

WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT

BOND PROGRAM MANAGEMENT PLAN

MAY 14, 2021



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INTRODUCTION

West Contra Costa Unified School District (District) has developed this Bond Program Management Plan (Plan) for use in administering the District's Bond Program (Program). The purpose of this Plan is to document the internal controls that properly implement the District's policies, safeguard its assets, provide compliance with state and federal laws and regulations, and produce timely and accurate financial information. This Plan outlines the processes for Program activities including, but not limited to, staffing, procurement, financial controls, document control, budgeting practices, master planning, and project management.

The Plan's organization includes four sections: Program & Operations, Administration, Fiscal, and Project Management. These sections do not replace the Board Policies and the District's contract requirements, but they do provide supplemental information regarding management and day-to-day processes for our District. The Plan strives to provide consistency in process implementation and ensure that Bond Staff, including consultants, have clear guidelines to follow. The Plan will also assist in training new members of the team by providing them with the essential information they will need to meet the expectations of the District.

This Plan was uniquely crafted for and in partnership with the community. During the development of the Plan, a dedicated web page was used to highlight the updates, display draft sections, and gather public comments. Throughout the development process, District Staff listened and learned. Accordingly, District Staff prepared two supplemental reference materials to improve navigation and enhance the reader's experience. The first document is a compilation of all the acronyms used through the Plan into one convenient resource. The second resource highlights the location of demonstrated audit recommendations, from the 2016 Forensic Accounting Investigation Phase II Report and the 2017-2019 Program Effectiveness Audit Report.

The Plan was organized so that readers only need to read one article to learn everything necessary about a specific topic whenever possible. With that goal in mind, information that appears in a synthesized form in one section might appear in a more expanded form elsewhere. When this is the case, readers can click on the article that is identified in the narrative and go directly to that point in the document. If readers find examples of a topic being mentioned in one article and expanded upon in another that are not identified within the document, please feel free to submit the relevant location to the general mailbox (askfacilities@wccusd.net) for consideration in a future update.

Acronyms are spelled out completely the first time that they appear in a larger section (Program & Operations, Administration, Fiscal, and Project Management) and then appear in acronym form. A complete list of the acronyms used in the Bond Program Management Plan is attached in the Appendices as Appendix 3. There are hyperlinks throughout the document to facilitate reader access to additional information. The Appendices are designed to provide additional context and documentation for the processes described in the narrative of the Plan. When an Appendix Item is referenced in the narrative, readers can click on that text to open the appropriate Appendix Item.

We believe the strength of the Plan lies in the ability to implement the Plan. Therefore, this Bond Program Management Plan is a living document that is intended to be updated and refined over time to reflect emerging decisions, improvements, and best practices needed to guide the program. The District will

continue to encourage suggestions for revisions, additions, and modifications via email to our general mailbox:

askfacilities@wccusd.net

The Board of Education gives life and meaning to this Bond Program Management Plan. When new regulations or better practices emerge, District Staff will present proposed updates and revisions to the Plan at the Facilities Committee. District Staff will also report to the BOE annually, at minimum, that the Bond Program Management Plan is current and under implementation.

APPROVALS PAGE

SECTION 1. DISTRICT'S PROGRAM AND OPERATIONS

1. WCCUSD's Vision & Mission

1.1. Vision / Purpose Statement.

The Bond Team provides facilities planning and construction services in a fiscally sustainable, and transparent manner to create safe, effective, and inspiring physical environments that foster learning.

1.2. 2016 Long-Range Facilities Master Plan.

The Board of Education (BOE) approved the District's current Long-Range Facilities Master Plan (FMP) on June 15, 2016. The purpose of creating a new FMP was to solicit input for prioritizing and sequencing construction projects that would utilize the remaining funds from Measure D 2010 and Measure E 2012 bonds. The process of creating the FMP began on July 24, 2015. Community and stakeholder involvement were key elements in this highly involved, transparent process.

The complete FMP, including the development and approval process, can be found on the District's website at <https://www.wccusd.net/Page/6945/>.

1.2.1. Annual Review & Update.

The Facilities Planning and Construction Department presents a yearly update on the status of the Implementation Plan for the Facilities Master Plan (FMP). The annual update includes a review of the overall project details. Throughout the year, a variety of factors may impact the FMP, so District Staff present monthly project updates at the Facilities Committee and Citizens' Bond Oversight Committee meetings. These updates may include information about the status of the procurement, site studies, design options, construction conditions, and project timelines. Historical annual Master Plan updates are available on the District's website at <https://www.wccusd.net/Page/6945/>.

1.2.2. Periodic Master Plan Reassessment.

The conclusion section of the FMP provides an additional recommendation to complete a periodic review of the FMP that involves the community. While the existing FMP is kept current through the annual review and update process, a reassessment may be needed every five to seven years to incorporate new information.

1.2.3. Measure R.

In March 2020, the voters approved Measure R, a \$575M General Obligation Bond to repair, upgrade, and modernize classrooms to provide safe and secure school environments, including technology and air conditioning. Currently, the

District is facilitating an update to the FMP to incorporate Measure R. The FMP Update will:

1. Identify the order in which projects on the Priority Sites would be completed based on equitable, measurable criteria.
2. Define construction projects with budgets.
3. Establish the Implementation Plan that prioritizes a clear course of action to address facility needs.

Information on the Update of the FMP is available on the District's website <https://www.wccusd.net/Page/6945>.

1.3. Legacy Projects.

In addition to the projects defined in the 2016 Long-Range Facilities Master Plan, there are projects which are known as Legacy Projects. Legacy Projects are bond-funded projects that were approved or completed before the 2016 Facilities Master Plan.

2. **Roles & Responsibilities**

2.1. Organizational Structure of the District.

Organizational charts for the District are available on the District Website at <https://www.wccusd.net/Page/12252>. A detailed Bond Program organizational chart that references titles and team designations used throughout the Plan is available in the Appendices as Item 1.1.

2.2. Teams & Departments.

Many groups contribute to the success of the District's Bond Program, each with an interest in and responsibility for the expenditure of bond funds.

2.2.1. Board of Education.

The Board of Education (BOE) is responsible for governing the school district efficiently and effectively on behalf of the community. With community input, the BOE envisions the education future of its community and then formulates goals, defines outcomes, and sets the course for the District. Through planning and goal-setting efforts, the BOE ensures that the District's vision is articulated in written board policies, mirrored in budget planning, and implemented in ways that allow for oversight and success.

The BOE Facilities Committee's purpose is to support the work of the Board by guiding and providing transparency to the development of facilities projects in accordance with the District's mission, planning documents, Board policy and the education program. If the Facilities Committee (FC) makes a recommendation to the Board that is contrary to District Staff's recommendation to the Committee, then the full BOE should receive information to identify District Staff's

recommendation, the basis for the recommendation and the reason the recommendation was rejected.

2.2.2. Superintendent.

The BOE designates the Superintendent to implement Board policies and manage the administration of the District. The Superintendent provides the BOE with the information, analytics, and advice necessary to formulate policy and monitor the operations of the District.

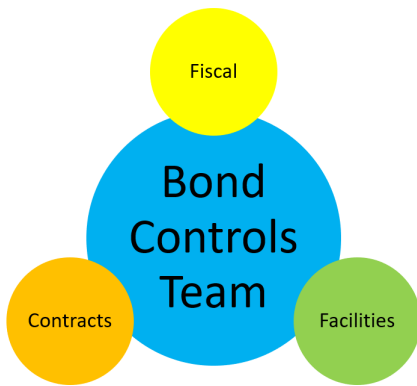
2.2.3. Operations.



Led by the Associate Superintendent of Facilities, Maintenance, Operations, and Bond Program, the Operations Department manages the Bond Program, Facilities, Maintenance and Operations departments, including all related fiscal, multi-year budgeting, procurement, administration, and contracting oversight.

2.2.3.1. The Bond Controls Team.

The Bond Controls Team (BCT) leads the management of the Bond Program. The BCT includes three management level approvers, Facilities, Fiscal and Contracts, each one responsible for the interrelated program and project disciplines of the Bond Program. All proposed expenditures require the review and approval of all three managers. The implementation of this cross-discipline approval process facilitates constant communication and ensures alignment of the Program. The current BCT leadership includes:



- Fiscal Approver: Coordinator of Bond Finance
- Contracts Approver: Director of Contract Administration
- Facilities Approver: Director of Facilities Planning and Construction

2.2.3.2. Maintenance & Operations.

The Director of Maintenance and Operations (M&O) leads their department to ensure the safety and security of students, staff, and the community by maintaining the integrity of learning and working environments. After the completion of a project, the Facilities

Department works very closely with the respective M&O teams to provide training and deliver warranties, manuals, and materials to ensure a successful project transition.

2.2.4. School Sites.

Principals, staff, students, and parents have strong connections with their respective schools and are passionate about protecting their culture and identity. When the BOE approves a project, the school community will be actively engaged in the planning process within the Board approved scope and budget.

2.2.5. Other Departments.

Other District departments will be engaged when the scope of the project includes functional areas that will benefit from their expertise, including but not limited to Education Services, Special Education, Maintenance & Operations, Technology, Food Services, and Community Engagement.

2.2.6. Consultants.

During the management of the Program, there may be a need for individuals with expertise in certain specialized services such as program, project or construction management, and administrative matters. Since these services are incredibly technical and project dependent, it may be more efficient for the District to hire qualified consultants to perform hourly staff augmentation services as needed.

2.3. District & Professional Services Annual Staffing Plan.

Concurrent with the preparation of the annual fiscal year budget, the BCT will prepare an Annual Staffing Plan. The Staffing Plan will anticipate and align staffing resources with the needs of the Bond Program and management of projects authorized for the upcoming fiscal year. The Staffing Plan will include services provided by program consultants as well as District staff.

To ensure accurate staffing charges against the Bond Program, any District Staff that the Bond Program funds must complete a timesheet. Hourly employees submit their timesheets by the hour, and salary employees submit their timesheets by percentage. The timesheet requires the approval of the supervisor and is submitted to the Fiscal Approver monthly. Each month a reconciliation between payroll and the timesheet ensures that the Bond Program will fund only eligible hours. District Staff reports the reconciliation between the payroll Full-Time Employee (FTE) allocation and the timesheet as part of the monthly Accounts Payroll report.

3. **Communication & Reporting**

3.1. Fraud Cognizance & Reporting.

District Staff should be on alert for any indication of fraud, irregularity, or financial impropriety within their area of responsibility. Any incidences of known or suspected potential wrongdoing that impact the District shall be immediately reported to the employee's supervisor and/or the Superintendent or designee. The District has also established a fraud hotline through WeTip, which is available 24/7 for employees and members of the community to anonymously communicate any concerns. The Fraud Hotline phone number is 1-800-US FRAUD and is featured on the District website at <https://www.wccusd.net/Page/8140>.

3.2. Citizens' Bond Oversight Committee.

As a result of the passage of Prop 39 in November 2000, language was added to Ed Code §15264 et seq. calling for school districts to establish a Citizens' Bond Oversight Committee (CBOC) for all general obligation bonds with 55% voter approval. The District's CBOC provides oversight for Measures D-2002, J-2005, D-2010, E-2012, and R-2020.

The purpose of the CBOC, as stated in Board Policy 7214.2, is to inform the public concerning the expenditures and uses of bond revenues. The CBOC's legal charge is to actively review and report on the uses of bond proceeds to ensure they are spent only on school facilities improvements allowed under each bond measure and not for any other purpose.

Ed Code §15280 states that the Governing Board shall provide the CBOC with any necessary technical assistance and administrative assistance in furtherance of the CBOC's purpose but cannot use bond funds to pay for these expenses.

The BOE appoints the members of the CBOC. The CBOC should consist of at least seven (7) members who serve for no more than three (3) consecutive terms of two (2) years each. The CBOC must include one member who is active in the following categories: business organization, senior citizen, parent/guardian of enrolled student, parent/guardian of enrolled student and active in PTA, and taxpayers' organization.

The District has a link to the current CBOC roster, which includes all vacant seats and invites any interested candidates to apply: <https://www.wccusd.net/domain/1867>.

The District believes that another great way to recruit CBOC members is personal contact and networking by both District personnel and current CBOC members. The application to join the CBOC Team can be found at <https://www.wccusd.net/domain/1891>.

CBOC meetings are held monthly and are open to the public. The meeting schedule and agendas can be found on the CBOC website at: <https://www.wccusd.net/Domain/1819>.

3.3. Program Management & Resource Database Interoperation.

3.3.1. MUNIS.

In July 2013, the District transitioned financial systems from Bi-Tech to MUNIS. MUNIS contains the annual general ledger and the multi-year subsidiary project

ledger. The general ledger and the project ledger are reconciled monthly for accuracy by the Fiscal Approver. The Bond Program's audited financial data reside in two financial systems.

3.3.2. Colbi Technologies.

In 2019, the Facilities, Planning and Construction Department contracted with Colbi Technologies to provide financial reporting and construction management document controls. The financial reporting module AccountAbility specializes in its ability to provide historical Bond Program data from both financial systems Bi-Tech & MUNIS. The construction management document controls module ColbiDocs is cost-effective, easy to use, and customizable for different construction delivery methods.

3.4. Monthly Financial Reports.

To promote transparency and accountability in the Program, the Facilities, Planning and Construction Department prepares a suite of reports each month to present at the FC and CBOC. The reports provide an update on the financial status of projects as well as the status of the overall Bond Program. The development of the existing suite of financial reports that provide detailed historical and current expenditure data was done in active consultation with the CBOC. The CBOC approved this suite of reports in February 2020, and the entire suite can be found in the Appendices under Item 1.3.

3.4.1. Bond Program Spending to Date by Site.

WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT
Bond Program Spending to Date by Site
Data as of 03/31/2021

Site Name	Original Budget	Board Approved Budget	Estimated FY 2021	Expended FY 2021	Expended Total	Committed Balance as of 03/31/21	Budget Balance as of 03/31/21	Notes
DAVEY	17,731,300	19,000,000	18,950,000	-	18,950,000	-	-	Footnote 1
CHALICE	1,500,700	1,600,200	1,580,200	-	1,580,200	-	-	Footnote 1
COLLIER	300,200	310,000	300,000	-	300,000	-	3,000,000	Footnote 1
CORCORAN	11,070,000	11,800,000	11,750,000	-	11,750,000	-	-	Footnote 1
DOUGLASS	10,000,000	10,500,000	10,450,000	-	10,450,000	-	-	Footnote 1

This report, grouped by school type, shows Current Board Approved Budget, Prior Year/Current Year and Total Expenditures, Remaining Commitments, and Board Approved Budget Balance for each school site. In addition, footnotes indicate whether the site includes Legacy or 2016 Master Plan projects and the status of those projects. This report can be found in the Appendices as Item 1.3.3.

3.4.2. Bond Program Financial Status Report 13.

WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT
Bond Program Financial Status
As of March 31, 2021

Cash Projection to June-2021

Adjusted Cash Balance	164,001,025	Notes 1
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This report provides a cash projection, including Cash Balance, Projected Revenues, Available Funds, Board Approved Budget, Current Budget Balances, and Project Cash Balances. It also includes pending State Facility Grants and funding anticipated in future years. This report can be found in the Appendices as Item 1.3.4.

3.4.3. Financial Impact of Report 13 Variance.

WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT
Financial Impact of Report 13 Analysis
From February 2021 to March 2021

Item	Beginning Balance	Ending Balance	Variance	Notes
Adjusted Cash Balance	164,001,025	164,001,025	(1,621,628.42)	accrued in March 2021

This report demonstrates and provides an explanation for any changes in Adjusted Cash Balance, Projected Available Funds, Projected Cash Balance, and State Facility Grants from month to month. This report can be found in the Appendices as Item 1.3.5.

3.4.4. Bond Program AP Check List.

Vendor Name	Check No.	Check Date	Check Amount	Invoice Number	Invoice Date	Invoice Description
CONTRACTOR	00001	03/01/21	10,000.00	10000000000000000000	03/01/21	CONTRACTOR
CONTRACTOR	00002	03/01/21	10,000.00	10000000000000000000	03/01/21	CONTRACTOR

This report lists all of the Warrants issued during the prior month, including Vendor, Check Number, Check Date, Account Code, Invoice Number, Invoice Date, Invoice Amount, and Invoice Description. This report can be found in the Appendices as Item 1.3.6.

3.4.5. Consolidated Budget Status Report - Program-Wide.

School/Program Name	Budget		Commitments		Expenditures	
	Total Budget	% Budget	Total Commitments	% Budget	Total Expenditures	% Budget
Central						

This report, grouped by School site, includes Total Budget, Total Commitments, and Total Expenditures for all projects in the Bond Program dating back to FY 2001. This report is produced in AccountAbility. This report can be found in the Appendices as Item 1.3.1.

3.4.6. Consolidated Budget Status Report – 2016 Master Plan.

School/Program Name	Budget		Commitments		Expenditures	
	Total Budget	% Budget	Total Commitments	% Budget	Total Expenditures	% Budget
Central	1,200,000	100%	800,000	67%	1,200,000	100%

This report, grouped by school site, includes Total Budget, Total Commitments, and Total Expenditures for all projects in the 2016 Facilities Master Plan. This report is produced in AccountAbility. This report can be found in the Appendices as Item 1.3.2.

3.5. Annual Financial Reports.

The Associate Superintendent of Business Services, with considerable input from the BCT, is responsible for presenting the annual budget reports for the Bond Program as part of the annual Districtwide presentation of the budget. After the adoption of the annual budget, the State Department of Education requires two interim financial reports each year, which are first submitted to the County Office of Education and then sent to the State. The Interim Reports include updates that reflect new information and BOE actions taken since the original budget adoption. Any significant updates in Revenue and Expense expectations since adoption of the original budget are summarized.

New Fiscal Year Annual Budget – presented annually to the BOE in June and adopted at the following BOE meeting.

First Interim Report (October) – update presented annually to the BOE in December.

Second Interim Report (January) – update presented annually to the BOE in March.

As a best practice, the internal cash flow reports are also presented to the FC occasionally throughout the year.

In addition, the following reports are provided to the CBOC to aid in the preparation of their annual report:

- Bond Program Key Performance Indicators (KPI) Summary
- Annual Report 13 Variance for January-December

3.6. Review Process.

The Associate Superintendent reviews the draft reports and Board précis generated by their respective departments for mathematical, spelling, and grammatical accuracy. The Associate Superintendents must authorize their publication before placing them on the meeting agenda.

3.7. Report Delivery.

Reports are made available to the public at the meetings and are published on the District website.

4. Independent Third-Party Audits

The Bond Program has two annual independent third-party compliance audits required by Proposition 39: the Bond Performance Audit and the Bond Financial Audit.

4.1. Website Locations.

The historical Bond Performance Audits are available on the District website at <https://www.wccusd.net/Domain/20>.

The historical Bond Financial Audits are available on the District website at <https://www.wccusd.net/Domain/20>.

4.2. Forensic Accounting Investigation.

On April 22, 2015, a District employee delivered documents to the BOE which contained several allegations regarding the Bond Program. The BOE committed to pursuing a forensic examination of the allegations, hire an independent attorney to represent the Board, and form the Clay Investigation Subcommittee. In October 2015, the BOE approved a contract with Vicenti, Lloyd & Stutzman, LLP (VLS) to perform a Phase I risk assessment of the allegations. On January 7, 2016, VLS presented its Phase I risk assessment matrix to the Clay Investigation Subcommittee and scope of work for a Phase II Accounting Investigation Report. On January 20, 2016, the Board approved the Phase II Accounting Investigation scope of work, which included testing the internal controls of the District, assigning a new risk score, and conducting a forensic investigation in eleven different areas. The Board accepted the Phase II Investigation Report on September 21, 2016. The Phase II report contained 112 recommendations to reduce the District's level of risk, improve overall operational and administrative efficiencies. One of the recommendations for the overall operational efficiency of the district included the formation of the Implementation Task Force (ITF), which has outlined its plans to implement the recommendations contained in the Phase II report. Each recommendation has an itemized work plan that outlines the recommendation's implementation.

On October 18, 2017, the Board approved an amendment to Moss Adams LLP agreement for Performance Audit Services to prepare a separate report for the Forensic

Accounting Investigation Implementation verification. Phase 1 reviewed 62 recommendations identified as implemented by District staff as of June 30, 2017. The resulting report identified various implementation status types, including implemented, partially implemented, not implemented before June 30, 2017, and undetermined. Phase 2 will begin in May 2021 and will review the remaining 50 recommendations. On October 21, 2020, the Board approved a contract to Eide Bailly to verify the recommendations from Phase 1 that were not identified as “implemented.” Phase 1.5 will begin in May 2021 and will review 57 recommendations.

4.3. Program Communications.

To earn the public’s confidence and trust in the integrity of the District’s Bond Program, transparency and timely communication of accurate information are vital. Information needs to be provided consistently in an easily accessible, organized manner.

4.3.1. Websites.

The primary method of communication with the public is the District’s website. Links to the pages related to the Program are provided below:

District Main Website: <https://www.wccusd.net/Page/1>

Board of Education Main Website: <https://www.wccusd.net/domain/3196>

Board of Education Meeting
Agendas/Minutes: <https://www.wccusd.net/Page/71>

Board of Education Policy: <https://www.wccusd.net/Page/78>

Bond Program Management Plan: <https://www.wccusd.net/Page/13520>

Citizens’ Bond Oversight
Committee Homepage: <https://www.wccusd.net/cboc>

Facilities, Planning and
Construction Page: <https://www.wccusd.net/Domain/40>

Facilities Committee Page: <https://www.wccusd.net/Page/238>

Forensic Accounting Investigation: <https://www.wccusd.net/Page/7491>

Operations Division: <https://www.wccusd.net/page/433>

4.3.2. Communication Plan.

To reach out to a greater audience, the District will also use other means of communication information to various stakeholders through the community. Depending on the information being provided and the target audience, the District may consider any of the following methods:

- School or District Newsletters
- Social Media
- Periodic Direct Mail Updates
- Other Appropriate Means

4.3.3. Public Record Act Requests.

Requests for information made under the Freedom of Information Act should be sent to the Communications Department at communications@wccusd.net.

More information is available on the District website <https://www.wccusd.net/Page/10890>.

SECTION 2. FISCAL SECTION

1. Program & Project Budgets

As new Board-approved projects are scheduled to begin, the project budgets will be brought to the Board of Education (BOE) for approval.

1.1. Design & Construction Budget Management.

Once the BOE approves the project budget, the Fiscal Initiator will set up the project in MUNIS. The Fiscal Initiator will prepare the New Bond Program Project Detail Form (Project Detail Form), which is attached in the Appendices as Item 1.6.1. Project funding will be broken down by Fiscal Year and Cost Code. The Project Detail Form requires approval from the Fiscal Approver and the Facilities Approver.

The Project Detail Form is then routed to the Fiscal Initiator, who creates the project account strings and enters the multi-year budget into MUNIS. Once the budget has been entered in MUNIS, the Fiscal Initiator will complete, sign, and date the “Input in MUNIS” box on the Project Detail Form. The Fiscal Approver will then review and approve the budget batch in MUNIS and initial the form in the “Input in MUNIS” section to confirm that the project budget was entered in MUNIS correctly.

The Board-Approved project budgets are reviewed, reconciled, and reported on a monthly basis to confirm the accuracy and appropriateness of expenditures and commitments. The Fiscal Approver also verifies sufficient funding in each account to cover anticipated encumbrances throughout the fiscal year. All project budgets roll up into the overall multi-year cash flow projection.

A step-by-step flowchart of the project budgeting process is attached in the Appendices as Item 1.5.1.

1.2. Monthly Reconciliation Project Ledger to General Ledger.

Reconciliation of the SACS code (General Ledger Account Code [GL]) and the Project Ledger Account Code (PL) is completed monthly. If variances are found, the Fiscal Team will make corrections in MUNIS using the appropriate forms. There are three forms used, which are in the Appendices as Items 1.6.2, 1.6.4, and 1.6.5:

1. Project Multi-Year Budget Amendment/Transfer Form
2. General Journal Entry Form
3. Encumbrance Journal Entry Form

1.3. Project Budget Transfers.

Budget transfers between cost codes within a project can be made at the Fiscal Approver’s discretion because there is no change to the overall project budget. The Fiscal Approver may determine that a budget transfer is needed as the result of a monthly review of project budgets or knowledge of anticipated commitments and expenditures.

1.3.1. Proposal Approval Checklist Form.

For every prospective transaction, the Fiscal Approver is required to review and approve the Proposal Approval Checklist Form (PACF), which confirms the account string and sufficient funding for the proposed commitment. The PACF workflow is attached in the Appendices as Item 1.5.2. [More information about the PACF can be found in Fiscal 2.1. Proposal Approval Checklist Form.](#)

1.3.2. Project Multi-Year Budget Amendment/Transfer Form.

When a budget transfer is required, the Fiscal Initiator will prepare a Project Multi-Year Budget Amendment/Transfer Form with all required information. The Fiscal Approver will then review the fiscal year, account string and amount, and verify that the budget transfer will keep the project within the Board-approved budget. After review, the Fiscal Approver will sign and date the form. The Fiscal Initiator will then enter the budget transfer in MUNIS and route it for approval and posting.

Per the requirements of Ed Code §42600, budget transfers between cost codes with no change to the overall project budget are brought to the BOE quarterly (First Interim, Second Interim, Estimated Actual, and Unaudited Actual). A copy of the Project Multi-Year Budget Amendment/Transfer Form and detailed instructions for completion are attached in the Appendices as Item 1.6.2.

1.4. Project Budget Amendments.

The BOE must approve any change to the Board-approved project budget (increase or decrease). The Bond Controls Team (BCT) may determine that a budget amendment to increase or decrease funding is necessary as the result of a monthly review of project budgets or knowledge of anticipated commitments. If a project budget amendment is required, the BCT will prepare a Board précis, including a Financial Impact statement, to identify the effect on the overall Program. The Financial Impact Statement will clearly state the effect on the Projected Cash Balance and the overall effect on the total Bond Program Budget.

After the BOE has approved the budget amendment, the Fiscal Initiator will prepare a Project Multi-Year Budget Amendment/Transfer Form with all required information for entry into MUNIS. Fiscal Approver will then review the fiscal year, account string, and the amount and verify available funding for the amendment. After review, the Fiscal Approver will sign and date the form. The Fiscal Initiator will then enter the MUNIS budget amendment and release it into the workflow for approval and posting.

1.4.1. Site Bond Budget Authorization.


At the end of the project, when financial reconciliation and closeout is complete, the Site Bond Program Site Budget Authorization will be prepared with the final project cost. A copy of the Bond Program Site Budget Authorization is available in

the Appendices as Item 1.4.5. Board approval is required to finalize the project cost and transfer any budget savings back to the fund balance. Once the BOE approves the budget, the Fiscal Initiator will prepare the Project Multi-Year Budget Amendment/Transfer Form for review and approval by the Fiscal Approver and complete the process in MUNIS. A copy of the Project Multi-Year Budget Amendment/Transfer Form and detailed instructions for completion are available in the Appendices as Item 1.6.2.

2. Proposed Commitments.

2.1. Proposal Approval Checklist Form

The District procures a variety of goods and services for the delivery of a project. The procurement of all types of transactions begins with the Project Manager (PM) or department initiating a Proposal Approval Checklist Form (PACF) and attaching the corresponding proposal or quote. An example of the PACF is attached in the Appendices as Item 1.6.3, and the flowchart of the New Proposal Approval Checklist process is attached as Item 1.5.2.

Pursuant to PCC §20111 WCCUSD BP 3300 3310  **West Contra Costa Unified School District**
2020-21 Proposal Approval Checklist Form Contract#: _____
 REQ/PO#: _____

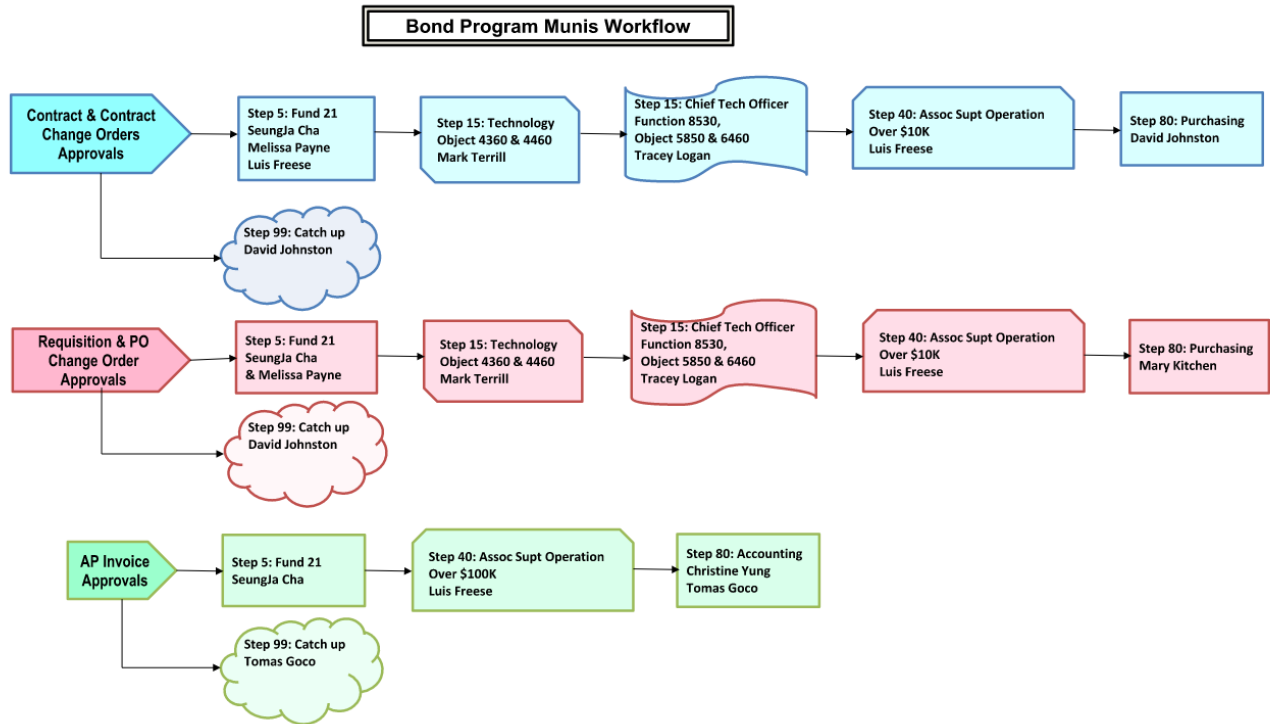
Site: _____		Project Name: _____	
Fund: _____		Project Number (BOND only): _____	
Vendor: _____	Vendor Name: _____	Vendor Contact: _____	Email: _____
Department: _____		Account Code (Project String/GL Account): _____	
Amount: \$ _____	Dept/Project Manager Signature: _____		Date: _____
% of work by Fiscal Year:			
2021 _____ %	2022 _____ %	2023 _____ %	2024 _____ %
2025 _____ %			
1 Procurement: Were 3 quotes received/solicited? If not, Please provide written explanation.		_____	
2 Approximate or Exact Start Date (Please indicate which one):		3 Anticipated Completion Date:	
4 Liquidated damages per day: _____	5 Hourly Rates/Fee Schedule included: Y/N	6 Union Sign-off, If applicable (NON-BOND only): Y/N	
7 Site address where the work is being performed/Delivery Address: _____			
8 Scope of work _____			
W-9 <input type="checkbox"/>	CSLB <input type="checkbox"/>	DIR REG <input type="checkbox"/>	Retainage: _____ %
Contract: CUPCCAA <input type="checkbox"/>	Professional Services <input type="checkbox"/>	AOR <input type="checkbox"/>	ICA <input type="checkbox"/>
BOE: _____	Award/Ratification: _____	Amendment#: _____	Reimbursables: \$ _____
Contracts Approver: _____		Date: _____	Funding Available: YES NO
Facilities Approver: _____		Date: _____	Budget Amendment/Transfer Submission Date: _____
Fiscal Approver: _____		Date: _____	BA/BT Received Date: _____
BOE attached <input type="checkbox"/>	PWC 100 attached <input type="checkbox"/>	Executed Contract attached <input type="checkbox"/>	Released (Date & Initial): _____

PAC effective 06/18/20

Check requests for Agencies Having Jurisdiction (AHJ) where payment of fees is required in advance are processed differently from other procurement transactions. The PM or department will prepare a Check Request form and attach supporting documentation that shows the requested amount calculation. In the case of a Division of the State Architect (DSA) Check Request, a screenshot of the DSA Fee Calculator should be included. The Check Request form is then routed for review and approval. A Sample Check Request form is available in the Appendices as Item 1.8.1.3.

2.2. Enter in MUNIS.

In order to initiate a bond-funded financial record in MUNIS, an approved PACF or Check Request Form must be uploaded in MUNIS. Once all the required backup documentation is uploaded into MUNIS, the financial record is released into an electronic approval process. Once the electronic workflow approvals are complete, a requisition is converted into a purchase order and a contract is converted to posted status. Payments can only be made against a purchase order or posted contract.



2.2.1. Cost Codes — Chart and Explanation.

The District’s financial system MUNIS uses General Ledger Account Codes (GL) to track all financial transactions against project budgets within a fiscal year. The Project Ledger (PL) is a subsidiary ledger within MUNIS which is used to track capital projects wherein budgets span multiple fiscal years. A copy of the MUNIS Project Ledger Cost-Code Chart and a Cost-Code Explanation worksheet with examples are attached in the Appendices as Item 1.7.1.2 and 1.7.1.3.

2.2.2. Requisition/Purchase Order.

The purchase of goods or materials that will be received within a single fiscal year will be processed in MUNIS as a Purchase Order (PO). When the PACF is complete with all approvals and required documentation, the Fiscal Team will enter the MUNIS requisition. A step-by-step instruction sheet for Requisition Entry in MUNIS is attached in the Appendices as Item 1.7.3.

2.2.3. Contracts.

Construction contracts and related professional and special services are entered in MUNIS through the Contracts Module. Some purchases may be entered into the MUNIS Contracts Module because they usually extend over multiple fiscal years. When the PACF is complete with all approvals and required backup documentation, the Contracts Team will enter the MUNIS contract. A step-by-step instruction sheet for Contract Entry in MUNIS is attached in the Appendices as Item 1.7.4.

3. **Payment Processing**

3.1. Vendor Invoices.

3.1.1. Timeliness / Receipt Date-Stamp.

PCC §20104.50 requires all public agencies to process payments for all undisputed, properly submitted payment requests within 30 days. While this statute generally refers to contractors, the District uses its best efforts to extend the same courtesy to all vendors. Vendors are required to submit invoices to the Facilities Operation Center with the following information included:

1. Reference to Existing Authority: Contract or PO Number
2. Unique Invoice Number
3. Date
4. Name of Firm
5. Billing Detail Pursuant to Contract
6. Contractor Payment Applications in AIA G702/G703 Format

3.1.2. Invoice Review & Approval Process.

The Fiscal Initiator will review the invoice against the purchase order or contract financial record in MUNIS. They also review the invoice to make sure it includes all required information and is eligible for payment. Once an invoice is received, a Payment Approval Form (PAF) is created. Every invoice type has a corresponding PAF to ensure proper payment processing and contract forecasting. The various types of PAF can be found in the Appendices under Item 1.8.1.2.

The invoice and PAF are then forwarded to the PM to confirm the bill rate, statement of work, and any reimbursable expenses before signing and dating directly on the invoice. The invoice and PAF are then forwarded to the Fiscal Approver, who will review the funding, billing amounts and related considerations such as retention. Finally, the PAF is sent to the Facilities Approver, who indicates approval of the contract status (scope and completion of work).

Payment Approval Form Features:

- Vendor Details
- Munis Contract# & Billing Reference
- Accounting Summary

Invoice Types:

1. Regular
2. Multi-year
3. Multi-funded
4. Multi-year & Multi-project
5. Reimbursable
6. Retention
7. Escrow

West Contra Costa Unified School District
Facilities Planning & Construction
Payment Approval Form FY 2018-19

Vendor#: 12641 Date: 2/1/2019
Vendor Name: East Bay Times (West County Times) Invoice Date: 12/31/2018
Site Name: Central Received Date: 1/18/2019
Contract#: 1000000867 Invoice#: 0001171252

Project Description: December 1, 2018 to December 31, 2018. Project#: GF & FUND 40

Fund 21 Project String: 01396-61500-97485890-748L.GAD
Fund 21 GL Account code: 21-9748-5890-615-0000-8500-400130-0-0000
Other Fund Account code: 40-0000-5890-615-0000-8500-400130-0-0000
Other Fund Account code: 01-0000-5900-686-0000-7200-800100-0-0000
Other Fund Account code: 01-8150-5890-130-0000-8110-400110-0-8151

Original Contract Amount:	\$30,000.00
Revised Contract Amount:	\$110,544.00
Liquidated Amount:	\$64,406.00
Fund 21 Balance:	\$26,929.50
Fund 40 Balance:	\$19,208.10
Fund 01 Balance:	\$0.40
RRM Balance:	\$0.00
Contract Balance:	\$46,138.00

Amount of This Invoice:	Fund 21	\$900.00
Amount of This Invoice:	Fund 40	\$135.00
Amount of This Invoice:	Fund 01	\$0.00
Amount of This Invoice:	RRM	\$0.00
Total of This Invoice:		\$1,035.00

Contract Balance after this payment:	\$45,103.00
Fund 21 Balance after this payment:	\$26,029.50
Fund 40 Balance after this payment:	\$19,073.10
Fund 01 Balance after this payment:	\$0.40
RRM Balance after this payment:	\$0.00

Please review the invoice and approve the payment by signing the below:

Signatures	Date
Initiator: _____	_____
Fiscal Approver: _____	_____
Facilities Approver: _____	_____

Invoice Summary:

- Bond Project number & Non-Bond Project
- Contract Summary
- Forecasting
- Approvals

The invoice is then forwarded back to the Fiscal Initiator for accounts payable entry in MUNIS. Step-by-step instructions for MUNIS Invoice Payment Entry are attached in the Appendices as Item 1.7.5.1. A step-by-step workflow of the Invoice Process can be found in the Appendices as Item 1.8.3 and 1.8.4.

3.1.3. Invoice Rejection.

When the Fiscal Initiator or the PM determines that an invoice is unacceptable for any reason, it must be returned to the vendor by email in a timely manner accompanied by invoice rejection text, with a CC to the Fiscal Initiator and/or the PM. A sample of such an email is attached in the Appendices as Item 1.8.3. The reason for the rejection may include any of the following:

1. Billing is not supported by Contract (term/rate)
2. Invoice Exceeds Available Balance
3. Duplicate Invoice Number
4. Missing Supporting Documentation
5. Other Reason

The vendor may resubmit the invoice when the missing documents have been submitted or corrections made, at which time the 30-day window will recommence. The Fiscal Initiator is responsible for tracking the open invoice until it is resolved.

3.2. Construction Payment Applications.

3.2.1. Pay Application Review & Approval Process.

On or around the 25th day of each month at the weekly job site meeting, the Contractor will present their pencil draft payment application for review by the PM, Architect, and Inspector of Record (IOR), as applicable, all of whom are generally in attendance. After the monthly progress of completion is agreed, the Contractor will then produce the final payment application. The PM will then sign the payment application and obtain the signatures of the Architect and IOR, if necessary, in a timely manner before delivering the completed payment application to the Fiscal Initiator for processing.

Following the same procedure as for Vendor Invoices described above, the Fiscal Initiator will review the payment application and then forward it to the Fiscal Approver for review and approval. The invoice is then returned to the Fiscal Initiator for accounts payable entry in MUNIS. Step-by-step instructions for Invoice & Payment Application Entry in MUNIS are attached in the Appendices as Item 1.7.5.

A step-by-step workflow diagram showing the Pay Application Process is attached in the Appendices as Item 1.8.4.

3.2.2. Retention Payment to Escrow/Retention Release.

PCC §7201 requires that the District withhold 5% retention on construction contracts. If the contractor elects to hold their retention in an escrow account, the payment process involves a combination of the progress and retention payment processes. The Fiscal Initiator will run the contract retainage report in MUNIS after the payment application's contract portion is released and then process the escrow payment. While the check to the contractor will be available following the next check run date, the check for the escrow bank will be available one week after that date.

Thirty (30) days after the Notice of Completion (NOC) is filed, the contractor may request the release of retention. This request should be separate from any other progress payments or final change order payment applications. The remaining steps to generate and track the Retention Warrant are the same as for other payments. A step-by-step description of the Retention/Escrow Payment process in MUNIS is attached in the Appendices as Item 1.7.5.2.

3.3. Check Processing/Payment Schedule.

The District typically processes payments in MUNIS weekly, with check-run batches every Tuesday. The warrants are then available to be mailed out the next business day.

3.4. Corrections.

In the monthly reconciliation of the project, District Staff may discover that an invoice payment was applied incorrectly:

1. Invoice payment is made to the wrong contract or PO.
2. Invoice payment is made to the wrong Account Code for a split-funded Contract or PO.
3. Invoice payment is made as a Direct Pay instead of against the contract or PO.
4. Invoice payment is made as Direct Pay with wrong Account Code.
5. Any other payment correction.

If the discovery is made after the check is cashed, then the invoice must be reversed and corrected in MUNIS following the steps outlined in the Invoice Correction Procedure, which is attached in the Appendices as Item 1.7.5.3.

4. **Fiscal Year-End Procedures**

The District is obligated to close its books at the end of every fiscal year, whereas projects continue to be designed and built year-round. Every year, the District's fiscal year begins on July 1 and ends on the following June 30.

4.1. Deadlines for Current Fiscal Year Transactions.

Every spring, the Business Services department publishes deadlines for completing all remaining current fiscal year transactions, by which all District Departments are expected to comply. The PAF for any invoices submitted for payment after June 30 should clearly indicate which fiscal year the invoice should be expensed.

4.1.1. Invoices/Pay Applications/Retention through June 30.

Beginning May 1, the PM will request a projected billing amount from all contractors to be submitted by May 15 for all services completed and goods received by June 15. The PM will provide this information to Fiscal Approver for year-end accruals and budget planning purposes.

Beginning June 1, the PM will request invoices from all vendors for work completed and goods received by June 30, to be received no later than the first week of July. Retention for all projects will be automatically carried over to the following year.

4.1.2. Contract/Purchase Order Review.

Contracts will automatically roll to the new fiscal year unless the PM confirms that the work is complete. The commitment should be closed, and the funds should be disencumbered as necessary.

POs will automatically close unless the PM confirms that there are open items that will not be completed or received by year-end. In that case, the PO will close and be re-issued in the new fiscal year with a new PO number.

5. Bond Financing Procedures and Strategy

For each bond financing transaction, the District shall work with its municipal advisor to identify applicable procedures and issuance strategy in advance of the financing process. Bond refunding and bond refinancing are two terms that refer to the same process. Various factors may be considered including interest rate environment, debt structure, credit rating profile and market conditions at the time of sale. Additionally, the following are applicable for each bond financing transaction:

5.1. Post-Financing Review.

Upon successfully closing each transaction, District Staff and/or municipal advisor will report financing results to the BOE. The results will summarize transaction highlights such as final debt service, maturity term, repayment ratio, true interest cost and cost of issuance. Other pertinent details may also include pricing results, credit rating outcome, tax rate projections, available bonding capacity and future bond issuance plans.

5.1.1. Negotiated Sale Transactions.

For negotiated sale transactions, a post-financing review may also report secondary trade activity following initial issuance. District Staff will work closely with the District's municipal advisor to monitor secondary market trades, identifying any specific activity in which there are unusual or significant change to price and/or yield. Review of secondary trades will extend for approximately a 30-day period following the initial sale.

5.2. Refunding of Outstanding Bonds.

On April 24, 2013, the District adopted its Refunding and Restructuring Policy (BP 7214.3). The policy was adopted to provide specific parameters and guidelines when considering the issuance of refunding bonds. The policy extends beyond statutory requirements and is intended to assist with the decision-making process and to provide a basis for determination on when to issue refunding bonds. Specific objectives are outlined within the policy including minimum present value savings, tax rate management objectives and/or debt service re-structuring. Policy guidelines require a minimum net present value savings of at least 4%, a minimum of \$1 million present value savings and/or annual savings in excess of \$100,000. Furthermore, the policy requires an annual report be presented to the BOE reviewing outstanding debt obligations and consideration of potential refunding candidates.

5.3. Arbitrage & Investments.

On November 12, 2014, the District adopted its General Obligation Bond/Post-Issuance Tax Compliance Procedures (AR 7214). The purpose of this Administrative Regulation is to establish specific procedures and assigned responsibilities which will assist the District in complying with its federal tax obligations for tax-exempt bonds. Please refer to the Post-Issuance Tax Compliance Procedures for further details.

5.3.1. Arbitrage.

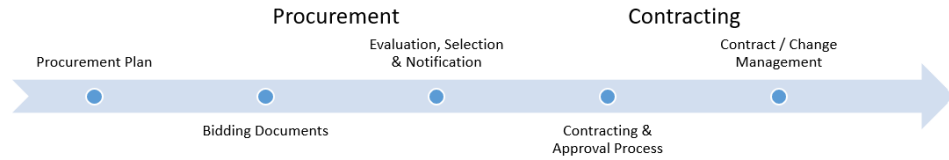
Consideration for arbitrage becomes present when there are bond proceeds that have not been spent for a bond-financed project. Every fifth year after the issue date of bonds, the District shall have a nationally recognized rebate service provider confirm whether arbitrage has occurred and if so, ensure a rebate payment, if any, is made within 60 days. Please refer to the Administrative Regulation 7214 for specific arbitrage requirements and District procedures.

5.3.2. Investments.

Proceeds generated from the issuance of bonds are required to be deposited within the County Pool and therefore the District has little discretion on how funds are invested. Bond proceeds are only made accessible to the District upon requisition for applicable capital facility expenditures.

SECTION 3. ADMINISTRATIVE SECTION

Procurement & Contracting Process



The Contracts Team manages the procurement of quality goods, services, and construction from responsible vendors at the lowest price or best value. The Contracts Team’s purpose is to ensure and conduct the procurement of goods and services per all applicable federal, state, and local laws and regulations. Many statutory requirements outline the framework of various types of procurement, but the general process is very similar.

- Procurement Plans are plans based on the type of services and the estimated value of the contract associated with them in order to ensure compliance with all Statutory Requirements, including bid limits.
- Procurement Documents are bid and/or proposal documents which are developed to describe the project, scope of services, deliverables, form of the contract, duration, and evaluation process for the procurement. This may include prequalification before bidding.
- The Selection Process includes the evaluation, selection, and notification processes that are described in the Procurement Documents and required by statute.
- The Approval and Contracting Process includes the approval process, form of contract, and financial contract process.
- Contract Management & Change Management covers the management of the contract, which includes any changes to the work.

The District has an online planroom to centralize all bid management. The planroom allows firms to create a free account that includes notifications about new opportunities. The online planroom is available at www.wccusdplanroom.com. In addition, the contracts team also maintains a schedule of all public bidding opportunities on the website at <https://www.wccusd.net/Page/9048>. A sample Bid Schedule is attached in the Appendices as Item 1.10.3.

1. **Procurement Plan**

The California Public Contract Code requires school districts to bid services over a certain bid threshold competitively. The statute defines the threshold based on the type of services: non-construction services and construction services. Under those bid limits, contracts need not be bid but must follow Board policies and administrative regulations.

The District also confirms adherence to the conflict of interest policy for all procurement. BOE adopted Bylaw 9270 and its corresponding appendix as a Conflict of Interest Code that incorporates all legal provisions. The purpose of this policy is to observe all state statutes regarding conflict of interest and to engage in District business activities in a manner that avoids conflicts of interest and the appearance of impropriety.

In addition, the District extends its code of ethics standards to all vendors who do business with the District. In the standard construction bidding requirements, contractors must provide a Non-

Collusion Declaration with their bids. For professional service providers, the Request for Qualifications/Request for Proposals (RFQ/RFP) process includes a certification of conflict of interest.

1.1. Non-Construction Services: Goods & Materials Purchases.

The purchase of equipment, materials, and supplies is governed by PCC §20111, requiring that the District competitively bid any contract involving an expenditure over the annual public bidding threshold. The annual threshold becomes effective January 1 of each year; currently, the 2021 threshold is \$96,700. In addition to the formal bidding process, other alternative bidding procedures may be available for purchases.

1.1.1. California Multiple Award Schedule.

Ed Code §17595 and PCC §10299 provide an alternative to competitive bidding when purchasing materials, equipment, or supplies through the Department of General Services or utilizing its California Multiple Award Schedule (CMAS). CMAS are supplier agreements based upon an existing Federal GSA or other approved multiple award contracts. CMAS offers a wide variety of commodity and information technology products at prices assessed to be fair, reasonable, and competitive.

1.1.2. Piggyback Bids.

PCC §20118 also provides another alternative to competitive bidding by utilizing another public agency's procurement to purchase or lease materials, supplies, and equipment. The process is known as "piggybacking" and works by using the pricing and products from a contract held by another school district or public agency. Piggybacking often provides lower prices than a single jurisdiction would obtain.

1.2. Construction Services.

There are two primary methods to design and construct a project, each with its procurement considerations. Design-Bid-Build (DBB) is the most common method of delivering a construction project. For DBB projects, PCC §20111 (b) requires school districts to bid and award any construction contract over \$15,000 competitively. On May 20, 2009, the BOE passed Resolution #90-0809 to adopt the California Uniform Public Construction Cost Accounting Act (CUPCCAA) alternative bidding procedures. CUPCCAA raises the bid threshold, simplifies the informal quote process for small projects, reduces advertising costs, and expedites the bidding process.

1.2.1. CUPCCAA Informal Quotes: Up to \$60,000.

Public projects \$60,000 or less do not require formal, public bidding. The District requires the Project Managers/Departments to solicit informal quotes.

1.2.2. CUPCCAA Informal Bid: Greater than \$60,000, less than \$200,000.

Public projects greater than \$60,000 and less than \$200,000 may follow informal bidding procedures. The bid duration must be at least ten days after the complete bid set is published.

1.2.3. Formal Bid: Greater than \$200,000.

Public projects of more than \$200,000 follow standard formal, public bidding processes outlined in PCC §20111.

1.3. Change Orders on Construction Contracts.

PCC §20118.4 does not require bidding if the change or alteration to the contract is less than 10% of the Contract or \$15,000, whichever is greater. The District process includes presenting all change orders to the contract to the BOE for ratification or approval.

1.4. Design-Build Services.

The Design-Bid construction delivery method features a partnership between the Architect and Contractor, collectively known as the Design-Build Entity (DBE). Ed Code §17250 outlines the design-build procurement process, requiring a two-step RFQ and RFP procedure for authorized projects that are more than one million dollars.

1.5. Professional & Special Services

Architectural and professional services providers also require a fair and competitive selection process under Government Code §4529.10. The procurement process typically starts with a Request for Qualifications (RFQ), followed by a Request for Proposals (RFP). The process can also be a single RFQ/P.

Alternatively, Government Code §53060 allows Districts to contract with an entity to furnish “special services and advice” to the District in financial, economic, accounting, engineering, legal, or administrative matters without a competitive selection process. Any person so employed must be specially trained and experienced, and competent to perform the services.

2. Procurement

Construction Services follow a very concise formula of statutory and district requirements triggered by the contract value. The District utilizes the Construction Services Thresholds Guide to summarize the various thresholds that apply to the components of the construction contract. The guide is used internally as a resource and reference and can be found in the Appendices as Item 1.10.1.

2.1. Contractor Prequalification.

CUPCCAA, mandatory, and project-specific prequalification are the three types of contractor prequalification.

2.1.1. CUPCCAA Contractor Prequalification Process.

One of the mandatory provisions of CUPCCAA is that the District must maintain a list of registered bidders for each calendar year. Each November, the District publishes a notice in various trade journals and publications, inviting all licensed contractors to submit information for inclusion on the District's annual list of qualified bidders. A contractor may have their firm added to the CUPCCAA list at any time by providing the required information. The CUPCCAA prequalification application requires that Contractors provide the following information:

1. Company name
2. Contact name and mailing address
3. Contact phone number, fax number, and email address
4. Type of work contractor is licensed to perform
5. Contractor's license class and number
6. DIR Registration

The Contractor Registration Application and current list of firms are available on the District's website at <https://www.wccusd.net/Page/9049>.

2.1.2. Mandatory Contractor Prequalification Process.

PCC §20111.6 requires mandatory prequalification of all General Contractors and MEP- designated subcontractors on construction contracts with a projected value of \$1M or more. This prequalification process applies to all general contractors and all electrical, mechanical, and plumbing subcontractors with license types C4, C7, C10, C16, C20, C34, C36, C38, C42, C43, and C46.

Contractors must complete the application and submit it to the District at least ten (10) business days before the bid opening date. The District will publish the final list of prequalified general contractors and electrical, mechanical, and plumbing subcontractors eligible to bid at least five (5) days before bid opening. Prequalification will place contractors on the District's Qualified Bidders list for one calendar year. The prequalification application and the current list of prequalified firms are available on the District's website at <https://www.wccusd.net/Page/9049>.

2.1.3. Project-Specific Contractor Prequalification Process.

PCC §20111.5 allows a District to require project-specific prequalification following the same application and timing guidelines as the mandatory prequalification. The District may consider project-specific prequalification on more extensive or highly specialized projects. The major difference between the mandatory and project-specific prequalification is the requisite project experience.

2.2. Construction Bid Documents.

The Bid Documents typically include the District and project specifications as well as the project drawings. The District specifications include the procurement, contracting, and general requirements commonly referred to as the Front-End Documents. Legal counsel prepares the standard front-end document templates that staff customizes to align with each project. The bid documents also include the technical trade-specific project specifications and drawings prepared by the Design Team.

2.2.1. Invitation to Bid.

Formal Public Bidding starts with the project's advertisement, also known as the Invitation to Bid (Document 00 11 16). Statutory requirements in the advertisement include:

- Published at least once a week for two weeks in some newspaper of general circulation published in the district, which may also be posted on the district's website or through an electronic portal (PCC §20112)
- Description of work to be done (PCC §20112)
- Time and place of bid opening (PCC §20112)
- Application of alternates in the selection of low bidder (PCC §20103.8)
- Mandatory job walk(s), if any (PCC §6610)
- Substitution of securities (PCC §22300)
- Required contractor license to perform the work (PCC §3300)
- Prevailing wage and registration requirements (Labor Code §1720 et seq and 1725.5)
- Sole Sourced products, if any (PCC §3400)
- Retention (PCC §7105)

In addition to the statutory requirements, additional project-specific requirements may include prequalification and Project Labor Agreement.

2.2.2. Proof of Publishing.

The Proof of Publication of the Invitation to Bid must be retained in the central program bidding files as part of the complete bid package and filed in the project file.

2.2.3. Instructions to Bidders.

Instruction to Bidders (Document 00 21 13) identifies all of the forms required to bid on the project. This document describes the procurement process and requirements, including submitting a bid, asking questions about the bid and the bidder's responsibilities.

2.2.4. Project Labor Agreement.

The District has had a Project Labor Agreement (PLA) since 2003. The PLA applies to bond-funded projects greater than \$1M. The purpose of a PLA is to establish the terms and conditions under which contractors who successfully bid on projects complete the project in a safe, efficient, and compliant manner. The PLA Implementation Specification describes how the District's Labor Coordinator assists the District in implementing the PLA throughout the Bidding, Preconstruction, and Construction phases. In addition, the Labor Coordinator will manage all Program inquiries and issues, contractor verification, monitoring, and enforcement of Program policies.

2.2.5. Local Capacity Building Program.

In order to provide economic opportunity for residents and businesses and stimulate local economic development, the District established a Local Capacity Building Program (LCBP). The program has two components local business and local worker participation. The program defines three local areas: area one includes the areas served by the district, area two is all of Contra Costa County, and area three includes the southern tip of Solano County and the northern tip of Alameda County.

The District contract outlines the local participation outreach and engagement requirements. The District will also continue to encourage local participation through direct vendor outreach and solicitation. Currently, the District's CUPCAA list includes an indication of local businesses to help foster outreach.

2.3. Pre-Bid Job Walk/Meeting.

Depending on the project's scope, the District may choose to offer one or more Pre-Bid Conferences or Job Walks for bidders. The District may also determine that attendance at least one of the meetings is mandatory for potential bidders. All pre-bid meetings will include a sign-in sheet that will be available via addenda.

2.4. RFIs for Clarification.

If potential bidders have any questions before bidding, they must submit them in writing to the District. The District will issue any interpretations or clarifications deemed necessary in writing by Addenda. The form for pre-bid RFIs is available in the Appendices as Item 1.10.4. All pre-bid RFIs should be submitted to facilities_procurement@wccusd.net.

2.5. Addenda.

After the publication of the Bid Documents, any modifications, clarifications, or additional information will be communicated to potential bidders through the issuance of Addenda by the District. Bidders must acknowledge each Addendum in its Bid Form by number.

Each Addendum shall be part of the Contract Documents and issued no later than seventy-two (72) hours before the bid opening.

2.6. Bid Opening & Evaluation.

The Invitation to Bid will identify the date, time, and form of submittal for the bid. Each bidder shall submit the bid on time and ensure that the bid contains all required documents. Bids may be received in person at the Facilities Operation Center or online through the District's online planroom: www.wccusdplanroom.com. At or after that time, the Contracts Team will open the bids and read them aloud publicly.

The Contracts Team will review all bids for responsiveness and completeness to determine the lowest, responsive, responsible bidder and the next two (2) lowest bidders. The Contracts Team will prepare and post the bid tally and complete bid package of the apparent low bidder on the website at <https://www.wccusd.net/Page/11710>. Posting these documents starts the bid protest period. Any bids that do not comply with all statutory requirements or do not include all documentation required in the Invitation to Bid and the material requirements of the specifications may be "non-responsive." Any claim by a bidder of an error in their bid must comply with PCC §5100.

Board AR 3311 allows a bidder to protest a bid award if they believe that the award was inconsistent with statute, Board policy, or the bid documents. The protest must contain a complete statement of all bases for the protest, referring to the specific portions of all documents that form the bases for the protest. Any potential non-responsive bid or protest requires legal review.

3. **Professional & Special Services**

The District may use consultants to provide professional services or specialized technical services. Such individuals, firms, or organizations may, as consultants, assist staff with program and project management related to design, engineering, financial, legal, administrative, or other matters. Some professional services require a competitive process through some combination of the Request for Qualifications and Proposal process.

3.1. Request for Qualifications & Evaluation.

The Contracts Team may prepare an RFQ to solicit credentials from a pool of service providers. The Contracts Team will publish the RFQ and manage the Request for Information (RFI) process during the period before Statements of Qualification (SOQs) are due. The Contracts Team may schedule a pre-proposal meeting if necessary.

The RFQ will describe the type of services and the minimum qualifications. The RFQ will outline the requested information, which may include:

- Professional Team: Identify the team members; discuss availability and summary of qualifications. Identify other individuals and support staff; note the location and describe each person's role.
- Approach: Describe the approach to performing services.

- Key Considerations: Discuss any unique factors related to firm or strategy and any challenges or issues that the District should consider.
- Financial Position
- Distinguishing Characteristics: How is firm different from others? Summarize any points the District should take into consideration.
- Recent School District Experience: Describe recent and long-term assignments with school districts, including project type, cost, and any other relevant information.
- Fee: Basis on which fee is determined, although the RFP process may request fee proposals to be submitted in a separate submission.
- References
- Legal Questions: conflict of interest statement, compliance statements, any bankruptcy or OSHA violation history, etc.

District Staff will evaluate all SOQ packages using a set of uniform criteria identified in the procurement, which may include the following:

- Responsiveness and potential conflict of interest
- Qualifications and experience
- Financial fitness

District Staff will evaluate SOQs using a set of uniform criteria to determine the firms that are well-qualified to perform the services on future projects at school sites throughout the District.

The District may recommend that the BOE designate the chosen firms as prequalified for their respective types of services. However, this does not constitute a specific project award. This action merely creates a pool of prequalified firms to receive future requests for proposals as the need for performance of the services arise.

The prequalified pool of service providers will then be eligible to participate in RFPs for future services. The District may solicit SOQs from additional firms from time to time to add to the pool of prequalified firms.

3.2. Request for Proposals.

The primary purpose of the RFP process is to allow for a comprehensive and competitive analysis of each qualified firm based primarily on pricing considerations.

In general, the RFP will include general information describing the project, the scope of services, and the form of agreement. The RFP will outline the requested information, which may include:

- Letter of Interest: Brief statement of the firm's experiences, personnel, sub-consultants, and what distinguishing characteristics
- Executive Summary: Outline of the firms' approach in providing the services and a summary of qualifications.

- Proposed Personnel: Key personnel who will provide the services.
- Detailed Statement of Services
- Proposed Schedule: Start/End and Duration
- Firm's current work commitments
- Compensation: Proposed fee for performance of services, as well as breakdown and explanation of the basis of the fee for each of the required tasks.

The RFP includes the standard form of agreement. The prospective firm must include in their response any comments or objections to the form.

District Staff will open the proposals and review them for responsiveness. The selection of one or more firms to perform the requested services will be based on an evaluation of qualifications and demonstrated competence, as well as a competitive analysis of pricing. All documentation supporting the procurement, evaluation and selection must be maintained in the centralized procurement files. The documentation includes the solicitation, all proposals received, and a detailed proposal tally that aligns with the specific procurement process.

3.3. Request for Qualifications & Proposals Process.

When the District needs a defined scope of specialized services or has a short procurement timeframe, they may issue a Request for Proposals and Qualifications (RFQ/P) to receive the qualifications and proposal simultaneously. The qualification requirements are similar to those required in the RFQ process, and the pricing and proposed cost statements are similar to those required in the RFP process. The RFQ/P also includes the form of contract for review. The rest of the process is the same as for RFPs above.

3.3.1. OPSC Fee Schedule.

RFPs for Design Services may require architecture firms to submit their proposals using the OPSC fee schedule as a basis for their fees. For any project that may not align with the Office of Public-School Construction (OPSC) fee schedule, the firms must include the basis for their fee structure for analysis along with the firm's qualifications. All of the remaining provisions of the RFQ and RFP processes listed above are applicable in the procurement, evaluation, and selection of architects and engineers.

3.4. Amendment Process

Agreements may require amendments to change the contract terms, including contract amount, services, or term. The amendment process begins with the acceptance of a written proposal from the service provider. Various consultants provide staff augmentation services on an hourly as-needed basis providing design and project management services. To reasonably propose staffing levels anticipated to support the projects, they provide six-month proposals typically from July to December and January

to June. After accepting a proposal, a PACF is prepared and submitted for final review and approval.

3.5. RFQ & RFP Process for Selection of Design-Build Entity.

The procurement of Design-Build Services is completed through a two-step Request for Qualification and Request for Proposal process as outlined in Ed Code §17250. The RFQ describes the services and the minimum qualifications to prequalify for the Project. The Request for Proposals is only available to the prequalified DBEs that meet the minimum outlined in the Request for Qualifications. The RFP includes the Bridging Documents, Design-Build Agreement, District Standards, and existing conditions.

As with other RFQ processes, the Contracts Team will publish an RFQ and manage all questions or requests. The district will publish any clarifications or modifications through addenda before the date that the RFQ package is due. The Contracts Team may conduct a prequalification conference with potential respondents to provide more information about the project.

After the RFQ due date, the Contracts Team will review the prequalification submittals together with the Project Team. The District may conduct interviews with any or all of the respondents, as necessary. The Project Team will evaluate the submittals of the DBEs following the process in the procurement documentation and record the results on a tally sheet. The Contracts Team will notify all respondents of their prequalification status. Only prequalified and short-listed DBEs will receive the Request for Proposal (RFP) for the project.

The Contracts Team will publish the RFP to the prequalified DBEs. During the pre-proposal period, the Contracts Team will manage all questions or requests for clarification. The Project Team will participate in a pre-proposal conference as necessary.


After the due date and time, the Contracts Team and the Project Team will evaluate the responses for thoroughness and completeness. The Project Team may also conduct interviews with any or all respondents as necessary. After an exhaustive review process, the Team will score the DBEs. The evaluation and scoring will follow the guidelines published in the RFP. The results of the evaluation and scoring will be sent out to all proposers to notify them of the results. After proper notification, the District will begin the negotiations.

4. Approval & Contracting Process.

4.1. Approval Process.

4.1.1. Proposal Approval Checklist Form.

The approval of all procurement transactions begins with the Project Manager (PM) or department initiating a Proposal Approval Checklist Form (PACF). The PACF is a recommendation for the approval and processing of the proposal that complies with the procurement plan. In addition to the recommendation from the project manager or department, the PACF requires approval from the entire BCT. Each member of the BCT evaluates the PACF for alignment with their control procedures.

Pursuant to PCC §20111 WCCUSD BP 3300 3310  **West Contra Costa Unified School District
2020-21 Proposal Approval Checklist Form** Contract#: _____
REQ/PO#: _____

Site: _____		Project Name: _____	
Fund: _____		Project Number (BOND only): _____	
Vendor: _____	Vendor Name: _____	Vendor Contact: _____	Email: _____
Department: _____		Account Code (Project String/GL Account): _____	
Amount: \$ _____	Dept./Project Manager Signature: _____		Date: _____
% of work by Fiscal Year:			
2021	%	2022	%
2023	%	2024	%
2025	%		
1 Procurement: Were 3 quotes received/solicited? If not, Please provide written explanation. _____			
2 Approximate or Exact Start Date (Please indicate which one): _____			3 Anticipated Completion Date: _____
4 Liquidated damages per day: _____	5 Hourly Rates/Fee Schedule included: Y/N	6 Union Sign-off, if applicable (NON-BOND only): Y/N	
7 Site address where the work is being performed/Delivery Address: _____			
8 Scope of work _____			
W-9 <input type="checkbox"/>	CSLB <input type="checkbox"/>	DIR REG <input type="checkbox"/>	Retainage: _____ %
Contract: CUPCCAA <input type="checkbox"/>	Professional Services <input type="checkbox"/>	AOR <input type="checkbox"/>	ICA <input type="checkbox"/>
BOE: _____	Award/Ratification: _____	Amendment#: _____	Reimbursables: \$ _____
Contracts Approver: _____	Date: _____	Funding Available: YES NO	
Facilities Approver: _____	Date: _____	Budget Amendment/Transfer Submission Date: _____	
Fiscal Approver: _____	Date: _____	BA/BT Received Date: _____	
BOE attached <input type="checkbox"/>	PWC 100 attached <input type="checkbox"/>	Executed Contract attached <input type="checkbox"/>	Released (Date & Initial): _____

PAC effective 06/18/20

The Contract Approver reviews the PACF for compliance with all statutory requirements, Board policies, and district procedures. The Facilities Approver evaluates the scope of work, coordination, and duration. Lastly, the Fiscal Approver confirms the account code, calculations, and budget compliance. An example of the PACF is attached in the Appendices as Item 1.6.3, and the flowchart of the New Proposal Approval Checklist process is attached as Item 1.5.2.

4.1.2. Financial Contract in MUNIS.

Construction contracts and related professional and special services are entered in MUNIS, the district’s financial system, through the Contracts Module. In order to initiate a bond-funded financial contract record in MUNIS, an approved PACF and supporting documentation must be uploaded in MUNIS. Once all the required backup documentation is uploaded into MUNIS, the financial record is released into an electronic approval process. Once the electronic workflow approvals are complete, a contract will convert to posted status. A contract must be in posted status before any payment. The result is an internal controls process that prevents the payment for any goods or services without documenting and

completing all the necessary procurement, contracting, and approval requirements.

4.1.3. Board Authorization.

All contracts require Board approval. Board policy does allow for delegation of authority for some contract approval. The Board, through a resolution, may delegate the Superintendent and designees a certain level of approval authority, up to which they are authorized to enter into contracts or agreements. All delegated contracts still require Board approval through ratification. Staff recommends items to the Board by preparing a precis that includes the title, brief description, recommended action, and financial impact statement. Many précis also include supporting documentation included as attachments. The PACF indicates the Board approval date for contracts that cannot be delegated. All précis require final review and approval from the Associate Superintendent of Operation (ASO) before submission to the proposed Board Agenda.

4.1.3.1. Non-Construction Services.

Delegated Authority Threshold: <\$50K (cumulative value of the contract)

Board Precis: Summary of Payroll and Vendor Warrant Report

Timing: Monthly

Board Supporting Documentation: Payroll Vendor Report

Financial Impact Statement: Total cost and month

MUNIS supporting documentation: executed PACF, executed contract or amendment, PWC-100 (if any)

Board Approval: >\$50K cumulative value of the contract

Board Precis: Professional and Special Services

Timing: As needed

Board Supporting Documentation: Summary Table (Appendices as Item 1.4.3.), agreement or amendment

Financial Impact Statement: Total cost, funding source, proposed action is within Board approved Site Budget. Proposed expenditure is within the following budget account.

MUNIS supporting documentation: executed PACF, executed contract/amendment, BOE summary table, PWC-100 (if any)

4.1.3.2. Construction.

Delegated Authority Threshold: <\$60K (CUPCAA bid threshold)

Board Precis: CUPCAA

Timing: Every 60 days

Board supporting Documentation: CUPCAA Table (Appendices as Item 1.4.2.)

Financial Impact Statement: Total cost, funding source, proposed action is within Board approved Site Budget. Proposed expenditure is within the following budget account.

MUNIS supporting documentation: executed PACF, PWC-100 (>\$15K)

Board Approval: >\$60K

Board Precis: Award of Contract (contractor named precis or read into record for BOE minutes)

Timing: As needed

Board Supporting Documentation: N/A

Financial Impact Statement: Total cost, funding source, proposed action is within Board approved Site Budget. Proposed expenditure is within the following budget account.

MUNIS supporting documentation: executed PACF, PWC-100

4.1.3.3. Change Orders.

Delegated Authority Threshold: <\$250K or <10% of original contract value (cumulative)

Board Precis: Bond Change Order

Timing: as needed

Board supporting documentation: change order table (Appendices as Item 1.4.4)

Financial Impact Statement: Total cost, funding source, proposed action is within Board approved Site Budget. Proposed expenditure is within the following budget account.

MUNIS supporting documentation: board change order table

Board Approval: >\$250K or >10% of original contract value (cumulative)

Board Precis: Approval of Bond Change Order (action item)

Timing: As needed

Board Supporting Documentation: detailed scope of change and contract summary

Financial Impact Statement: Total cost, funding source, proposed action is within Board approved Site Budget. Proposed expenditure is within the following budget account.

MUNIS supporting documentation: board item

4.1.3.4. Purchases for Goods & Materials.

Delegated Authority Threshold: <\$96,700K (annual bid threshold)

Board Precis: Summary of Payroll and Vendor Warrant Report

Timing: Monthly

Board Supporting Documentation: Payroll Vendor Report

Financial Impact Statement: Total cost and month

MUNIS supporting documentation: executed PACF

Board Approval: >\$96,700 (annual bid threshold) or alternative bidding
Board Precip: Purchase or Authorize approval of alternative bidding
Timing: As needed
Board Supporting Documentation: case-by-case
Financial Impact Statement: Total cost, funding source, proposed action is within Board approved Site Budget. Proposed expenditure is within the following budget account.
MUNIS supporting documentation: executed PACF, board item

4.2. Contracting Process.

4.2.1. Form of Agreement.

The District uses standardized contract document templates prepared and approved by legal counsel. Any deviations from the approved contract templates require approval by legal counsel. Procurement documents typically include the form of agreement to provide the opportunity to identify any concerns related to the agreement before submitting a bid or proposal.

Once a PACF has full approval, the contracts team prepares the draft agreement for review before issuance to the firm. For delegated contracts, the approved contract is emailed to the firm, and the project team is copied. For contracts that require BOE approval, the approved contract is emailed to the firm the day after the BOE approval.

4.2.2. Notice of Award.

The Notice of Award (NOA) is issued to the selected construction contractor, confirming the BOE approval, or delegated designee. The Contracts Team prepares the NOA for all construction contracts greater than \$25K. The NOA (Document 00 51 00) is attached in the Appendices as Item 1.9.1.

4.2.3. Agreement Checklist.

Upon receipt of the signed contract documents, the Contracts Team will complete the contract checklist to confirm that all required documentation is received, verified, and accepted. Once the verification of all contract documents is complete, the Contracts Team will submit the package to the ASO for review and approval. Lastly, the ASO will review the checklist and, if approved, execute the contract. The Agreement Checklist is attached in the Appendices as Item 1.9.3.

4.2.4. Notice to Proceed.

When all of the contract documents have been received and executed, the Contracts Team will prepare the Notice to Proceed (NTP) for signature by the ASO. The NTP is included in the bid documents and attached in the Appendices as Item 1.9.2.

4.2.5. Executed Contract.

The Contracts Team will email the executed copy of the Contract Documents and, if applicable, the NTP and DIR number for the project to the firm and copy the project team.

4.3. Procurement & Contract Files.

All documentation related to the procurement, evaluation, and selection of contract awards for professional services must be retained in the program's centralized filing system per District policy and all state laws and regulations. The documentation includes the solicitation, all proposals received, and an overall proposal tally. In addition, the proposal and selection criteria for the consultant to whom the contract was awarded must be filed in the contract file.

5. **Document Control**

The purpose of a Document Control System is to define which project-specific documents and information in various media and formats shall be categorized, filed, and maintained for easy retrieval throughout the life of the project. To ensure that projects are managed in an efficient, quality-conscious, and timely manner, all project-related documents must be easily identified, tracked, retrieved, and retained.

5.1. Centralized Filing System.

The District maintains the project archive files and electronic backup archives.

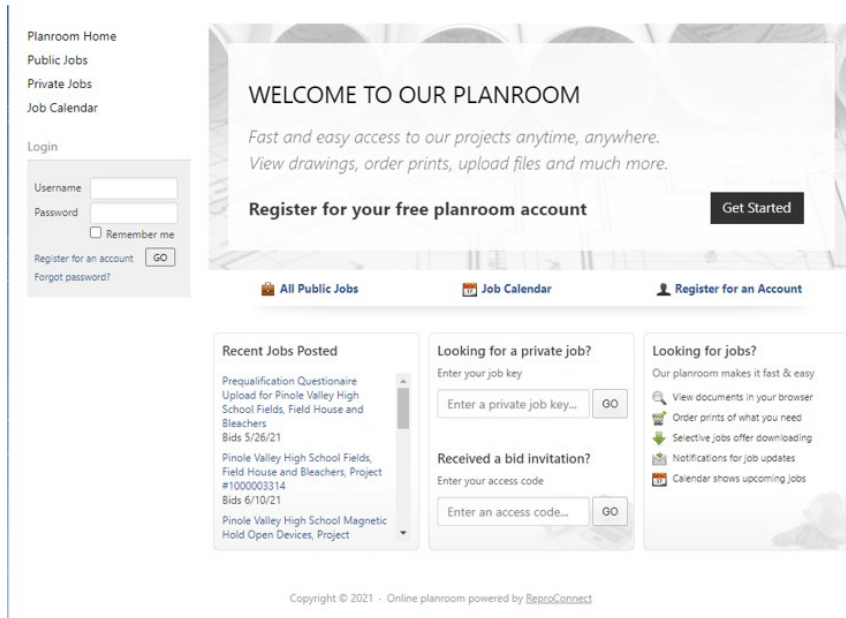
5.1.1. Project Files.

Immediately following the Contract Award for each project, the Contracts Team will create the online project folder structure on the District's Home Drive.

Project files for documents generated during construction will be set up per the File Index and maintained by the Construction Manager (CM) at the designated project site location or FOC. The CM (or designated District Staff) shall be responsible for determining the appropriate file index section for all documents, assigning file index numbers, and maintaining "hard copies" of the original documents or materials/media (or a duplicate/copy) in the project files.

In addition, it is the CM's responsibility to ensure that all documents not otherwise captured in Colbi Docs, as described below, are filed on the District's Home Drive.

5.1.2. Online Planroom Kiosk & Archive.



BPXpress offers a public online Planroom for the District where prospective bidders can view, print, or download plans and specifications 24 hours a day, seven days a week <https://www.wccusdplanroom.com/>.

5.2. Colbi Docs.

On May 8, 2019, the District approved a contract with Colbi Technologies to implement Colbi Docs for construction projects. Colbi Docs is an online construction document processing system that replaces Primavera as the District’s system for document control. All of the usual construction-related documents, including submittals, RFIs, punch lists, and change requests, are organized, tracked, and preserved in the cloud-based system. In addition to simple file storage and retrieval, Colbi Docs will preserve every change and comment with easy access and version control.

One of the benefits of the system is Colbi’s ability to customize workflow procedures and logs in the system to meet the needs of the District project-by-project. With role-based security, documents are routed to the appropriate persons for processing and approvals. Once a project is ready to initiate in ColbiDocs, the project team will prepare a draft preconstruction packet for the District's review and approval.

The Preconstruction Forms for ColbiDocs are available in the Appendices as Item 1.11.1.

SECTION 4. PROJECT MANAGEMENT SECTION

This section generally describes the project lifecycle from initiation through closeout and certification. Each project is unique and differs in scope and size. The resources assigned to a project are customized based on the size, scope, and complexity of the project. We use the terms Project Manager, Design Manager, or Construction Manager generally. Project Manager (PM) typically identifies the District Staff member or consultant assigned to oversee the project from initiation through closeout. The Design Manager or Construction Manager (CM) identifies the consultant hired and assigned to oversee parts of the project in coordination with the District. Every project requires specific expertise throughout the design and construction process.

1. Design Management and Quality Assurance

1.1. Project Initiation.

The initiation of a project is a deliberate and formal process, authorizing the expenditure of District resources in the consideration, review, and approval of a project. During the pre-design process, the District considers many factors that outline the parameters of the project, which may include:

- Project Budget
- Project Funding, including any grant funding and requirements
- Project Schedule
- Phasing (if necessary)
- Temporary Housing / Swing Space (if necessary)
- Facility Needs Assessments (existing or as needed)
- District Operational Requirements
- Division of the State Architect (DSA) Requirements
- Consultants and Consultant Scope of Services
- Community Outreach
- End User Needs
- Campus Impacts, Site Constraints, and Logistics
- Utility Requirements
- Project Delivery Method (Design-Build or Design-Bid-Build)

1.2. Existing Conditions.

The District assembles all available existing site information for the Design Team to use during the design phases of the project, which may include:

- As-built drawings of building(s), including original construction documents and documentation of subsequent renovations.
- Recent Facilities Conditions Assessment(s)
- Recent geotechnical, civil, hydrological, and other environmental investigations.
- Information concerning existing utility service; plans for new utilities or upsizing of existing services.

1.2.1. Consultant Scope and Selection.

District Staff reviews the project and determines when additional project-specific consultants need to be incorporated into the project. Depending on the type of project, consultants may include:

- Architect (AOR)
- Engineer(s) of Record (EOR)
 - Civil Engineer
 - Electrical Engineer
 - Environmental Engineer
 - Geotechnical Engineer
 - Mechanical Engineer
 - Structural Engineer
- Surveyor
- Inspector(s) of Record (IOR)
 - Special Inspector
 - Testing and Materials Inspector
- Project Manager
- Design Manager
- CEQA Consultant
- Construction Manager
- Testing & Material Lab
- Commissioning Agent
- Others as necessary

1.2.2. 2016 Facilities Master Plan.

The BOE approved the 2016 Facilities Master Plan (FMP), which is updated annually and reflects the road map for the project scope, sequence, schedule, and budget. The District is updating the FMP to incorporate Measure R. The FMP, including subsequent annual updates and the Districtwide Facilities Standards that guide our Project Management Process is available on the District website at <https://www.wccusd.net/Page/15554>.

1.2.2.1. Districtwide Facilities Standards.



High School Educational Specifications



Middle School Educational Specifications



Elementary Educational Specifications

The Educational Specifications are Districtwide design standards for the functional use of all school buildings in the District. The Districtwide Educational Specifications Documents are available in three (3) separate packages to describe the places and spaces for Elementary, Middle School, and High School. The guidelines set forth by these documents, intend to create equitable spaces that support the educational program throughout the District.

Based on the complexity and size of the project, the District may prepare a project specific Educational Specification. The Educational Specification conveys the purpose of the project, the size and qualities of each space, the adjacencies of spaces to one another, the types of finishes, environmental characteristics, and other essential project specifics. The resulting Space Planning checklist aligns with the Education Specifications and ensures alignment as the project progresses through the design process.



Material and Product Standards

The District Material and Product Standards provide additional information on the specific attributes and performance expected from the materials listed. The Design Team or Consultant may propose alternative products that meet the performance requirements to the District for approval before proceeding with inclusion into the design.



Sole Source Resolution

PCC §3400 allows the designation of specific materials and products to improve ongoing maintenance and efficiency throughout the District. The current Board-approved list of Sole-Source products is available on the District website <https://www.wccusd.net/Page/15554>.

1.2.3. Budget.

Project budgets require Board approval. Project budgets include all hard costs and soft costs to complete a project. Hard cost describes the construction cost and soft cost describes the non-construction cost. Non-construction costs can include project consultants, furniture, fixtures, and equipment like technology. A project budget is typically 70% construction and 30% non-construction cost, but the actual split depends on project-specific factors. Upon engaging a Design Team for a project, the District and the Design Team validate the project scope, schedule, and budget.

1.2.4. Schedule.

The project master schedule is an analysis tool to evaluate project duration, workload, cash flow, design activities, construction activities, and impacts on campus operations.

The Design Team prepares a detailed scope of work list and work plan in narrative form. This scope of work list and work plan identifies project tasks applicable to the project, which may include architectural programming, design phases, and construction cost estimates. The Design Team assigns duration dates to all tasks and prepares a project schedule in a District-approved format.

1.2.5. Agencies Having Jurisdiction.

The Design Team plans and coordinates Agencies Having Jurisdiction (AHJ) approval for each project. The following is a sample of some of the government agencies and public utility providers that may have jurisdiction for the project:

- **Division of the State Architect**
The Division of State Architect (DSA) acts as California's policy leader for building design and construction and provides design and construction oversight for K-12 schools and community colleges. DSA also develops and maintains accessibility standards and codes utilized in public schools throughout California.
- **State Water Resources Control Board**
The California State Water Resources Control Board's mission is to preserve, enhance, restore the quality of California's water resources and drinking water for the protection of the environment, public health, and all beneficial uses, and to ensure proper water resource allocation and efficient use, for the benefit of present and future.
- **California Department of Education**
The mission of the California Department of Education (CDE) is to provide leadership, assistance, oversight, and resources so that every Californian has access to an education that meets world-class standards.
- **Office of Public-School Construction**
The Office of Public-School Construction (OPSC) implements and administers the School Facility Program and other programs of the State Allocation Board (SAB). OPSC is also responsible for verifying that all applicant school districts meet specific criteria based on the type of funding request.
- **Department of Toxic Substance Control**
The Department of Toxic Substance Control (DTSC) regulates hazardous waste, cleans up existing contamination, and looks for ways to reduce the hazardous waste products in California.
- **Department of Industrial Relations**
The Department of Industrial Relations (DIR) publishes prevailing wage rates and manages contractor registration to improve California's wage earners' working conditions.
- **Division of Apprenticeship Standards**
The California Division of Apprenticeship Standards (DAS) consults with employers to develop a skilled workforce with viable career pathways to increase productivity and strengthen our economy.
- **California Geological Survey**
The California Geological Survey (CGS) provides scientific products and services about the state's geology, seismology, and minerals that affect the health and safety, and business interests of the people of California.
- **Pacific Gas & Electric**
Pacific Gas & Electric (PG&E) provides natural gas and electric services.
- **East Bay Municipal Utility District (East Bay Mud)**
East Bay Municipal Utility District (East Bay Mud) provides water and sewage treatment services for the San Francisco East Bay Area.

- City or County Fire Departments
- Water and Sanitary Districts
- Local Fire Review
- City or County Public Works/Engineering
Coordination of off-site improvements that may include street, sidewalk, and sewer work

1.2.6. California Environmental Quality Act.

The California Environmental Quality Act (CEQA) requires a public review of all major projects to ascertain a project's impact on the environment. Upon project initiation, the PM reviews environmental issues and formulates a CEQA compliance strategy relevant to the project.

1.2.7. Project Delivery Methods.

The Project Delivery Method establishes when the parties become engaged, influences the contractual relationships among the parties, influences ownership and impact of changes and modifications of the project cost.

The two Project Delivery Methods currently in use at WCCUSD are Design-Bid-Build (DBB) and Design-Build (DB).

1.2.7.1. Design-Bid-Build.

Design-Bid-Build (DBB) is the most commonly used project delivery method.

DBB Features Include:

- Three linear phases: Design, Bid, and Build
- Three prime players: District, Design Team, Contractor
- Two separate contracts: District to Design Team, District to Contractor

In a DBB project, the responsibilities include:

- District: Program, finance, management
- Design Team: Architectural/ Engineering services
- Contractor: Prime and Subcontractor

Benefits of selecting DBB:

- Multiple and alternative designs can be developed and reviewed
- Architect/Engineer (A/E) works directly for District
- Contractor works directly for District

1.2.7.2. Design-Build.

Design-Build (DB) is the fastest-growing project delivery method in the US for public agencies.

Characteristics of DB include:

- Project value of at least \$1M
- Integrated process; overlapped design and construction
- Often fast-tracked
- Two prime players: District and DBE
- One contract - District to DBE

Responsibilities:

- District: Program, performance requirements, and finance
- DBE: Design and construction

Reasons for selecting DB:

- Single point of responsibility for District
- A/E and Contractor on the same team providing unified recommendations to District
- Early Contractor involvement
- Transfer of risk from District to DBE
- Faster project delivery

1.3. Design Phase.

1.3.1. Design Team Selection and Procurement.

During the Pre-Design Phase, the District determines the type of Design Team appropriate to the scope and selects the Design Team through a fair and competitive process. In Design-Build, the design phases remain the same, but the procurement of the Design Team and contractual relationship with the A/E differs.

1.3.1.1. Value Engineering.

Value Engineering is a systematic approach to achieving the essential functions of a building or a project while minimizing cost without compromising performance.

In the early stages of design, the project team is always looking for opportunities to reduce cost while maintaining longevity and function of the building. As design decisions are made, alternative options are developed to understand the cost, construction, maintenance, and

operation impacts of alternatives. Value Engineering considerations include:

- Identification of needs and definition of function
- Creative solutions to meet the basic need or function
- Developing the costs for the various alternative solutions
- Evaluation and ranking of the various solutions based on project criteria, feasibility of implementation, and cost
- Selection of the optimal solution and implementation

1.3.2. Schematic Design Phase.

Schematic Design is the process of translating the Program into an efficient design that will meet the project objectives. During this phase, the PM's primary role in this phase is to assist the Design Team in reviewing project alternatives and developing a project configuration that meets the site's needs and the District's parameters. The PM coordinates development of the project so that it is within the budget and time constraints established by the District.

1.3.2.1. Architectural.

As required for the scope of the project, the Architect may prepare illustrative drawings and a written report (Basis of Design) describing critical design factors, with outline descriptions of proposed engineering systems, construction types, finish materials, and other work to be included in the project.

The Architect may prepare site plans, floor plans, elevations, sections, and other drawings, sketches, and graphic materials as needed to illustrate the design.

1.3.2.2. Specifications.

The Design Team prepares outline specifications for proposed architectural, structural, mechanical, and electrical materials, systems and equipment, and their Basis or Design and quality standards.

1.3.2.3. Construction Cost Estimate.

The Design Team submits the Schematic Design Construction Cost Estimate, which indicates compliance with budget requirements, and includes breakdowns based on types of materials and systems.

1.3.2.4. Schematic Design Phase Deliverables.

As required for the scope of the project, the Design Team may provide the following deliverables:

- The construction cost estimate aligns with the Preliminary Cost Estimate of the work as approved by the District.
- The Schematic Design fulfills the requirements of the Program Document.
- The location on the site and the scope of site work to be included in the project.
- The general size, shape, massing, plan, and sectional relationships of project components, and layout of the spaces of the new building.
- The selection of the primary exterior and interior materials to be used in the new building.
- The proposed structural materials and systems.
- The proposed mechanical, plumbing, and electrical systems.

1.3.3. Design Development Phase.

In the Design Development Phase, the Design Team further develops the design from the Schematic Design Phase. The Design Team provides an update to the schedule they created during the Schematic Design Phase. By the end of the phase, the building exterior and the interior layout will be more fully defined, dimension of spaces finalized, and most materials selected.

1.3.3.1. Design Development Documents.

The Design Team furnishes all design and engineering information required to prepare and process applications for service to utilities. The Design Development documents include the site plans, floor plans, elevations, sections, and other drawings needed to describe the Project's architectural, structural, mechanical, plumbing, and electrical systems. Outline specifications describe all major systems and products and the type and quality of materials and equipment.

1.3.3.2. Construction Cost Estimate.

The Design Team uses the Schematic Design cost estimate as a basis for developing an updated estimate of probable construction costs, containing detail consistent with the Design Development Documents and a breakdown based on types of materials and systems. If the budget is not balanced, the Design Team provides alternatives that the District can review to balance the budget before moving into the next phase of design.

1.3.3.3. Design Development Phase Deliverables.

As required for the scope of the project, the Design Team may provide the following deliverables:

- Design Development Drawings
- Outline Specifications
- Design Development Phase Construction Cost Estimate
- Division of the State Architect (DSA) file, including all correspondence with and meeting notes for preliminary meetings with DSA

1.3.4. Construction Documents Phase.

The design drawings develop into a precise and thorough set of construction documents containing all the information necessary to communicate the design to a contractor to build the project. The Construction Documents include all drawings, specifications, and calculations required to obtain all permits and approvals from all federal, state, regional, and local AHJs.

1.3.4.1. Constructability Review.

A Constructability Review is a review of documents to maximize the opportunity for the project to be buildable, cost-effective, and maintainable. The District may hire an independent designer or another consultant to conduct a Constructability Review. The Design Team makes all agreed-upon changes to the Construction Documents that result from any Constructability Review.

An effective Constructability Review process accomplishes several goals:

- The project, as detailed in the plans and specifications, can be constructed using standard construction methods, materials, and techniques.
- The plans and specifications provide the Contractor with clear, concise information to prepare a competitive, cost-effective bid and avoid future change orders.

1.3.4.2. Construction Cost Estimate.

The Design Team shall prepare the final Construction Cost Estimate and submits it to the District for review and approval. If the budget is not balanced, the Design Team provides alternatives that the District can review to balance the budget before moving into the next phase of design.

1.4. DSA Permitting Process.

For most District projects, the Division of the State Architect (DSA) is the building code AHJ over K-12 construction. Partnership and coordination with DSA begin during the initial planning stages and continues through DSA approval of the design, construction management, and project certification.

2. Construction Management and Quality Assurance

2.1. Pre-Construction.

2.1.1. Preconstruction Meeting.

The Construction Manager (CM) conducts a Preconstruction Meeting with all of the key stakeholders of the project. At the meeting, the CM highlights the logistics and protocols for the Project. Attendees typically include the PM, CM, Inspector of Record (IOR), AOR/EOR, and Contractor's Team.

2.1.2. Contractor Initial Submittals.

The Contract Time commences on the date specified in the Notice to Proceed. The Contractor prepares and submits to the District for review the initial submittals listed below.

2.1.2.1. Preliminary Construction Schedule.

The Contractor provides a preliminary construction schedule to the CM that indicates the start and completion dates of the various stages of the Work. This schedule includes and identifies all tasks on the project's critical path with start and completion dates, all contract milestones with a completion date(s) as required by the District, and the date of Project Completion.

2.1.2.2. Schedule of Values.

The Contractor prepares a preliminary Schedule of Values for all components of the work. Once the CM approves the preliminary Schedule of Values, it becomes the project Schedule of Values. It is not modified or amended by the Contractor without the District's prior written consent and approval.

2.1.2.3. Completed Subcontractor List.

The Contractor submits a list of all Subcontractors plus suppliers of major components or equipment.

2.1.2.4. Preliminary Schedule of Submittals.

The Contractor provides the CM a preliminary Schedule of Submittals, including Shop Drawings, Product Data, and Samples.

2.1.2.5. Contractor/DBE's Safety Plan.

The Contractor/DBE provides a Safety Plan specifically adapted for the project. The CM is responsible for ensuring the Contractor/DBE's Safety Plan aligns with the contract requirements.

2.1.2.6. COVID-19.

The Contractor will be responsible for adapting and complying with safety protocols that may emerge during construction, including all federal, state, and local COVID-19 requirements.

2.1.3. Pre-Job Meeting (Mark Up Meeting).

The District has a Project Labor Agreement (PLA) that extends to all bond-funded construction projects with an original construction contract greater than one million dollars. All PLA projects hold a Pre-Job Meeting at the beginning of the Project. At the meeting, the Contractor and Subcontractors meet with the Building Trades representatives to review the provisions of the District's PLA. There may be more than one Pre-Job meeting, depending on the duration and needs of a specific project. The District's Labor Coordinator is Construction Employers Advocates. They act as a liaison between the Building Trades, Contractor/DBE, and District to help support any issues that may develop during construction.

2.2. Construction Management.

2.2.1. Project Progress Meetings.

The CM schedules and administers weekly Project Progress Meetings. Required meeting attendees typically include the PM, CM, Contractor/DBE, IOR, and AOR/EOR of Record.

2.2.2. Pre-Installation Meetings.

The purpose of pre-installation meetings is to review Contract Documents, conditions of installation, preparation and installation procedures, coordination with related work, and manufacturer's recommendations. The Construction Manager ensures that the Contractor/DBE coordinates and conducts pre-installation meetings at the project site per the Contract Documents.

2.2.3. Schedule and Schedule Review.

All projects require the submission and maintenance of a Construction Schedule. Construction Schedules enable the District to gauge the progress of the project and validate Contractor/DBE pay applications.

The CM verifies that the schedule:

- Is in the form required by the contract

- Includes all Milestones required by the contract
- Includes milestone completion dates that support the overall Project Schedule
- Is based upon approved, site-specific work hours and work rules
- Is coordinated with other work at the Project Site, if applicable.
- Schedules for projects which have multiple trades providing equipment, materials, and other supplies include activities for procurement, delivery, storing, rigging, installation, and startup including:
 - Time for submittals
 - Time for fabrication and delivery
 - Interdependence of procurement and construction activities
 - Dates and durations for Mobilization, Start-Up of Equipment, Test and Balance, Substantial Completion, and Administrative Closeout

2.2.3.1. Look-Ahead Schedule.

The Contractor/Look-Ahead Schedule includes weekly updates to all construction, submittal, fabrication/procurement, and separate work contract activities.

2.2.4. Inspections.

The Project Inspector of Record (IOR) is employed by the District, certified by DSA, and specifically approved by DSA and applicable project design professionals to provide inspections for the specific project.

2.2.5. Testing and Special Inspections.

Construction inspections and material testing verify conditions are compliant with the DSA-approved Construction Documents. Depending on the project, testing and construction inspections may be conducted by:

- Architect or Engineer of Record and their consulting engineers
- Certified Special Inspectors (Welding)
- Geotechnical Engineer of Record
- Environmental Engineer
- Independent testing and inspection agencies
- Manufacturer’s representatives
- Owner consultants and representatives

2.2.6. As-Built Drawings.

The Contractor/DBE is responsible for maintaining a set of As-Built Drawings throughout the project that reflects the changes made during the performance

of the work and records any differences between the original design and the work as built. The Contractor/DBE indicates on drawings all deviations from the original scope of work on the contract drawings (e.g., pipe and conduit locations) and deviations caused by Construction Directives, RFIs, COs, and Addenda.

The Contractor and AOR or DBE are responsible for producing a final set of As-Built Drawings, which show all of the work as actually constructed and submitted to the District upon Project Completion.

2.2.7. Submittals.

Submittals are an integral part of the work performed by the Contractor/DBE in the execution of the contract. Submittal review includes the AOR/EOR, CM, and other parties as required by the Contract Documents. Most submittals relate to the technical requirements, which may include products, assemblies, and samples. Others relate to administrative requirements such as the project schedules, Schedule of Values. In all cases, the CM ensures that all submittals are appropriately received, reviewed, and tracked.

2.2.8. Shop Drawings.

The Contractor/DBE creates shop drawings that conform to the requirements outlined in the Contract Documents. The CM ensures that the Contractor/DBE does not use or allow others to use Shop Drawings which have been submitted but not approved.

2.2.9. Material Substitutions.

Substitutions may be allowed when the Contractor/DBE proposes to provide a contractually required item that is different than identified in the specifications. All substitutions require the review and approval of the District.

No substitutions are made until approved, in writing, by the District. The burden of proof as to the quality of any material, process, or article rests with the Contractor/DBE. The Contractor/DBE warrants that if substitutes are approved:

- The proposed substitute is equal or superior in all respects to that specified.
- The Contractor/DBE provides the same warranties and guarantees for the substitute as specified.
- The Contractor/DBE is fully responsible for the installation of the substitute.
- The Contractor/DBE is responsible for any re-design costs occasioned by the District's acceptance of any substitute.
- If the Contractor/DBE proposes to furnish a material, process, or article that is more expensive than the one specified, the Contractor/DBE bears the difference in cost.

2.2.10. Requests for Information.

A Request for Information (RFI) is a written request from the Contractor/DBE, requesting additional information to clarify or resolve any issues from the Contract Documents or address issues that have arisen due to field conditions. The CM reviews a list of all outstanding RFI's at each Progress Meeting.

2.3. Change Management.

Change orders record and authorize changes in the contract scope, amount, and duration. The CM is responsible for ensuring that the administration of changes in the work follows the prescribed contract provisions

2.3.1. Proposed Change Orders.

A Proposed Change Order (PCO) is a written request that the Contractor/DBE prepares to request that the District issue a Change Order (CO) based upon a proposed change to the work, and in any situation where the Contractor/DBE believes a change in the work has occurred. Every PCO that the District approves will become part of a CO.

The Contractor/DBE provides the PCO on District-approved forms and includes backup documentation to support any additions, deletions, or revisions in the work, including a detailed cost breakdown validating a proposed adjustment to the Contract Amount. The Contractor/DBE submits Drawings, Specifications, and sketches as necessary to illustrate their reasoning for a PCO.

2.3.2. DSA Construction Change Documents, Category A and B.

Changes to the DSA-Approved Construction Documents require a Construction Change Document (CCD).

Changes that impact the Structural Safety, Access Compliance, or Fire and Life Safety portions of the project are classified as CCD Category A and may require submittal and approval by DSA before the commencement of the relevant work. Changes that do not impact the Structural Safety, Access Compliance, or Fire and Life Safety portions of the project are classified as CCD Category B and are not required to be submitted to DSA unless specifically required, in writing, by DSA. The AOR, with the IOR's assistance, is responsible for determining the correct CCD classification.

The final verified report from the AOR must include a statement that DSA has approved all changes to the Structural Safety, Access Compliance, and Fire Life Safety portions of the project.

2.3.3. Change Reason Code.

Every PCO includes a reason for the change that identifies the catalyst for the change. There are four different types of reason codes. The first type is an unforeseen condition that could not have been reasonably known or investigated without destructive testing. The second is an owner-initiated request. The third type is an Agency Having Jurisdiction that requests a modification to the project. The last category is design deficiencies resulting from errors or omissions by the Design Team.

2.3.4. Change Order Process.

The Construction Manager (CM) and the Contractor/DBE meet to review the PCO. Once the Contractor/DBE and District reach an agreement on proposed changes to Contract Cost and Time, the CM prepares a Change Order (CO) package for District review and approval. PCOs and COs missing adequate backup documentation will not be processed.

Change Order packages include the following documentation:

1. Change Order Checklist (Appendix Item 1.9.4)
2. Change Order Approval Form (signatory page)
3. Change Reason Code
4. Proposed Change Order Approval Form (PCO) with signatures
5. Price Request (if any)
6. Request for Information (if any)

District Staff submits COs to the BOE for approval. Post-approval, the CM is responsible for notifying the Contractor/DBE and distributing the approved CO documents to the project team and appropriate files. Once the Board approves the CO, the Contractor/DBE may include the CO in their next Payment Application. [For more information about Board approval of COs, please see Admin 4.1.3.3 Change Orders.](#)

2.3.5. Unilateral Change Order.

The District may issue a Unilateral Change Order in the absence of agreement on the terms of a Change Order. If there is partial agreement on a PCO, the Construction Manager may issue a CO for those portions of the PCO upon which the Contractor/DBE and the CM have mutually agreed. The resolution of any dispute about the sum of the Unilateral Change Order or timing of payment follows the contractual payment provisions and the Claims and Dispute Resolution Process.

2.3.6. Contractor/DBE Payments.

This procedure outlines actions required for the review and approval of Contractor/DBE submitted Payment Applications.

2.3.6.1. Submittal of Payment Application.

Each calendar month during the project, the Contractor/DBE submits to the CM the Application for Payment on AIA Form G702 Application and Certificate for Payment and AIA Form G703 Continuation Sheet, or a District-approved form with the same information as these AIA forms, for work completed during the preceding month.

2.3.6.2. Retention and Withholds.

PCC §7201 authorizes the District to withhold five percent (5%) retention from all Progress Payments and permits the substitution of securities for retention in accordance with the Contract Documents.

2.3.6.3. Stop Notices.

If the District receives a Stop Notice, the District will issue a Notice of Withhold for the Stop Notice, plus administrative funds to cover potential expenses (for a total of 125% of the Stop Notice amount). The Notice of Withhold will be sent to the General Contractor/DBE and will copy the claimant, PM/CM, and all three members of the Bond Controls Team.

The District coordinates with the PM/CM to ensure that the Contractor/DBE's Payment Applications are processed with the current cumulative withhold amounts for the respective pay period.

The District withholds the funds until the stop notice is resolved. Only at that point will the District issue a Release of Withhold and distribute the correspondence to the same project distribution.

2.3.6.4. Pre-Approval Review.

Upon receipt of the draft Payment Application, the CM conducts a pre-approval review with the Project Team to ensure that all required forms are accurately completed and verify the completion of all contract requirements precedent to approval of the payment.

During that review, the relevant parties:

- Review the Payment Application to ensure accuracy and completeness
- Review the percent of work completed
- Compare "Description of Work" and "Scheduled Values" submitted against the approved Project Schedule of Values.
- Verify approved CO Work percent completed for each CO line item

- Verify that all stored material for which Contractor/DBE seeks payment is in accordance with the requirements of the Contract Documents
- Verify submittal of contract required submittals
- Verify the status of any potential and ongoing Stop Notice

2.3.6.5. Contractor/DBE Submittal of Payment Application

The Contractor/DBE submits each Payment Application to the CM, who must validate complete and accurate submittal of the payment before accepting the Pay Application and circulating for all required approvals.

If the CM determines that the application is not acceptable, the CM must return the Pay Application to Contractor/DBE. The Pay Application should include a written statement detailing the reason for the rejection within seven (7) days from the date of receipt. The Contractor/DBE must then resubmit the Application for Payment and supporting documentation to the Construction Manager.

2.3.7. Payment Application Processing.

The CM assembles a payment package consisting of complete sets of the following documents in the order listed:

1. Signed Payment Application
2. Copies of Contractor/DBE material or equipment rental invoices as required
3. Unconditional Waiver and Release for prior pay application.
4. Conditional Waiver and Release for current pay application.

2.3.8. Final Payment at Completion.

Contractual requirements that must be reviewed and considered when processing a Final Payment include:

1. A full and final waiver or release of all Stop Notices
2. A duly completed and executed Conditional Waiver and Release Upon Final Payment from the Contractor/DBE and each Subcontractor of any tier and supplier
3. A duly completed and executed Unconditional Waiver and Release Upon Final Payment from the Contractor/DBE and each Subcontractor of any tier and supplier that received payment from the previous progress payment
4. The Contractor/DBE has made all corrections required to remedy any defects, obtain compliance with the Contract Documents

5. Each Subcontractor has delivered to the Contractor/DBE all written guarantees, warranties, applications, and bonds required by the Contract Documents for its portion of the work
6. The Contractor/DBE has completed all completion and closeout requirements outlined in the Contract Documents, including submission of an approved set of complete As-builts
7. The Contractor/DBE has delivered to the District all manuals and materials required by the Contract Documents
8. The Contractor/DBE has completed the final clean up

2.3.9. Release of Retention.

The retention, less any amounts disputed by the District or that the District has the right to withhold according to the Contract provisions, is paid thirty-five (35) days after recording the Notice of Completion or the final acceptance of the project.

2.4. Close-Out.

2.4.1. Contract Closeout Procedures.

When the Contractor/DBE considers the work complete, they submit a written request to the CM. The decision to proceed with inspection of the work requires verification that the project-specific contract requirements. When the CM determines that the work meets the contract requirements criteria, the CM, in consultation with the IOR and AOR/EOR, schedules a Completion Inspection. If the CM does not consider the work complete, they notify the Contractor/DBE in writing, stating the reasons for rejecting the request.

2.4.2. Inspection for Completion: Punchlist Process.

If the work is judged to be incomplete, the CM issues written notification to the Contractor/DBE, with the list of corrective items and deficiencies attached, and that the request for Completion has been rejected and that the Contractor/DBE proceeds to complete the work.

If the list of work to complete represents minor and corrective actions to work that is already installed and in place, and not still requiring installation or completion, the CM issues the official Punchlist and requests that the Contractor/DBE promptly proceeds to correct the items on the Punchlist.

2.4.3. Final Acceptance of the Work

Upon completion of all items on the Punchlist and any other uncompleted portions of the work, the Contractor/DBE notifies the CM. If the CM, in conjunction with the IOR and Architect, finds the work complete and acceptable under the Contract Documents, the CM reviews the Notice of Completion or Project Acceptance with District Staff.

2.5. Fixtures, Furnishings, and Equipment (FF&E) Delivery and Installation.

Planning the Fixtures, Furnishings, and Equipment (FF&E) starts during the Design Development Phase of the project when decisions regarding the floor plan and access are determined in many locations by furniture layouts.

Alternatively, the procurement aligns with the construction schedule. Installation of FF&E in the completed project is scheduled to follow completion of the building and precedes move-in of District personnel and materials and equipment. The District's Project Schedule allows for this sequence to occur and anticipates the time necessary for FF&E move-in and installation.

A formal FF&E Punchlist inspection is conducted after the installation to confirm conformance to the contract documents.

2.6. Move Management and Occupancy.

Depending on the type of project, move management to temporary housing at the beginning of the project or move management into the new or renovated facilities. The components to any successful move include ongoing coordination and communication with the Site. The move schedule should minimize any interruptions and provide clear milestones and packing procedures to follow.

2.7. DSA Certification and Closeout.

The DSA Project Certification Phase entails review and verification that the constructed project complies with the DSA-Approved Construction Documents. After DSA has completed their review of the project files, they issue a notification of certification status.

2.8. Maintenance of District Assets and Warranty Conditions Compliance.

The Operations and Maintenance manuals provide services and preventative maintenance recommendations for products and equipment installed during construction. The CM prepares a spreadsheet that summarizes the service and maintenance tasks and timeframes, so District Staff can anticipate, plan and schedule future service to maintain the warranty.

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