/2023	07/05/2023	10,078.99 $
T-541	Approved	FACP revisions (CCD#12A)	4X	08/15/2023	08/25/2023	09/18/2023	30,813.29 $
T-542	Approved	Add three fire Sprinkler Auxiliary drain lines (CCD#44B)	4X	08/21/2023	08/30/2023	09/18/2023	3,968.04 $
T-545	Approved	FA Smoke and Heat Detector Revisions (CCD#34A)	4X	08/28/2023	09/05/2023	09/18/2023	8,088.71 $
T-547	Approved	Added Hub Drain (CCD#47B)	4X	09/21/2023	10/03/2023	10/09/2023	5,296.61 $
T-550	Approved	Provide Power Supply & larger access panels (CCD#42A)	4X	10/16/2023	11/2/2023	11/15/2023	15,908.37 $
T-566	Approved	Revisions to Fire Water DDC valve at POC (CCD#25B)	4X	02/06/2024	02/08/2024	02/15/2024	11,446.06 $
T-568	Approved	Add Fire Sprinkler Heads & Drops (RFC's)	4X	02/07/2024	06/11/2024	06/18/2024	16,364.41 $
T-579	Approved	FA revisions to integrate BMS and FCU-1 (CCD#64A)	4X	04/02/2024	04/17/2024	04/23/2024	11,121.03 $
T-583	Approved	Fire Sprinkler System Revisions (CCD#22A)	4X	04/26/2024	06/07/2024	06/11/2024	49,483.67 $
T-584	Approved	Added Reinforcement for Fire Sprinkler Bracing (CCD#35A)	4X	04/30/2024	05/21/2024	05/28/2024	45,215.87 $
T-589	Approved	Remove Installed Fire Smoke Dampers in Room#1014 (CCD#52A)	4X	05/24/2024	05/31/2024	06/11/2024	5,157.57 $
T-590	Approved	Fire Damper access in Elev. Machine.Room (CCD#39A)	4X	05/31/2024	07/09/2024	07/17/2024	77,295.60 $
T-611	Approved	Integrate FCU-1 FA shut down with FSD's (CCD#65B)	4X	08/21/2024	09/06/2024	09/19/2024	3,056.00 $
T-626	Pending	Change Smoke to Heat Detector AND AiPhone to IP Based System	4X	02/21/2025			14,913.86 $
T-627	Pending	Maintain Fire Alarm Conductivity to (E) Kindergarten Blg	4X	02/21/2025			4,505.65 $
						TOTAL COs:	348,120.97 $

Notable change orders for fire protection issues that affected the cost and schedule of the project were as follows:

a) Change Order T-514 - Fire Tamper Switch - 11/5/2022
Cost Amount: $33,559.72
This change order was issued because a routing path and circuit information for the tamper switches on the fire water back flow device were missing in the civil and fire alarm design documents.

b) Change Order T-541 - Fire Alarm Control Panel Revisions - 8/15/2023
Cost Amount: $30,813.29
This change order was issued because the new fire alarm control panel for the new classroom building was not compatible with the fire alarm control panel in the existing main building.

c) Change Order T-545 - Fire Alarm Smoke and Heat Detector Revisions (CCD #34A) - 8/28/2023
Cost Amount: $8,088.71
This change order was issued because smoke detectors were required in the upper peak areas of the sloped ceiling on the second floor. The requirements for smoke vs. heat detectors were unclear in the design documents.

d) Change Order T-550 - Provide Power Supply & larger access panels (CCD #42A) -10/16/23
Cost Amount: $15,908.37
This change order was issued to provide a dedicated power source and conduits to the relocated fire alarm control panel in the existing main building.

e) Change Order T-579 - FA Revisions to integrate BMS and FC-1- 4/2/2024
Cost Amount: $11,121.03
This change order was issued because FCU needs to be shut down when the fire damper is activated.

f) Change Order T-583 - Fire Sprinkler Revisions - 4/26/24
Cost Amount: $49,483.67
This change order was issued because the hangers for fire sprinkler pipes were proposed to be located at a 90-degree angle to the roof slope and against the gravity load of the pipes (Figure 14). As noted in Finding No. 2 above, the distinct configuration of the roof posed some challenges. The DSA Field Engineer requested that the A/E team review the adequacy of the design of the sprinkler restraint system. FSD's Inspection Department also noticed that the system was not stable and robust. After much deliberation by all parties, the sprinkler restraint system was revised to correspond to the actual slope of the roof and ceiling of the classroom on the second floor (Figure 15).

Figure 14. DSA Field Engineer Field Trip Note No. 10 Excerpt - October 19, 2022

SPECIFIC COMMENTS (NUMBERED ITEMS REQUIRING ACTION):

Items Requiring Resolution this Visit: item #3 and 4.
Previous FTN Items Resolved this Visit: None.
Previous FTN items currently not yet resolved: None.

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3. Geotechnical Engineer of Record to upload all reports for testing & inspections performed after 7/14/2022.

4. At various locations below the sloping roof, fire sprinkler pipes are following the slope of the roof and the hangers for these pipes are at 90 degrees to the slope of the roof. SEOR to review and address how these pipes are restrained from the tendency to move down hill due to the pipe's gravity load. See sketch below.

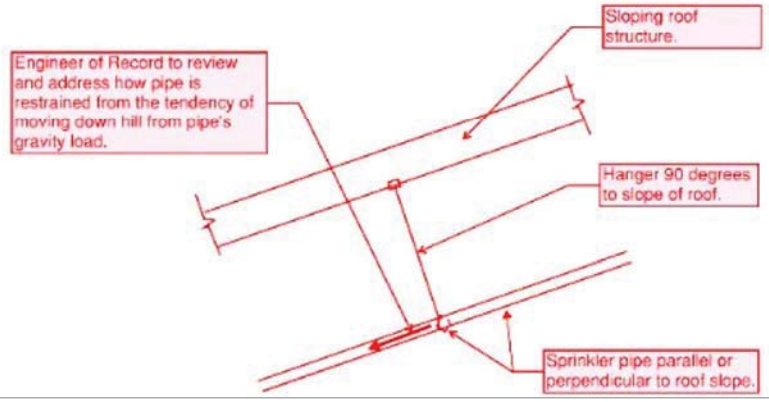
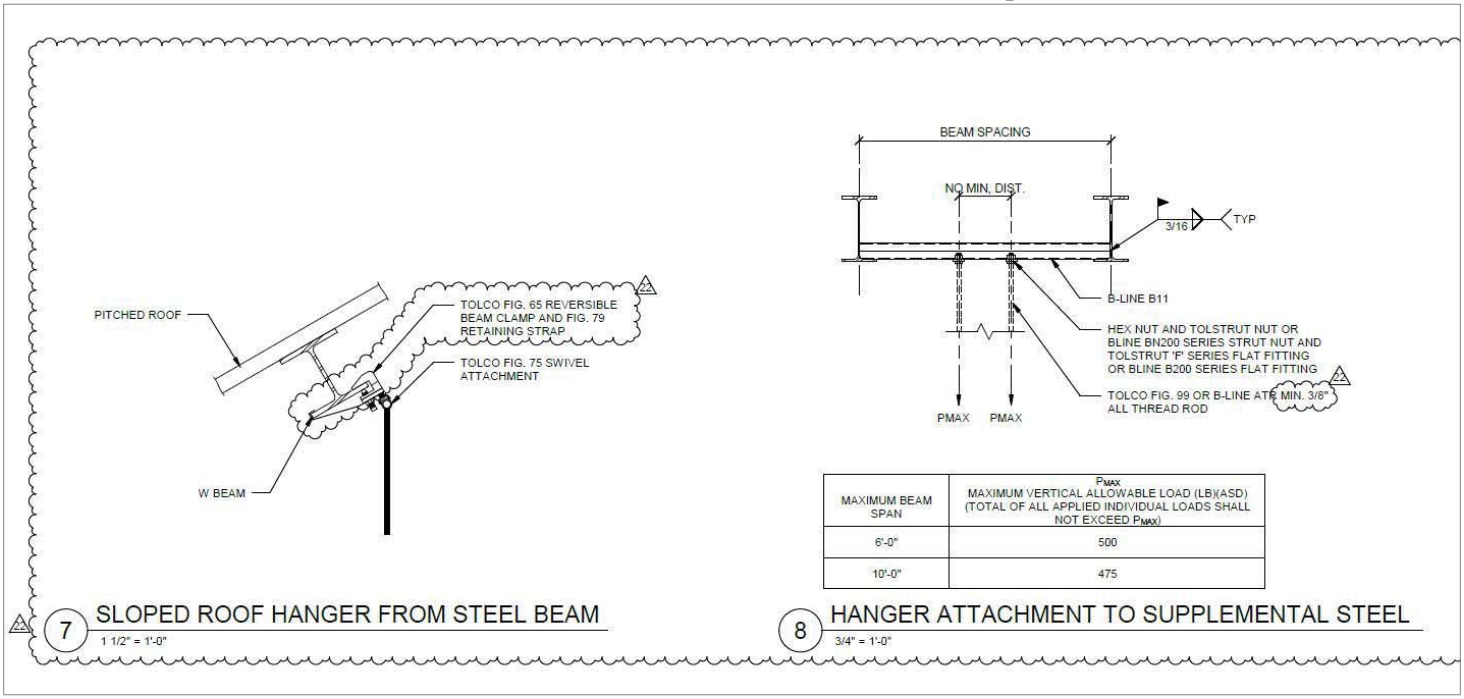


Figure 15. Dahlia Heights ES- CO T-583 Sprinkler Hanger Details
Construction Documents Sheet FX 5.01 Excerpt



g) Change Order T-584 - Added Reinforcement for Sprinkler Bracing (CCD #35A) - 4/30/24
Cost Amount: $45,215.87
This change order was issued for revisions of the bracing and hangers of the fire sprinkler system onto the roof metal deck.

h) Change Order T-590 - Fire Damper access in Elevator Machine Room (CCD #39A) - 2/1/2025
Cost Amount: $77,295.60
This change order was issued to replace smoke detectors with heat detectors.

Recommendations for Finding No. 6.

a. FSD AM branch should meet with FSD Project Inspectors, Electrical Inspectors, Plumbing Inspectors, and other relevant M&O personnel to establish and/or update LAUSD internal design standards for coordinating fire protection systems during the planning and design phases. These guidelines should be based on current LAUSD requirements and Lessons Learned from recent projects, with a focus on compatibility with existing systems, code compliance, and constructability.

b. We recommend that FSD verify the qualifications and documented experience of the A/E team's proposed fire protection consultants, specifically with DSA-regulated school projects. We also recommend that FSD conduct and monitor the evaluation of these consultants for both the design and construction phases of all projects. The assessment should include change orders for errors and omissions as significant evaluation criteria.

FSD's Response

a. FSD concurred with the recommendation.

b. FSD concurred with the recommendation.

Finding No. 7 – HVAC Design Coordination Issues

We found that 10 change orders were issued due to design deficiencies in the coordination of HVAC systems. These deficiencies were under the responsibility of both the commissioned A/E team and the FSD AM branch responsible personnel. These deficiencies caused change orders that added a cost of $238,207.18 to the project (Figure 16). This amount accounted for 24.23% of the total cost of change orders for errors and omissions in the project.

Figure 16. Dahlia Heights ES – Change Orders for HVAC Coordination Issues

Mechanical Coordination Change Orders for Errors and Omissions							
CO#	CO Status	CO Title	R Code	Init Date	COPU Date	Approved Date	CO Amt
T-507	Approved	Duct Silencers Media Liner	4X	05/16/2022	05/23/2022	05/31/2022	4,500.41 $
T-521	Approved	Additional ductwork and register in bathrooms	4X	01/26/2023	01/30/2023	02/03/2023	4,451.02 $
T-548	Approved	Added Shaft Enclosure in Room#1013 ceiling	4X	09/26/2023	10/03/2023	10/09/2023	5,684.39 $
T-559	Approved	Revised Duct Silencer anchorage (CCD#59A)	4X	01/16/2024	02/07/2024	02/15/2024	68,771.59 $
T-561	Approved	Enlarge (3) existing openings	4X	01/29/2024	02/05/2024	02/13/2024	3,835.71 $
T-564	Approved	Enlarge All Mechanical access panels per CCD#36A	4X	02/01/2024	02/08/2024	02/15/2024	11,751.21 $
T-585	Approved	Fire Damper and Fan Coil revisions (RFC's)	4X	05/03/2024	05/13/2024	05/28/2024	13,267.08 $
T-588	Approved	Mechanical Well parapet revisions (CCD#49A)	4A	05/13/2024	05/23/2024	05/28/2024	44,517.01 $
T-590	Approved	Fire Damper access in Elev. Machine.Room (CCD#39A)	4X	05/31/2024	07/09/2024	07/17/2024	77,295.60 $
T-622	Approved	Framing Re-Work for HVAC and Add Ceiling Access Panels	4X	02/14/2025	4/21/2025	5/9/2025	4,133.16 $
						TOTAL COs:	238,207.18 $

Notable change orders for HVAC coordination issues that affected the cost and schedule of the project were as follows:

a) CO T-559 - Revised Duct Silencer Anchorage - 2/7/2024
Cost amount: $68,771.59
This change order was issued because the mechanical equipment duct silencers on the second floor were installed with only two hanger straps (Figure 17). These duct silencers weighed 220 lbs., so the DSA Field Engineer asked the A/E team to review and verify the adequacy of the hangers, the attachment of the hangers to the duct silencers and to the top connection, the supporting structure to support the duct silencers, and the lateral bracing of the duct silencers. The proposed detail from the mechanical engineer in the construction documents did not address the weight of the duct silencers; therefore, it had to be revised (Figure 18). This issue also resulted in a compensable time delay of 21 days.

Figure 17. DSA Field Trip Note No. 16– Field Image Note Attachment (June 15, 2023)

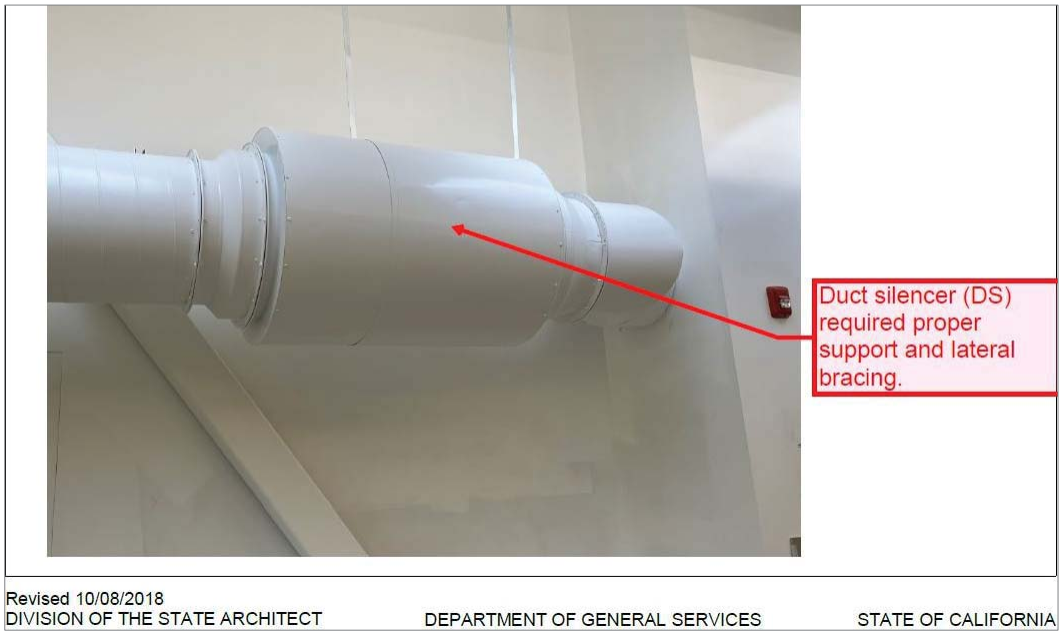
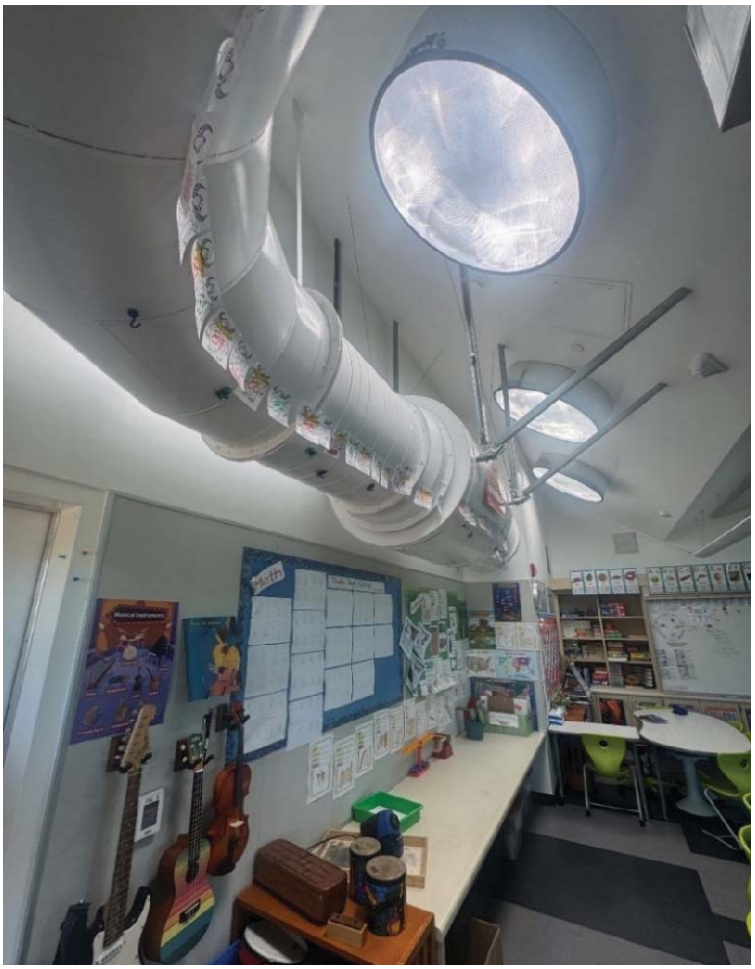


Figure 18. Dahlia Heights ES- View of Duct Silencer at Classroom 3 (OIG Photo - June 25, 2025)



b) CO T-564 - Enlarge All Mechanical Access Panels - 2/1/24
Cost amount: $11,751.21.
This change order was issued because larger openings were required in hard lid gypsum wall board (GWB) ceilings to allow for the maintenance and replacement of mechanical equipment, as per LAUSD standards. Several of the mechanical access panels were undersized in the construction documents; the reflected ceiling plans show some access panels measuring 12”x 25” (Figure 19). However, project specifications generally required a 24” x 24” access panel door (Figure 20), and the California Mechanical Code required a working space of not less than 30” in depth, width, and height (Figure 21).

Figure 19. Dahlia Heights ES- Level 1 Reflected Ceiling Plan
Construction Documents Sheet A1.41 Excerpt

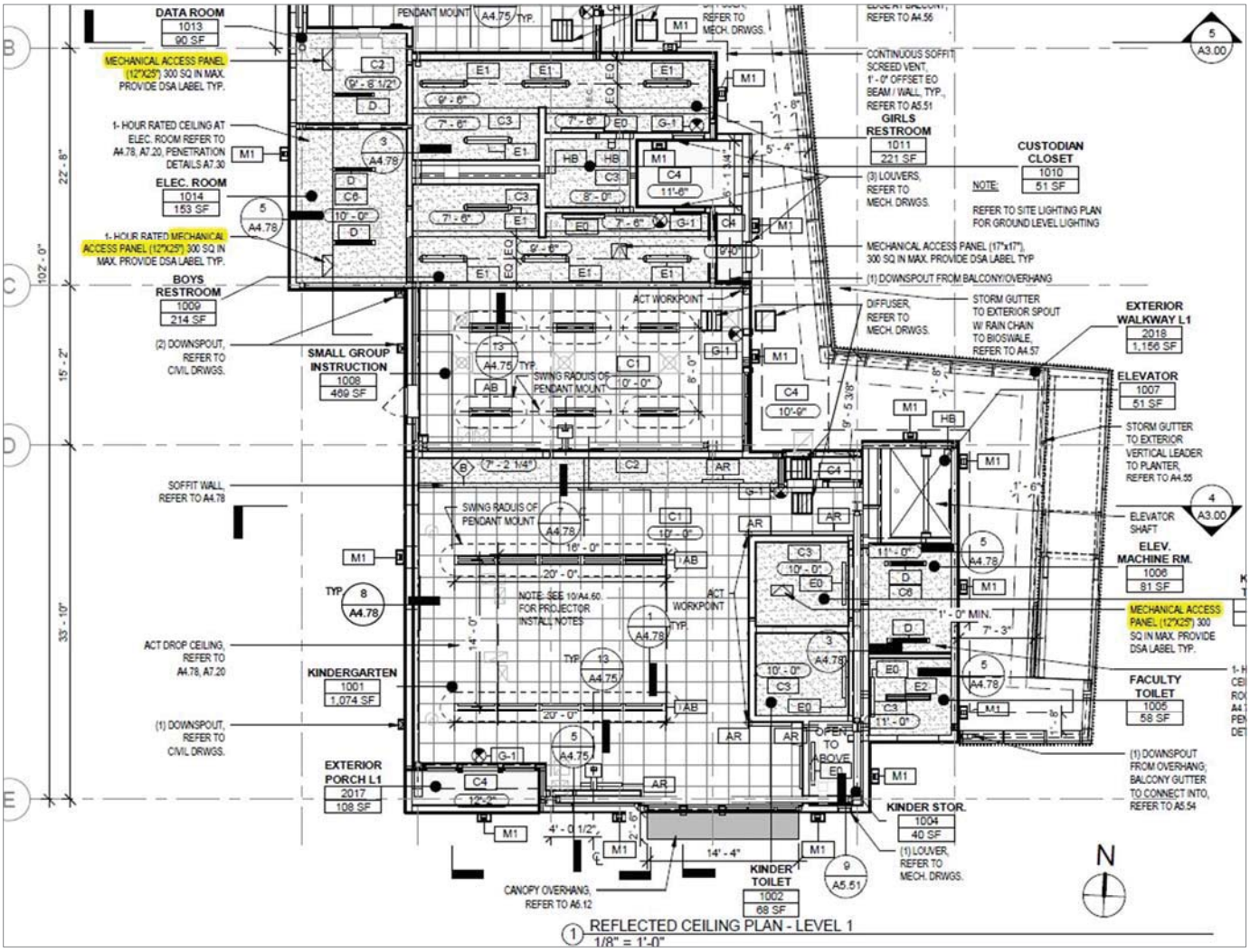
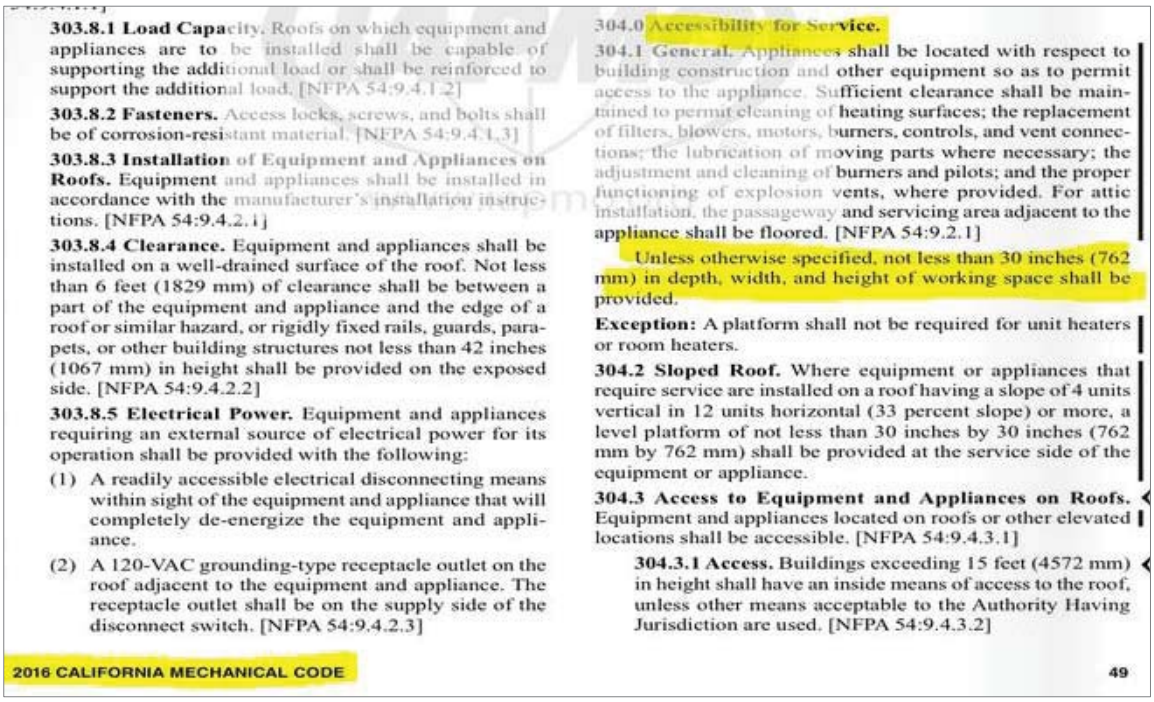


Figure 20. Dahlia Heights ES- Specification Section 23 3000 3.17 Excerpt- Air Distribution

B. Access plates and doors shall be located to permit convenient access to equipment sized to permit removal of equipment for servicing. Access plates shall be no less than 12-inch by 12-inch in clear opening. Proper servicing of equipment requires adequate access for maintenance personnel. Access doors shall not be less than 24-inches by 24-inch, unless otherwise detailed. Two or more valves shall not be located in same access area unless sufficient clearance is provided for operation, servicing and removal of each valve.

Figure 21. California Mechanical Code 2016 Section 304.1 Excerpt- Accessibility for Service



303.8.1 Load Capacity. Roofs on which equipment and appliances are to be installed shall be capable of supporting the additional load or shall be reinforced to support the additional load. [NFPA 54:9.4.1.2]

303.8.2 Fasteners. Access locks, screws, and bolts shall be of corrosion-resistant material. [NFPA 54:9.4.1.3]

303.8.3 Installation of Equipment and Appliances on Roofs. Equipment and appliances shall be installed in accordance with the manufacturer's installation instructions. [NFPA 54:9.4.2.1]

303.8.4 Clearance. Equipment and appliances shall be installed on a well-drained surface of the roof. Not less than 6 feet (1829 mm) of clearance shall be between a part of the equipment and appliance and the edge of a roof or similar hazard, or rigidly fixed rails, guards, parapets, or other building structures not less than 42 inches (1067 mm) in height shall be provided on the exposed side. [NFPA 54:9.4.2.2]

303.8.5 Electrical Power. Equipment and appliances requiring an external source of electrical power for its operation shall be provided with the following:

(1) A readily accessible electrical disconnecting means within sight of the equipment and appliance that will completely de-energize the equipment and appliance.

(2) A 120-VAC grounding-type receptacle outlet on the roof adjacent to the equipment and appliance. The receptacle outlet shall be on the supply side of the disconnect switch. [NFPA 54:9.4.2.3]

304.0 Accessibility for Service.

304.1 General. Appliances shall be located with respect to building construction and other equipment so as to permit access to the appliance. Sufficient clearance shall be maintained to permit cleaning of heating surfaces; the replacement of filters, blowers, motors, burners, controls, and vent connections; the lubrication of moving parts where necessary; the adjustment and cleaning of burners and pilots; and the proper functioning of explosion vents, where provided. For attic installation, the passageway and servicing area adjacent to the appliance shall be floored. [NFPA 54:9.2.1]

Unless otherwise specified, not less than 30 inches (762 mm) in depth, width, and height of working space shall be provided.

Exception: A platform shall not be required for unit heaters or room heaters.

304.2 Sloped Roof. Where equipment or appliances that require service are installed on a roof having a slope of 4 units vertical in 12 units horizontal (33 percent slope) or more, a level platform of not less than 30 inches by 30 inches (762 mm by 762 mm) shall be provided at the service side of the equipment or appliance.

304.3 Access to Equipment and Appliances on Roofs. Equipment and appliances located on roofs or other elevated locations shall be accessible. [NFPA 54:9.4.3.1]

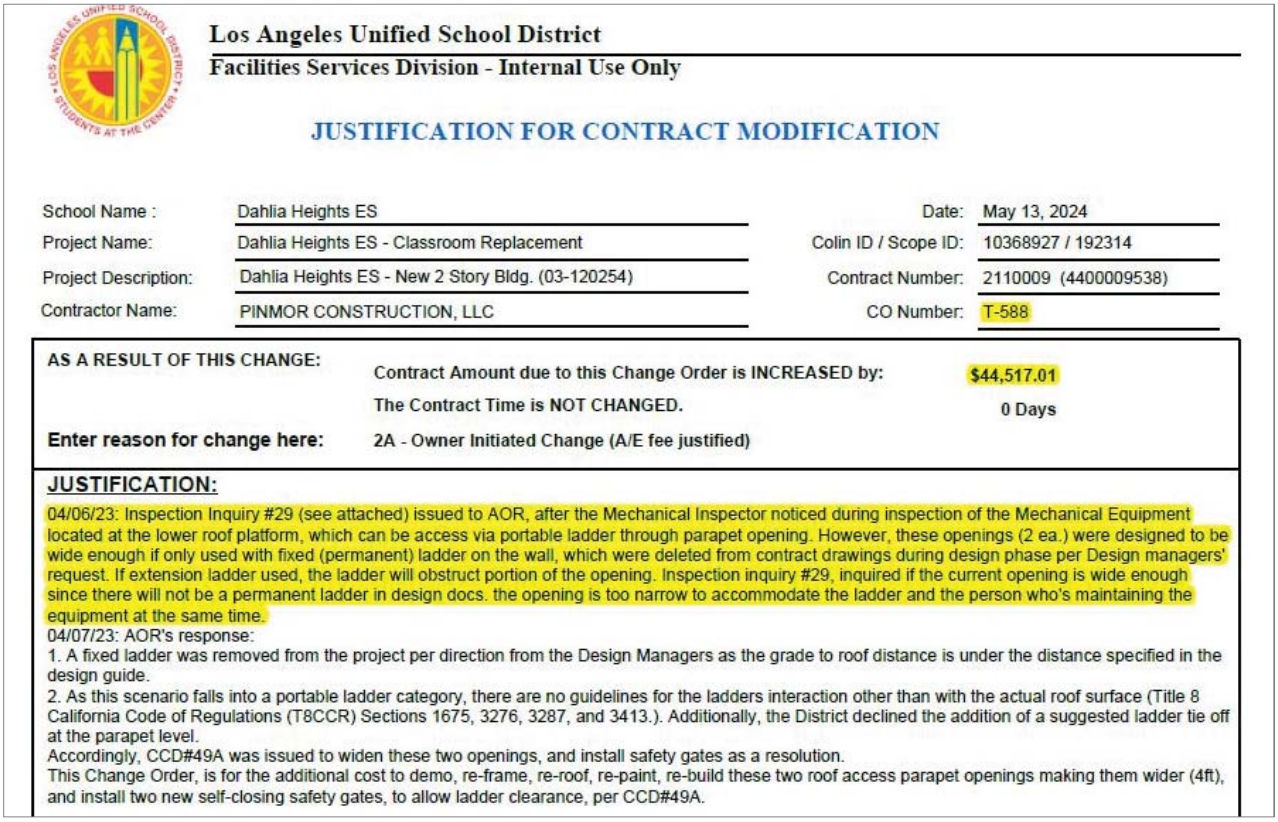
304.3.1 Access. Buildings exceeding 15 feet (4572 mm) in height shall have an inside means of access to the roof, unless other means acceptable to the Authority Having Jurisdiction are used. [NFPA 54:9.4.3.2]

2016 CALIFORNIA MECHANICAL CODE 49

c) CO T-585 - Fire Damper and Fan Coil Revisions - 5/3/2024
Cost amount: $13,267.08
Similarly, to change order T-564 above, this change order was issued because mechanical access panels should have been designed larger than what was specified in the construction documents, there was insufficient clearance for mechanical equipment maintenance access above ceilings, and the fire damper had to be removed from the mechanical room. See Figures 20 and 21 above for further reference.

d) CO T-588 - Mechanical Well Parapet Revisions - 5/13/24
Cost amount: $44,517.01
This change order was issued because the parapet openings were not wide enough for maintenance access to the mechanical equipment on the lower roof platform. An extension ladder could not be used to safely and functionally access the roof platform, so the parapet openings had to be widened with safety gates (Figure 22).

Figure 22. Change Order T-588 Justification Excerpt – May 13, 2024



Los Angeles Unified School District
Facilities Services Division - Internal Use Only

JUSTIFICATION FOR CONTRACT MODIFICATION

School Name :	Dahlia Heights ES	Date:	May 13, 2024
Project Name:	Dahlia Heights ES - Classroom Replacement	Colin ID / Scope ID:	10368927 / 192314
Project Description:	Dahlia Heights ES - New 2 Story Bldg. (03-120254)	Contract Number:	2110009 (4400009538)
Contractor Name:	PINMOR CONSTRUCTION, LLC	CO Number:	T-588

AS A RESULT OF THIS CHANGE:
Contract Amount due to this Change Order is INCREASED by: $44,517.01
The Contract Time is NOT CHANGED. 0 Days

Enter reason for change here: 2A - Owner Initiated Change (A/E fee justified)

JUSTIFICATION:

04/06/23: Inspection Inquiry #29 (see attached) issued to AOR, after the Mechanical Inspector noticed during inspection of the Mechanical Equipment located at the lower roof platform, which can be access via portable ladder through parapet opening. However, these openings (2 ea.) were designed to be wide enough if only used with fixed (permanent) ladder on the wall, which were deleted from contract drawings during design phase per Design managers' request. If extension ladder used, the ladder will obstruct portion of the opening. Inspection inquiry #29, inquired if the current opening is wide enough since there will not be a permanent ladder in design docs. the opening is too narrow to accommodate the ladder and the person who's maintaining the equipment at the same time.
04/07/23: AOR's response:
1. A fixed ladder was removed from the project per direction from the Design Managers as the grade to roof distance is under the distance specified in the design guide.
2. As this scenario falls into a portable ladder category, there are no guidelines for the ladders interaction other than with the actual roof surface (Title 8 California Code of Regulations (T8CCR) Sections 1675, 3276, 3287, and 3413.). Additionally, the District declined the addition of a suggested ladder tie off at the parapet level.
Accordingly, CCD#49A was issued to widen these two openings, and install safety gates as a resolution.
This Change Order, is for the additional cost to demo, re-frame, re-roof, re-paint, re-build these two roof access parapet openings making them wider (4ft), and install two new self-closing safety gates, to allow ladder clearance, per CCD#49A.

FSD classified this change order as an owner-initiated change; however, this change order should be classified as errors and omissions under the direct responsibility of the FSD AM branch. Additionally, AM's responsible personnel approved a deviation from District standards that required roof access from inside the building. In the end, the work needed to enlarge the roof parapet openings also affected the overall finish quality of the exterior plaster, which exhibited inconsistent colors (Figure 23).

Figure 23. Dahlia Heights ES- View of Southwest Building Exterior Walls
(OIG Photo - June 25, 2025)

d) CO T- 590 - Fire Damper Access in Elevator Machine Room - 5/31/24
Cost amount: $77,295.60
Related to change order T-585, this change order was issued to address the cost of demolition, removal, and re-routing of utilities, as well as the reframing of walls and ceilings.

Recommendations for Finding No. 7.

a. FSD AM branch should meet and confer with the M&O HVAC Subject Matter Expert (SME) and the Inspection Department Mechanical Specialty Inspectors to review current FSD requirements and provide clear and coordinated information on the basic requirements of the HVAC equipment access for general reference on all current and future projects.

b. FSD AM branch should evaluate the design deficiencies and conflicts on this project and share them with all branch personnel with a program such as Learned Lessons to facilitate the management of future projects. Both AM and PEX branches should communicate, review, and document the issues that affected this project to prevent similar problems from occurring in future projects.

c. FSD AM branch should 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.

FSD's Response

a. FSD concurred with the recommendation.

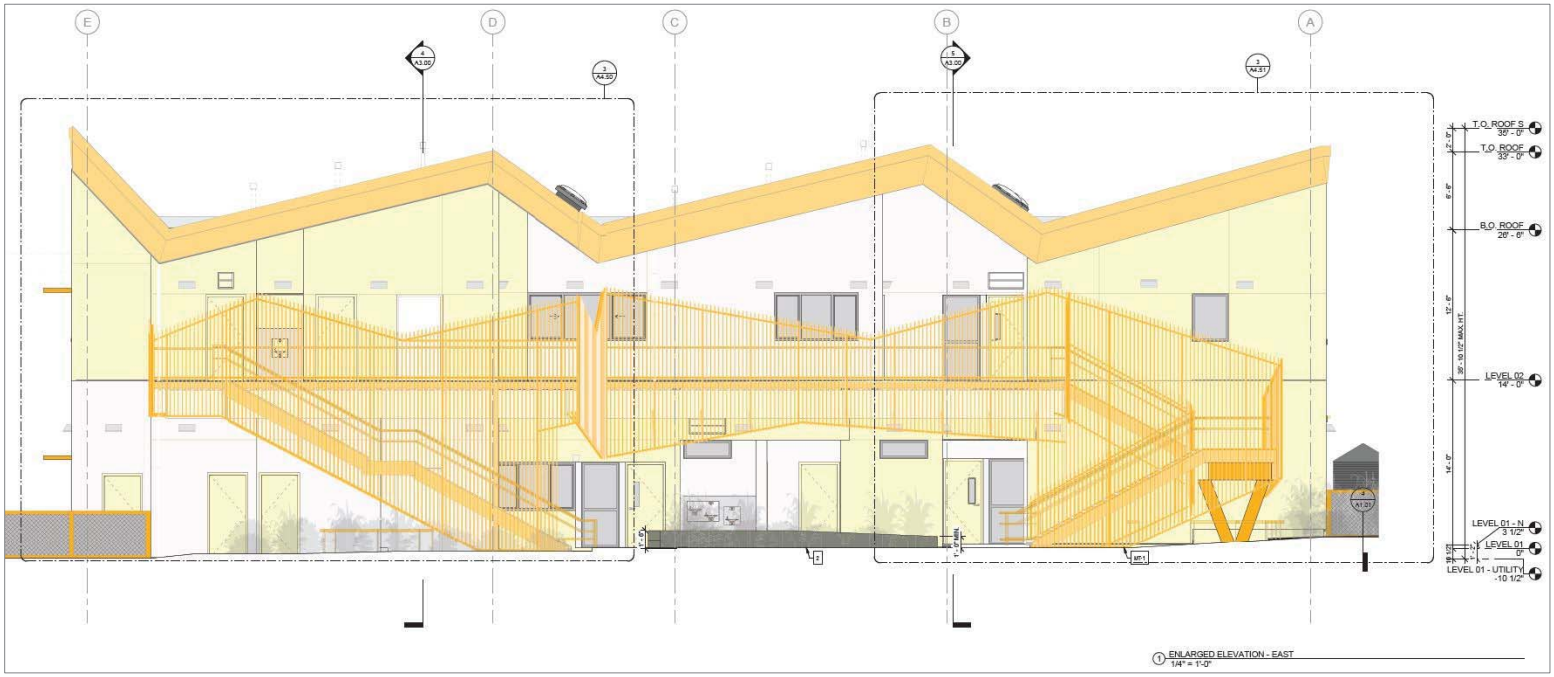
b. FSD concurred with the recommendation.

c. FSD concurred with the recommendation.

Finding No. 8 – Issues with the Quality of the Steel Work

One of the most distinctive features of the building is the design of the steel guardrail and screen assembly surrounding the exterior staircases and the public corridors of the building (Figure 24).

Figure 24. Dahlia Heights ES- Construction Documents
Enlarged Elevations -Sheet A4.40 Excerpt



During our site visit on June 25, 2025, we observed that several portions of the steel elements exhibited uneven welded surfaces (Figure 25). This condition appears inconsistent with the contract specifications and visual standards outlined in the project specifications (Figures 26, 27,

and 28). Specifically, the metal fabrication requirements stipulate that all exposed welds must be ground smooth and flush to blend seamlessly with adjoining surfaces. Additionally, the structural steel framing specifications require that exposed fillet welds ½ inch and larger be ground smooth, butt welds be ground flush, and all exposed welds be dressed to meet the standards for Architecturally Exposed Structural Steel (AESS). This requirement was noted in the specification requirements for both metal fabrication and metal stairs and railings. Based on our observations, the current condition of the welded surfaces does not meet these specified aesthetic and fabrication standards.

Figure 25. Dahlia Heights ES- View of Southwest Building Exterior Walls (OIG Photo - June 25, 2025)

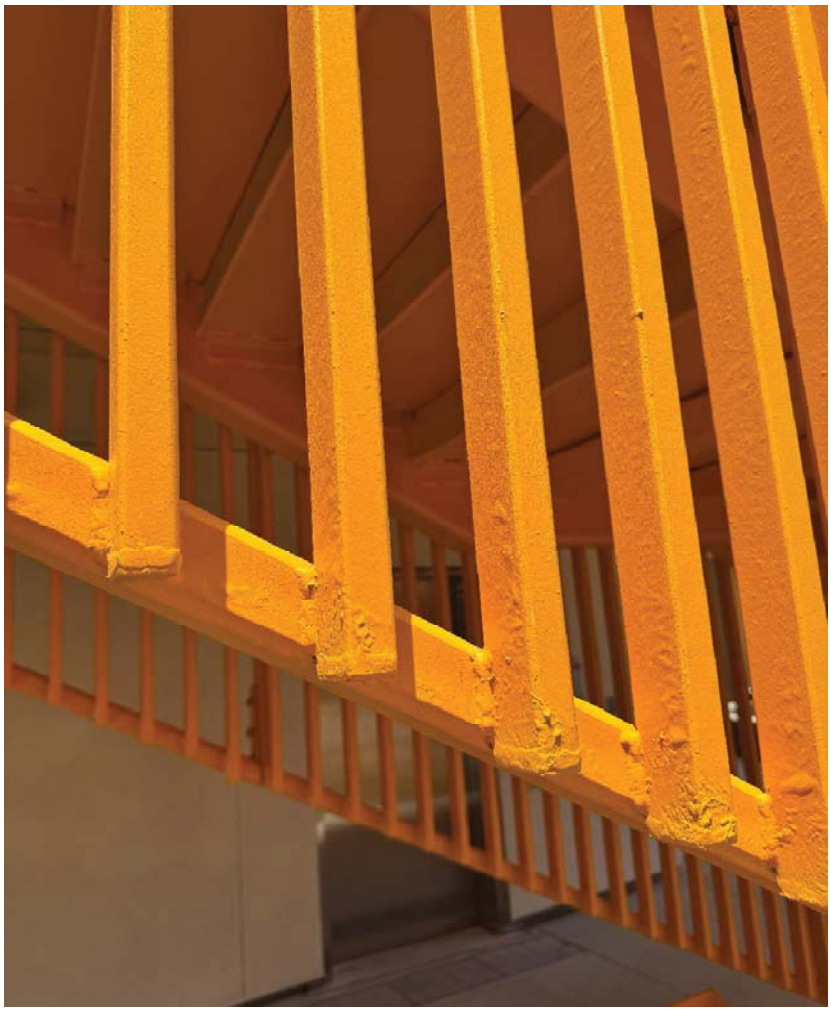
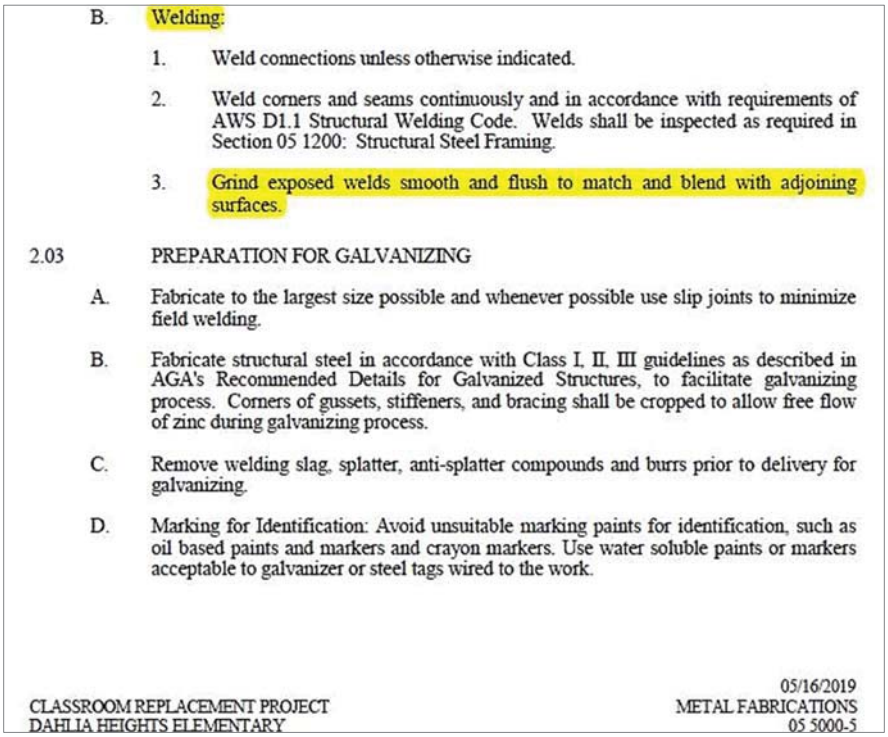


Figure 26. Dahlia Heights ES- Specification Section 05 5000 – Metal Fabrications



B. Welding:

1. Weld connections unless otherwise indicated.

2. Weld corners and seams continuously and in accordance with requirements of AWS D1.1 Structural Welding Code. Welds shall be inspected as required in Section 05 1200: Structural Steel Framing.

3. Grind exposed welds smooth and flush to match and blend with adjoining surfaces.

2.03 PREPARATION FOR GALVANIZING

A. Fabricate to the largest size possible and whenever possible use slip joints to minimize field welding.

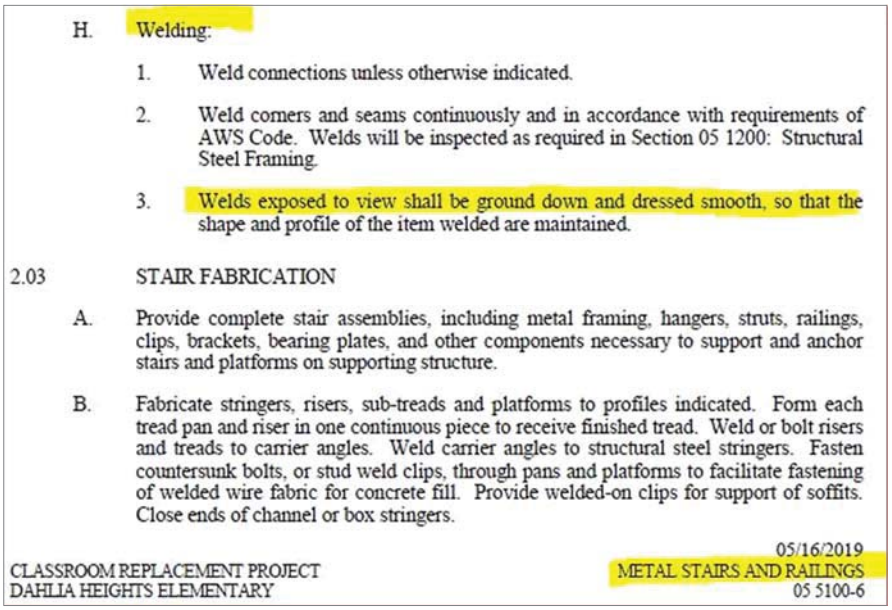
B. Fabricate structural steel in accordance with Class I, II, III guidelines as described in AGA's Recommended Details for Galvanized Structures, to facilitate galvanizing process. Corners of gussets, stiffeners, and bracing shall be cropped to allow free flow of zinc during galvanizing process.

C. Remove welding slag, splatter, anti-splatter compounds and burrs prior to delivery for galvanizing.

D. Marking for Identification: Avoid unsuitable marking paints for identification, such as oil based paints and markers and crayon markers. Use water soluble paints or markers acceptable to galvanizer or steel tags wired to the work.

05/16/2019
CLASSROOM REPLACEMENT PROJECT — METAL FABRICATIONS
DAHLIA HEIGHTS ELEMENTARY — 05 5000-5

Figure 27. Dahlia Heights ES- Specification Section 05 5100 – Metal Stairs and Railings



H. Welding:

1. Weld connections unless otherwise indicated.

2. Weld corners and seams continuously and in accordance with requirements of AWS Code. Welds will be inspected as required in Section 05 1200: Structural Steel Framing.

3. Welds exposed to view shall be ground down and dressed smooth, so that the shape and profile of the item welded are maintained.

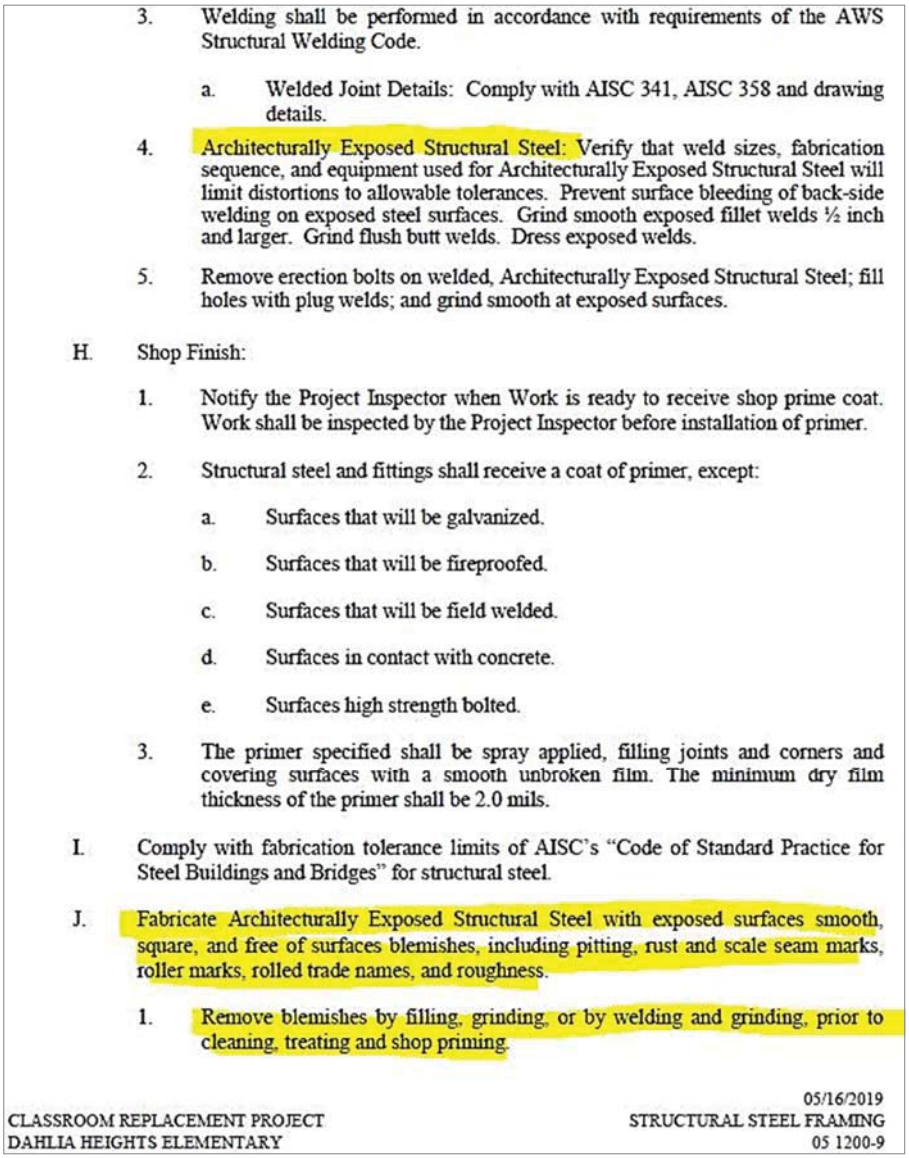
2.03 STAIR FABRICATION

A. Provide complete stair assemblies, including metal framing, hangers, struts, railings, clips, brackets, bearing plates, and other components necessary to support and anchor stairs and platforms on supporting structure.

B. Fabricate stringers, risers, sub-treads and platforms to profiles indicated. Form each tread pan and riser in one continuous piece to receive finished tread. Weld or bolt risers and treads to carrier angles. Weld carrier angles to structural steel stringers. Fasten countersunk bolts, or stud weld clips, through pans and platforms to facilitate fastening of welded wire fabric for concrete fill. Provide welded-on clips for support of soffits. Close ends of channel or box stringers.

05/16/2019
CLASSROOM REPLACEMENT PROJECT — METAL STAIRS AND RAILINGS
DAHLIA HEIGHTS ELEMENTARY — 05 5100-6

Figure 28. Dahlia Heights ES- Specification Section 05 1200 – Structural Steel Framing



3. Welding shall be performed in accordance with requirements of the AWS Structural Welding Code.

   a. Welded Joint Details: Comply with AISC 341, AISC 358 and drawing details.

4. Architecturally Exposed Structural Steel: Verify that weld sizes, fabrication sequence, and equipment used for Architecturally Exposed Structural Steel will limit distortions to allowable tolerances. Prevent surface bleeding of back-side welding on exposed steel surfaces. Grind smooth exposed fillet welds ½ inch and larger. Grind flush butt welds. Dress exposed welds.

5. Remove erection bolts on welded, Architecturally Exposed Structural Steel; fill holes with plug welds; and grind smooth at exposed surfaces.

H. Shop Finish:

1. Notify the Project Inspector when Work is ready to receive shop prime coat. Work shall be inspected by the Project Inspector before installation of primer.

2. Structural steel and fittings shall receive a coat of primer, except:

   a. Surfaces that will be galvanized.

   b. Surfaces that will be fireproofed.

   c. Surfaces that will be field welded.

   d. Surfaces in contact with concrete.

   e. Surfaces high strength bolted.

3. The primer specified shall be spray applied, filling joints and corners and covering surfaces with a smooth unbroken film. The minimum dry film thickness of the primer shall be 2.0 mils.

I. Comply with fabrication tolerance limits of AISC's "Code of Standard Practice for Steel Buildings and Bridges" for structural steel.

J. Fabricate Architecturally Exposed Structural Steel with exposed surfaces smooth, square, and free of surfaces blemishes, including pitting, rust and scale seam marks, roller marks, rolled trade names, and roughness.

1. Remove blemishes by filling, grinding, or by welding and grinding, prior to cleaning, treating and shop priming.

05/16/2019
CLASSROOM REPLACEMENT PROJECT — STRUCTURAL STEEL FRAMING
DAHLIA HEIGHTS ELEMENTARY — 05 1200-9

It is noteworthy that the observed deficiencies in the welded steel elements were not identified by the FSD project inspectors, the A/E team, or any other personnel involved in quality control and quality assurance procedures.

Recommendations for Finding No. 8.

a. FSD Inspection Department should implement a more rigorous inspection protocol to ensure that future work meets both the technical and aesthetic standards required by the project specifications. This process could include verifying weld finish compliance before shop priming or galvanizing, documenting visual inspections with photographic evidence, and obtaining sign-off from responsible parties.

b. FSD Inspection Department should conduct a comprehensive review of similarly installed steel elements across the LAUSD to determine whether these lapses are isolated or indicative of a broader issue. If systemic deficiencies are identified, targeted training should be provided for Inspectors and project staff on the acceptance criteria for weld finishing standards and fabrication tolerances.

Pinmor's Response

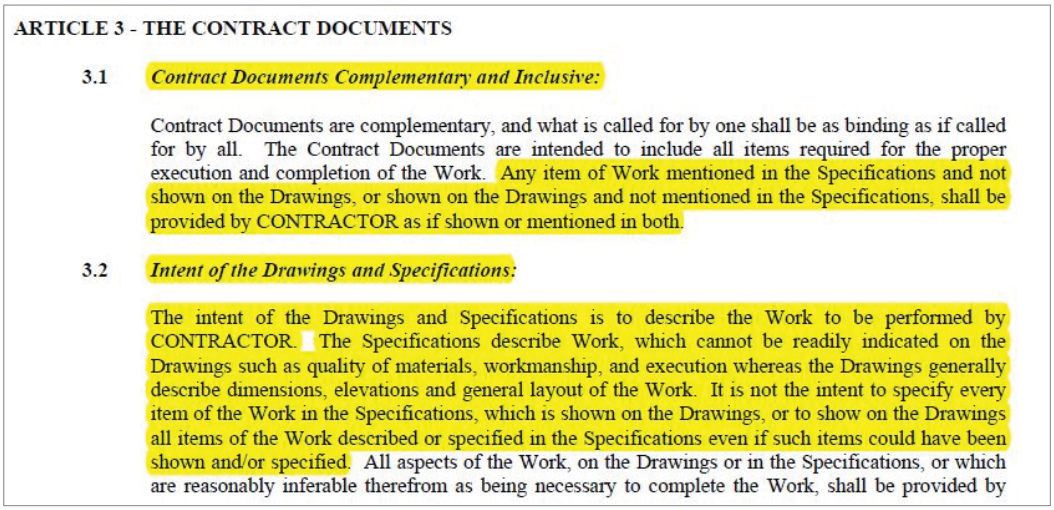
Pinner responded that the contract document specifications did not include an Architecturally Exposed Structural Steel (AESS) requirement. They said that if AESS is used, AESS members must be clearly identified in the drawings. They also noted that the structural drawings did not include the request for "flush and ground smooth" in their welding symbols, typically shown in the details as supplementary symbols.

OIG's Response

Industry practices support requiring elevated finish quality on exposed steel for highly visible architectural elements. The finish quality of several portions of the work, as noted in this Finding, should not be deemed acceptable.

The OIG findings quote directly from three specification sections (05 5000, 05 5100, and 05 1200) that include explicit, performance-based requirements. Contractual requirements apply whether or not the structural drawings include supplementary welding symbols. Specifications override drawings when they are more stringent; drawings need not repeat everything already stated in the specifications; when the specifications explicitly define the required finish quality, those requirements apply to all relevant work (Figure 29); and the specifications required these weld treatments regardless of the structural symbols.

Figure 29. Dahlia Heights ES- General Conditions
Article 3 -The Contract Documents Excerpt



ARTICLE 3 - THE CONTRACT DOCUMENTS

3.1 ***Contract Documents Complementary and Inclusive:***

Contract Documents are complementary, and what is called for by one shall be as binding as if called for by all. The Contract Documents are intended to include all items required for the proper execution and completion of the Work. Any item of Work mentioned in the Specifications and not shown on the Drawings, or shown on the Drawings and not mentioned in the Specifications, shall be provided by CONTRACTOR as if shown or mentioned in both.

3.2 ***Intent of the Drawings and Specifications:***

The intent of the Drawings and Specifications is to describe the Work to be performed by CONTRACTOR. The Specifications describe Work, which cannot be readily indicated on the Drawings such as quality of materials, workmanship, and execution whereas the Drawings generally describe dimensions, elevations and general layout of the Work. It is not the intent to specify every item of the Work in the Specifications, which is shown on the Drawings, or to show on the Drawings all items of the Work described or specified in the Specifications even if such items could have been shown and/or specified. All aspects of the Work, on the Drawings or in the Specifications, or which are reasonably inferable therefrom as being necessary to complete the Work, shall be provided by

FSD's Response

a. FSD concurred with the recommendation.

b. FSD concurred with the recommendation.

ADDENDUM

Section I – Change Order Justification - OIG Review

*Red letters indicate that the OIG's classification of the CO is different from the OAR's classification.			*Reason Code 1=Unforeseen Conditions 2= Owner Initiated Scope Change 3=End User Scope Change 4=Design Deficiency (Errors & Omissions) 5=Outside Agency Required Change 6=Other		
CO#	CO Title	CO Amount	Reason* for Change by OAR	Reason* for Change by OIG	Criteria for OIG Determination
501	Survey Existing Retaining Wall	$ 11,143.20	2	2	
502	Shoring Lagging Removal	$ 29,227.40	2	4	Design Deficiency OEHS Memorandum should have been included in the bid documents.
503	Unforeseen Bedrock During Excavation	$ 21,846.30	1	1	
504	Additional UG Spare Electrical and Communication Conduits and Ground Pillboxes	$ 13,598.79	2	2	
505	Add One Combo Smoke/CO Sensor in Kindergarten 1001 (CCD #05A)	$ 1,847.52	4	4	
506	Bedrock Spoils Removal Hauling and Testing	$ 20,180.99	1	1	
507	Duct Silencers Media Liner	$ 4,500.41	4	4	
508	IP Speakers and Power for Clocks (CCD#08B)	$ 23,271.61	2	2	
509	Aluminum Fascia Mockup and Details	$ 7,788.47	2	2	
510	Added Curb to Cover Exposed Drag Strut (CCD #19A)	$ 13,957.94	4	4	
511	Alternate Work Shifts and Premiums due to School Testing	$ 8,457.56	2	2	
512	Added Exterior Retaining Curb (CCD #20B)	$ 7,844.20	4	4	
513	Additional Bent Plates (CCD #21B)	$ 8,515.82	4	4	
514	Fire Tamper Switch	$ 33,559.72	4	4	
515	Existing Entry Gate Modification and Painting	$ 10,747.46	4	4	
516	Credit-delete Denseglass Sheathing at Ceiling (RFC #234)	$ (4,994.44)	4	4	

517	Installation Location for the Energy Management System (EMS) Enclosure Cabinet	$	4,363.81	4	4	
518	Additional Conduit from Infra-Red Devices to Media Cabinet	$	2,886.68	4	4	
519	Service Yard Gate Revisions (CCD #29B)	$	8,782.40	4	2	Owner-Initiated Scope Change. Gate design was revised per the new District Design Standards.
520	Refringent Pipe Hangers	$	9,565.71	4	4	
521	Additional Ductwork and Register in Bathrooms	$	4,451.02	4	4	
522	Add Pullboxes and Conduits for Wireless Access Points (WAPs) and Internet Protocol (IP) Speakers	$	13,688.93	4	4	
523	Provide Sound Enhancement Infrastructure	$	13,370.78	4	4	
524	Add Densdeck and Stucco Behind Aluminum Fascia	$	9,377.35	4	4	
525	Remove Tree Planter (CCD #33B)	$	3,899.52	2	3	End-User Scope Change Requested by the School Principal.
526	Provide TAPCON Screws to Fasten Metal Lath	$	2,822.04	4	4	
527	Relocate Collaborative for High Performance Schools (CHP Display (CCD #30B)	$	1,445.97	2	3	End-User Scope Change Requested by the School Principal.
528	Shade Structure Footing Investigative Work	$	13,376.44	4	4	
529	Additional Low Voltage Conduits due to Ductwork Conflict	$	10,102.73	4	4	
530	Metal Stair Revisions per CCD #11A	$	31,481.08	4	4	
531	Additional Screws at Light Shelf Framing Studs	$	1,341.25	4	4	
532	Modify Projector Mount Template and Relocate Boxes	$	14,532.45	2	2	
533	Re-Route Fire Water (CCD #09A)	$	10,078.99	4	4	
534	Additional Concrete Replacement at School Entry	$	38,541.22	2	3	End-User Scope Change Requested by the School Principal.
535	Relocate CCTV Boxes	$	5,881.53	4	2	Owner-Initiated Scope Change

536	Add National Electrical Manufacturers Association (NEMA) Boxes	$	7,757.56	4	4	
537	Waterproofing at Second Floor Deck Walkway Edge	$	34,545.77	4	4	
538	Install Tile in Room 1010	$	6,261.53	4	4	
539	Teachers' Moving Boxes and Packing Assistance	$	1,888.65	2	3	End-User Scope Change Requested by the School Principal.
540	Revised Window Swing due to Security Screens Conflict (CCD #50B)	$	9,890.24	4	4	
541	Fire Alarm Control Panel (FACP) Revisions (CCD #12A)	$	30,813.29	4	4	
542	Add Three Fire Sprinkler Auxiliary Drain Lines (CCD #44B)	$	3,968.04	4	4	
542	Additional Conduit in Data Room	$	2,417.94	4	4	
544	Added Axiom Trim and Paint	$	4,611.72	4	4	
545	FA Smoke and Heat Detector Revisions (CCD #34A)	$	8,088.71	4	4	
546	Remove and Replace Transite Pipe at Main Water Point of Connection (POC)	$	13,620.42	1	1	
547	Added Hub Drain (CCD #47B)	$	5,296.61	4	4	
548	Added Shaft Enclosure in Room#1013 Ceiling	$	5,684.39	4	4	
550	Provide Power Supply and Larger Access Panels (CCD #42A)	$	15,908.37	4	4	
551	Teachers Switch Bank Revisions (CCD #38B)	$	13,855.41	4	4	
552	Water Tank Revisions (CCD #46A)	$	10,418.25	4	4	
553	Added Hose Bib at 2nd Floor (CCD #31B)	$	2,838.66	4	4	
554	Added Control Joints at Plaster Ceilings	$	7,225.44	4	4	
555	Add Elevator Card Reader (CCD #53B)	$	16,358.42	4	4	
556	Add Backer Rod & Sealant at All Guardrail Braces (CCD #66B)	$	6,670.76	4	4	
557	Add Pathway for Aiphone	$	3,195.29	4	4	
558	Add Sprinkler Head in Elevator Machine Room (CCD #55A)	$	3,045.77	4	4	
559	Revised Duct Silencer Anchorage (CCD #59A)	$	68,771.59	4	4	
560	Add Slip Connection at Stair#2	$	8,078.63	4	4	
561	Enlarge Three Existing Openings	$	3,835.71	4	4	
562	Add Access Panels and Reinforcement for Solar Tubes	$	14,011.80	4	4	

563	Provide Large Access Panels for Lighting Control Access	$	1,531.28	4	4	
564	Enlarge All Mechanical Access Panels per CCD #36A	$	11,751.21	4	4	
565	Point of Connection Revisions and Credit to Delete Concrete Bench (CCD #48B)	$	4,204.22	1	1	
566	Revisions to Fire Water Double Detector Check Valve at Point of Connection (CCD #25B)	$	11,446.06	4	4	
567	Tack Panel Layout Revisions	$	4,101.89	4	4	
568	Add Fire Sprinkler Heads & Drops (RFC's)	$	16,364.41	4	4	
569	Add HDMI Drop and Light Fixtures Re-orientation	$	1,084.11	4	3	Combination of Design Deficiency and End-User Request
570	Provide a Dedicated Circuit for Elevator Shunt Trip	$	1,086.22	4	4	
571	Replace and Relocate Existing AI Phone Conduit and J-Box	$	5,434.28	2	2	
573	Access Compliance Items per Access Compliance Unit Report	$	5,996.53	4	4	
574	Power to 2-Way Comm & Relocate Exit Signs	$	2,940.31	4	4	
575	Fire Alarm (FA) Pathway to Existing Fire Alarm Terminal Cabinet (FATC)	$	4,661.13	1	1	
576	Add Emergency-Inverter Circuits in Three Rooms	$	2,962.52	4	4	
577	Add Data Cable Routing for Irrigation Controllers (CCD #43B)	$	4,742.07	4	4	
578	Revised Ceiling Clip Attachment (CCD #61A)	$	868.15	4	4	
579	FA Revisions to Integrate BMS and FCU-1 (CCD #64A)	$	11,121.03	4	4	
580	Relocate Power Supply for Security System	$	1,823.67	4	2	Owner-Initiated Scope Change
581	Add Backing for Wall-Mounted Fixtures	$	1,450.08	4	4	
582	Relocate Solar-Tube Wall Switches	$	3,456.45	4	4	
583	Fire Sprinkler System Revisions (CCD #22A)	$	49,483.67	4	4	
584	Added Reinforcement for Fire Sprinkler Bracing (CCD #35A)	$	45,215.87	4	4	
585	Fire Damper and Fan Coil Revisions	$	13,267.08	4	4	

586	Provide Additional Arc Flash Study	$	4,829.30	2	2	
587	Add LAUSD Requested Clocks (CCD #08B)	$	2,067.48	2	2	
588	Mechanical Well Parapet Revisions (CCD #49A)	$	44,517.01	2	4	Design Deficiency
589	Remove Installed Fire Smoke Dampers in Room#1014 (CCD #52A)	$	5,157.57	4	4	
590	Fire Damper Access in Elevator Machine Room (CCD #39A)	$	77,295.60	4	4	
591	Re-Route Fire Alarm to Storage Building. (CCD #71B)	$	25,507.18	1	1	
592	Enlarge Door Thresholds from 5 inches to 10 inches	$	4,810.50	4	4	
593	Added Backdraft Dampers and Metal Trim	$	3,191.05	4	4	
594	Relocate Existing Main Switchboard (MSB) Grounding	$	4,582.86	1	1	
595	Provide Dual Data Drop at Kinder Teachers Station	$	1,319.80	2	2	
596	Provide Dedicated Power Circuit in Elevator Room (CCD #68B)	$	10,227.26	4	4	
597	Light Fixture Mounting Detail	$	8,167.29	4	4	
598	Teachers' Moving Boxes and Packing Assistance (Part 2)	$	5,668.74	2	2	
599	Install Bug Screens at (3) Pressure Louvers	$	1,179.91	2	2	
600	Relocate Existing Container	$	1,744.24	2	2	
601	Provide a Timer Clock for Water Heater	$	1,951.39	4	4	
602	Perimeter Planting Revisions (CCD #75B)	$	13,716.93	1	1	
603	Install Bicycle Locker per Collaborative for High Performance Schools (CHPS) Requirements (CCD #74B)	$	15,535.11	2	2	
604	Provide Enclosures for Domestic Water and Gas Valves (CCD #72B & 73B)	$	6,315.73	2	4	Design Deficiency
605	Additional Site Drainage (CCD #77B)	$	17,540.95	2	2	
606	Irrigation and Landscape Revisions (CCD #70B)	$	16,534.34	2	2	
607	Add Concrete Curb at Assembly Building	$	16,045.07	4	4	
608	Relocate (Re-Stake) Shade Structure Footings	$	2,804.93	1	1	
609	Restore Network Connectivity at Multi Purpose Building	$	5,075.46	1	1	
610	Fiber and Power for Cornel System (CCD #69B)	$	13,262.87	1	1	

611	Integrate Fan Coil Unit -1 FA Shut Down with Fire Smoke Dampers (CCD #65B)	$ 3,056.00	4	4	
612	Credit for Not Installing Wall Mounted Shelf	$ (1,297.00)	1	1	
613	Additional Testing and Export of Soil under Existing Asphalt	$ 14,915.66	1	1	
614	Add Storm Sewer Trench Drain (CCD #67B)	$ 26,462.00	3	3	
615	Additional Anti-Graffiti Coverage (CCD #79B)	$ 23,111.00	2	2	
616	Replacement of the Douglas Lighting Control Panel	$ 68,170.00	6	6	
617	Enhanced Planting and Irrigation (CCD #76B)	$ 32,629.00	3	3	
618	Backstop Hood Gage Revision	$ 1,592.73	2	6	Other
619	Install Padding on Shade Shelter and Basketball Posts	$ 6,378.20	3	3	
620	Credit for Unused Allowance: Temporary COVID-19 Requirements	$ (40,000.00)	6	6	
621	Additional Cool Coating at Kinder	$ 16,922.64	3	3	
622	Framing Re-Work for HVAC and Add Ceiling Access Panels	$ 4,133.16	4	4	
623	Replace Gate Self Closing Hinges	$ 5,498.80	6	6	
624	Paint Exterior South Elevation and Exterior Stucco Stops	$ 14,377.29	2	2	
625	Revise Sway Bracing Attachment	$ 1,124.30	4	4	
626	Change Smoke to Heat Detector and AiPhone to IP Based System	$ 14,913.86	4	4	
627	Maintain FA Conductivity to Existing Kindergarten Building	$ 4,505.65	4	4	
COP 116R2	Time Impact	$ 282,900.80	TBD	6	
COP 62R2	Fascia Revisions and Added Backing/ Thermal Expansion	$ 64,092.38	TBD	4	
	Total	$ 1,778,069.10			
	Contract Amount	$ 9,536,000.00			
	CO Rate	18.65%			

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.

- Bioswale - A bioswale is a shallow, depressed, vegetated ditch that slows, filters, and infiltrates stormwater runoff, reducing pollution and the burden on traditional drainage systems. It functions as a form of green infrastructure by using native plants and engineered soil to absorb and clean water, with maintenance focused on keeping the vegetation healthy, clearing debris, and managing soil buildup.

- 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.

- Heating, Ventilation, and Air Conditioning (HVAC) – It refers to the systems that control the indoor climate of a building. These systems regulate temperature and humidity, improve air quality by filtering out contaminants, and provide airflow, ensuring a comfortable and healthy indoor environment. HVAC encompasses the equipment, ductwork, and services needed for heating, cooling, and managing the air within a space.

- 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 Guide - 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 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.

ATTACHMENT B

Response to Draft Report from Pinmor Construction, LLC

PINMOR CONSTRUCTION

LICENSE #1061308

December 22, 2025

LAUSD
333 South Beaudry Ave., 12th Floor
Los Angeles, CA 90017

Attn: Jung Beum (JB) Kim, MSCM, CICE – Facilities Project Manager II

Re: Technical Evaluation Report Response of Contract No. 4400009538 - PINMOR Construction LLC

Dear Mr. Kim,

In response to Finding No. 8 – Issues with the Quality of the Steel Work comment that they should meet the Standards for Architecturally Exposed Structural Steel (AESS), please note that the Contract Document Specifications did not include an AESS requirement. If AESS is used, AESS members must be clearly identified in the drawings. Refer to AISC Specifications for Structural Steel Buildings and Bridges, Section 10, and to AISC AESS Supplement to Modern Steel Construction, May 2003 for guidance for specifying AESS, and to AISC AESS Cost Matrix for information on Fabrication and Erection cost increases.

Also note that the Structural Drawings did not include the request for "flush or Ground smooth" in their welding symbols typically shown in the details as supplementary symbols.

As a "Lessons Learned" item, PINMOR will submit pre-bid question(s) on future projects to confirm the requirements of AESS on exposed steel material.

If you have any additional questions or concerns, please do not hesitate to contact the undersigned.

Sincerely,

Johnny R. Pinner Digitally signed by Johnny R. Pinner Date: 2025.12.22 14:59:58 -08'00'

Johnny R. Pinner; Manager
PINMOR Construction LLC

7312 Walnut Ave., Buena Park, CA 90620
Office No. (714) 696-6602 Fax No. (714) 880-4828

ATTACHMENT C

Response to Draft Report from LAUSD Facilities Services Division

LOS ANGELES UNIFIED SCHOOL DISTRICT
Facilities Services Division

DATE: March 03, 2026

TO: Michael A. McLean, Interim Inspector General
Office of the Inspector General

Amy Long, Assistant Inspector General
Office of the Inspector General

FROM: Krisztina Tokes, Chief Facilities Executive
Facilities Services Division

Krisztina Tokes
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: 2026.03.03 15:24:49 -08'00'

SUBJECT: **Technical Evaluation of Pinmor Construction, LLC at the Dahlia Heights Elementary School Classroom Replacement Project (Contract No. 4400009538)**

Please find below Facilities Services Division's (FSD) response to recommendations provided in the Office of the Inspector General's (OIG) Draft Report of the Technical Evaluation of Pinmor Construction, LLC at the Dahlia Heights Elementary School Classroom Replacement Project (Contract No. 4400009538).

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

Observation No. 1 – The Project Experienced a Delay of 657 Days.
Although Beneficial Occupancy was achieved on December 4, 2023, 174 days after the original estimated Substantial Completion date of June 13, 2023, the actual Substantial Completion of the project was not achieved until March 31, 2025. The construction project delay was mainly caused by design deficiencies in the planning and design phases of the project.

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

Finding No. 1 – The Project Experienced a Construction Cost Increase of 18.65% through Change Orders.
The contract amount for the project's construction was $9,536,000. Change orders increased the project cost by $1,778,069.10, or 18.65% of the contract amount.

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Recommendations for Finding No. 1

OIG recommends that:

a. The FSD Asset Management (AM) branch should evaluate the planning and design deficiencies on this project and share them with all branch personnel with a program such as Learned Lessons, to facilitate the management of future projects.
b. The FSD AM branch should review and share the significant deficiencies in the planning and design of this project with the commissioned architecture and engineering teams involved in the project to prevent the repetition of mistakes on future projects with the LAUSD.
c. FSD should 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 in future selection processes.

FSD Response to Recommendation for Finding No. 1a:

i. **Response:** FSD concurs with this recommendation. Asset Management (AM) has an ongoing commitment to leveraging lessons learned into staff training and updates to LAUSD standards.

ii. **Action:** Add lessons learned as applicable to future AM staff training.

iii. **Target:** Q1 2026

FSD Response to Recommendation for Finding No. 1b:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** Asset Management will share the final OIG report with the commissioned Architect and Engineers (A/E) for the project.

iii. **Target:** Transmittal to A/E within 45 days upon receipt of Final OIG Report.

FSD Response to Recommendation for Finding No. 1c:

i. **Response:** FSD Policies and Procedures (P&P) require that regular performance evaluations be completed by project staff to assess and document performance by A/E teams. Established evaluation criteria include technical competency and scores for completeness and clarity of documents.

ii. **Action:** Although change order rates for errors and omissions are not currently directly evaluated as a part of this process, consideration is given to errors and omissions in the final evaluations of the firms overall performance on the project.

iii. **Target:** Q1 2026

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Objective 3: Evaluate whether Pinmor 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.

Finding No. 2 – The Scope of Work was Completed, but Some Post-Construction Deficiencies Remain.

The LAUSD accepted the Classroom Building on December 4, 2023, and all NCIL items were resolved by August 13, 2024. However, the OIG observed several post-construction deficiencies in landscaping, roof drainage, and lighting controls that require additional attention from FSD.

Recommendations for Finding No. 2

OIG recommends that:

a. FSD should actively monitor and assess these deficiencies in collaboration with the M&O Branch and the A/E team to ensure a timely and effective resolution to these issues.
b. FSD M&O should evaluate the irrigation system's performance and coverage, and assess any issues with soil quality, drainage, planting selection, as well as general planning and design, as a case study for any other upcoming landscape projects.
c. FSD AM branch should review the approved deviations on this project and monitor any potential maintenance issues for reference and consideration on future design work requiring the approval of deviations from LAUSD standards.

FSD Response to Recommendation for Finding No. 2a:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** Staff will assess the ongoing issues and take corrective action to reestablish the areas of note.

iii. **Target:**
   a. Landscaping - Corrective action is to be completed prior to the start of the 2026-27 school year.
   b. Roof Drainage - Assessment is ongoing through the rainy season. Corrective action is anticipated to be before the 2026-27 school year.
   c. HVAC – Resolved.

FSD Response to Recommendation for Finding No. 2b:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** Review the construction documents, as-built conditions, and maintenance regime, and provide recommendations to inform LAUSD standards and maintenance operations.

iii. **Target:** FSD staff will evaluate in Q2 2026 and implement lessons learned on future projects.

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FSD Response to Recommendation for Finding No. 2c:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** Asset Management (AM) staff has reviewed the approved substitution/deviations for the project and found no related impact to the post-construction deficiencies as identified in Finding #2 of the OIG Report. AM will actively monitor these with respect to future issues on the campus.

iii. **Target:** Review completed and no immediate action required.

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

Finding No. 3 – Pinmor's Overall Performance Was Satisfactory, but the Contractor Performance Evaluation Has Not Been Completed by FSD.

Substantial Completion was achieved, but the LAUSD Contractor Performance Evaluation has not yet been released. Based on our interviews with all responsible personnel, the OIG assessed that Pinmor's overall performance was satisfactory.

Recommendation for Finding No. 3

Subsequent to achieving Substantial Completion, OIG recommends that FSD should have all responsible personnel review and complete the Contractor Evaluation Form in a timely manner so that the Contractor receives a fair score for evaluation and consideration on future bid opportunities with the LAUSD.

FSD Response to Recommendation for Finding No. 3:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** PEX will enforce Policy and Procedure 14.20 article 6.0 for completing the Contractor Evaluation within 60 days of Substantial Completion. PEX has secured and forwarded to the OIG the completed Contractor Evaluation for this project.

iii. **Target:** N/A.

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

Finding No. 4 – Substantial Completion Administrative Issues.

There are no policies and procedures in place indicating a timeline period to achieve Substantial Completion of the project after the award of Beneficial Occupancy. As of August 2, 2025, the total FSD management costs for the project, based on the original construction contract cost and change orders, were $2,692,963, or 23.80% of the total construction cost.

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Recommendation for Finding No. 4
OIG recommends that FSD should:

a. Create and implement a formal closeout timeline policy that defines the maximum allowable time span between Beneficial Occupancy and Substantial Completion on projects without multiple phase schedules.
b. Perform a comprehensive analysis of the administrative closeout process for Dahlia Heights ES to identify the root causes of administrative delay and cost escalation.
c. Establish benchmarks for administrative closeout durations and management cost thresholds, and require justification and approval for management expenditures that exceed established thresholds.

FSD Response to Recommendation for Finding No. 4a:

i. **Response:** FSD advises that on projects without multiple phases, a Beneficial Occupancy, if taken, would be for partial scope completion. Therefore, the remaining scope from project to project would be highly variable, and as such, FSD declines the recommendation to create a timeline policy for similar scenarios.

ii. **Action:** N/A.

iii. **Target:** N/A.

FSD Response to Recommendation for Finding No. 4b:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** PEX will perform a comprehensive analysis of the administrative closeout to determine causes of administrative delay and cost escalation, if any.

iii. **Target:** Q2 2026

FSD Response to Recommendation for Finding No. 4c:

i. **Response:** FSD believes the current policy and procedures, taken as a whole, provide the framework for time-sensitive durations. Staffing plans are tailored to each project and are updated and applied based on current forecasts that would be compliant to the time-sensitive durations honoring the complexity of the project.

ii. **Action:** N/A.

iii. **Target:** N/A.

Finding No. 5 – Preconstruction Site Analysis and Site Preparation Issues
There were three change orders for basic coordination oversights during the planning and design phases of the project. These issues were related to shoring specification requirements, site investigative work, and the planning of the supply of fire water.

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Recommendations for Finding No. 5
OIG recommends that:

a. FSD should implement a more rigorous document review process to ensure that all relevant inter-office memoranda, such as OEHS directives, are incorporated into the construction documents. This can be accomplished by maintaining a centralized, up-to-date log of all current OEHS memoranda, accessible to project management and design teams, and by incorporating a dedicated checklist item to verify that the latest OEHS memoranda have been reviewed and integrated into the construction documents before bidding.
b. FSD AM should put as much emphasis on the utility coordination of accessory building structures (including shade structures and portable buildings) as on the main building components.

FSD Response to Recommendation No. 5a: [03/03/26 added on submission of final]

i. **Response:** FSD manages their projects with regular project meetings with all relevant departments including OEHS. Project files are available to all district staff assigned to the project. Shoring design and execution means are the responsibility of the General Contractor based on site conditions or logistics, preferred means and methods to execute the work, or accelerating the project schedule.

i. **Action:** FSD to consider editing project specifications as OEHS issues pertinent memorandum to not solely rely on project filed actionable OEHS memoranda. In this case we would look to update the specs for the shoring removal requirements.

ii. **Target:** Ongoing.

FSD Response to Recommendation No. 5b:

ii. **Response:** FSD concurs with this recommendation.

iii. **Action:** Asset Management has instituted a Site Analysis phase into all similar-scaled projects.

iv. **Target:** Completed.

Finding No. 6 – Fire Protection Coordination Issues.
The OIG identified multiple deficiencies in the A/E team's coordination of fire protection issues during the planning and design phases of the project. 18 change orders related to these issues added $348,120.97 to the project cost and accounted for 35.42% of the total cost of change orders attributed to errors and omissions.

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Recommendations for Finding No. 6
OIG recommends that:

a. FSD AM branch should meet with FSD Project Inspectors, Electrical Inspectors, Plumbing Inspectors, and other relevant M&O personnel to establish and/or update LAUSD internal design standards for coordinating fire protection systems during the planning and design phases. These guidelines should be based on current LAUSD requirements and Lessons Learned from recent projects, with a focus on compatibility with existing systems, code compliance, and constructability.
b. FSD verify the qualifications and documented experience of the A/E team's proposed fire protection consultants, specifically with DSA-regulated school projects. We also recommend that FSD conduct and monitor the evaluation of these consultants for both the design and construction phases of all projects. The assessment should include change orders for errors and omissions as significant evaluation criteria.

FSD Response to Recommendation No. 6a:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** Design Standards are regularly updated with input from all FSD branches to include Lessons Learned.

iii. **Target:** Ongoing.

FSD Response to Recommendation No. 6b:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** Asset Management evaluates architects and engineers throughout the life of a project. In regards to change orders for errors and omissions as an evaluation criteria, refer to response in 1.c.

iii. **Target:** N/A.

Finding No. 7 – HVAC Coordination and Design Management Issues.
There were several design deficiencies in the FSD and A/E team's joint coordination of HVAC issues during the planning and design phases of the project. 10 change orders stemming from these issues added $238,207.18 to the project cost and accounted for 24.23% of the total cost of change orders attributed to errors and omissions.

Recommendation for Finding No. 7
OIG recommends that FSD AM branch should:

a. Meet and confer with the M&O HVAC Subject Matter Expert (SME) and the Inspection Department Mechanical Specialty Inspectors to review current FSD requirements and provide clear and coordinated information on the basic requirements of the HVAC equipment access for general reference on all current and future projects.

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b. Evaluate the design deficiencies and conflicts on this project and share them with all branch personnel with a program such as Learned Lessons to facilitate the management of future projects. Both AM and PEX branches should communicate, review, and document the issues that affected this project to prevent similar problems from occurring in future projects.

c. 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.

FSD Response to Recommendation for Finding No. 7a:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** FSD HVAC SMEs are part of the design review process. In addition, specific HVAC meetings are held during design to focus with the design firm and LAUSD SMEs to address coordination and scope issues.

iii. **Target:** N/A.

FSD Response to Recommendation for Finding No. 7b:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** Trainings are regularly provided to update teams on Lessons Learned and, if necessary, the Design Guide and specifications are updated accordingly. The Dahlia Heights project will be presented to senior leaders and translated to the project teams with Lessons Learned identified.

iii. **Target:** Q2 2026.

FSD Response to Recommendation for Finding No. 7c:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** Asset Management will share the final OIG report with the commissioned architect and engineers for the project.

iii. **Target:** Transmittal to A/E within 45 days of receipt of Final OIG Report.

Finding No. 8 – Issues with the Quality of the Steel Work.

There were deficiencies in the quality of some of the welded steel elements of the steel guardrail and screen elements of the project. These issues were not addressed by FSD project inspectors, the A/E team, or any other personnel involved in quality control and quality assurance procedures.

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Recommendations for Finding No. 8

OIG recommends that the FSD Inspection Department should:

a. Implement a more rigorous inspection protocol to ensure that future work meets both the technical and aesthetic standards required by the project specifications. This process could include verifying weld finish compliance before shop priming or galvanizing, documenting visual inspections with photographic evidence, and obtaining signoff from responsible parties.

b. Conduct a comprehensive review of similarly installed steel elements across the LAUSD to determine whether these lapses are isolated or indicative of a broader issue. If systemic deficiencies are identified, targeted training should be provided for Inspectors and project staff on the acceptance criteria for weld finishing standards and fabrication tolerances.

Facilities Response to Recommendation No. 8a:

i. **Response:** FSD concurs with this recommendation. It should be noted that most of the imperfections shown in the photo are a result of the galvanizing process itself.

ii. **Action:**
   a. Review Design Guide to clarify finish requirements for ornamental iron fabrications. Current language requires a "smooth" finish, but this can be subjective and hard to enforce. A more objective Architecturally Exposed Structural Steel (AESS) standard applied to ornamental iron in addition to structural steel could establish clearer expectations for quality. Also review which AESS levels (1 through 4) should apply to exposed structural steel and ornamental iron.
   b. We will provide additional training for LAUSD inspection staff for enhanced, proactive communication with remote inspectors to communicate job specs and finish expectations.

iii. **Target:** Q2 2026

Facilities Response to Recommendation No. 8b:

i. **Response:** FSD concurs with this recommendation.

ii. **Action:** LAUSD steel inspectors reviewed these field issues and found that the issue here is not systemic.

iii. **Target:** Completed.

C: Jung Beum Kim, Alix Walsh O'Brien, Andrea Reyes, Edward Cadena, Issam Dahdul, Issam Dahdul, Scott Singletary, Dennis Bradburn, Adrian Pacheco, Chris Alejo, Rachel Chua, David Herrera

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OIG HOTLINE

Office of the Inspector General

"Independent and Objective Oversight"

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- Misuse of LAUSD funds and resources
- Retaliation for reporting misconduct
- Anyone can make a report
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