








Educating Students for Success



Unified School District

**MEASURE U SCHOOL BOND
PROGRAM MANAGEMENT PLAN**

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Program Management Plan

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Program Management Plan

Section 1: Concept of the Program Management Plan

Program management is the application of management principles and construction industry standards of practice to large, complex, or multiple capital improvements executed as part of a whole by a single owner.

Project management is the application of the same principles and standards of practice to a single project.

Many of the principles of program management are like those of project management. The principle differences between program and project management are in the size, complexity, and breadth of the effort. Another important difference is that managing a program offers opportunity to employ innovative ideas that emerge when projects are considered in the context of a serial building program.

This program management plan articulates the way in which the Lodi Unified School District intends to execute its Measure U Bond Program. It will provide the vehicle for memorializing concepts and principles that the program management team must employ to successfully deliver the body of work on time, in budget, and achieve the level of quality that the Lodi USD and its constituents expect.

The program management plan is a living document that will, from time to time, be revised to include emerging decisions, improvements, and adjustments needed to guide the program to a successful conclusion.

It is the foundation upon which parts of the program will base operational procedures, as the program evolves and various tentacles are added. Most importantly, individual project managers will use the program management plan to develop project management plans and construction management procedures from these guiding principles. The program management plan will assist in helping new members of the team assimilate by providing them with the initial and fundamental information they will need to meet the expectations of the Lodi Unified School District.

The Board of Trustees of the Lodi Unified School District gives life and force to this program management plan by periodically reviewing and endorsing it, each time it is revised.

Section 2: Program Description and Background

The Lodi Unified School District (LUSD) is located in San Joaquin County, in the northern portion of California's Central Valley. Lodi Unified encompasses 350 square miles and serves the cities of Lodi, North Stockton, and the communities of Acampo, Clements, Lockeford, Victor, and Woodbridge.

LUSD serves approximately 29,800 students. There are thirty-one elementary schools, five middle schools, four comprehensive high schools, two continuation high schools, and four other sites containing a variety of programs. The mission of the Lodi Unified School District is: 'Lodi Unified School District will ensure the best education for students to be successful in life.'

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In April 2015, Lodi Unified School District awarded the contract for master planning services to LPA, Inc. The District intended for the process to evaluate and compare existing facilities for parity and to identify future needs as they pertain to District educational goals.

The Facilities Master Plan (FMP) assessed the condition of existing school facilities and developed an understanding of anticipated long-range facility needs.

Coupled with the educational program vision, a strategic facilities master plan was developed for each site to address their needs (LPA, Inc., Appendix K).

On July 12, 2016, the Lodi USD Board adopted Resolution 2016-48 ordering a school bond election, establishing specifications of the election order, and requesting consolidation with other elections occurring on November 8, 2016 (Lodi USD, Appendix A).

On November 8, 2016, Measure U was passed authorizing the District to issue general obligation bonds in a principal amount of \$281,000,000.

The FMP effort informed the Measure U Bond strategy. Now, implementation of Measure U and the LUSD Program Management Plan that will flow from it, will also take their direction from the FMP.

The LUSD Facilities Master Plan (FMP) is incorporated into this LUSD Program Management Plan by reference. The FMP informs the work of the Measure U Program Management and implementation process. In fact, the effort to implement the Measure U Program is a logical and necessary continuation of the work done by the District in the FMP process.

Section 3: Goals and Objectives

Section One of the FMP explains that at the outset of the facilities master planning process, the District Leadership team set out to define the roles and responsibilities of the stakeholder participant groups.

These groups were refined during the process and ultimately comprised an Executive Steering Committee, a Facilities Master Plan Committee, Primary and Secondary Educational Program Visioning Committees, individual School Site Committees and Focus Group interviews of representatives for specialized topics.

The groups provided input throughout the project, defining educational program goals and offering direction on facilities master planning goals. All input eventually led to the creation of a set of final recommendations that were brought before the Board of Education for review, comment and approval.

This past effort compels the Program Team to discipline itself to remain true to the objectives established by these stakeholders and to work to deliver on the promises of the Measure U Bond Program as memorialized in the FMP.

Section Two of the FMP developed guiding principles rooted in the LUSD Mission Statement and Values.

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LUSD MISSION STATEMENT & VALUES

"Lodi Unified School District will ensure the best education for students to be successful in life. We value every student, high student achievement and accomplishment, parents as partners, diversity, contributions and commitments of teachers and all staff as educators."

EDUCATING STUDENTS FOR SUCCESS!'

Building a Long-Term Vision

Authentically encourage students, parents, staff and community to drive the on-going plan in order to advance educational program goals and outcomes.

Safe and Secure Schools

That Grow - Design - Build - Learn, from challenges and successes of the past to meet the needs of an ever-changing future.

Viewing the District as a Family

Developing equity between ALL school sites regardless of age, location and needs to increase learning opportunities for ALL students.

Flexibility in Design

Spaces should be functional, flexible, agile and available to be coordinated in support of the educational vision.

Facilitating Project-Based Learning

Creating modern career and college-ready industry standard learning spaces (STEM, electives, etc.) that maximize hands-on learning opportunities for students.

Healthy & Sustainable

Environmentally friendly educational environments respectful of natural resources, operational efficiency and fiscal responsibility.

Community Hubs

Creating attractive, accessible and welcoming family oriented school facilities that function as centers of our communities, reflecting community values, while helping students to understand how learning can benefit their lives.

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Based on the District goals, the Facilities Master Plan Committee, along with LPA, generated 17 project scope categories that would be the foundation for the work proposed at each school site. This set of guidelines serves as a foundation for each conceptual master plan design and seeks to maintain parity between school sites in the District while allowing ease of prioritization as funds become available.

The FMP quantified the District's needs in each of the 17 scope categories and developed a proposed budget for execution. The initial need totaled \$1,474,159,000. The scopes of project budgets were reduced, using Level 1 priorities, to the amount of \$216,699,000 to fit the intended Measure U Campaign objective.

As part of the Lodi Unified School District's Facilities Master Plan process, LPA interacted with a diverse group of District staff, school site, student, parent and community stakeholders to identify needs and develop a Master Plan proposal for each campus within the District. Working with LPA cost estimator Cumming, the total cost for all proposed improvements was identified as \$1,474,159,000 in 2016 dollars.

Realizing that the educational program goals and school site facilities needs were above the ability to fund in their entirety, the District engaged Dolinka Group to develop a funding scenario for the Facilities Master Plan. When looking at all local, State and voter approved options Dolinka Group estimated that a range between approximately \$346.7 million to \$417 million could be available to fund the program. These dollars would need to be spread across the entire ten year duration of the program implementation. As a rule of thumb, LPA suggested that no more than two-thirds of the funding should be allocated to proposed projects in 2016 dollars. The remaining one-third would be set aside for escalation, interim housing, unknown off-site costs and as a contingency for the facilities improvement program. This results in a total range of \$232.3 million to \$279.4 million available to the District to prioritize for Phase One of the program.

In order to align the total program costs with the \$232.3 million to \$279.4 million range available in 2016 dollars, LPA asked the Facilities Master Plan Committee, and the individual School Site Committees to list their highest priority needs. The District also engaged The Lew Edwards Group to conduct a poll of the larger community beginning in April 2016. This stakeholder and community priority data was utilized by the Facilities Master Plan Executive Steering Committee in a May 18, 2016 meeting to develop a prioritized project list for the Phase One implementation of the Facilities Master Plan.

Three levels of prioritized projects were determined during the meeting and are outlined below:

Level One Priority Projects

- State School Facility Program (SFP) Eligible Modernization
- Modernizations prioritized by District Stakeholders and the Executive Steering Committee
- Fire Alarm and intercom upgrades list from Maintenance & Operations

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- Replacement of portables over 30 years old with permanent classrooms or labs (this includes associated Kindergarten play areas as they apply)
- Lodi High School Classrooms Reconstruction
- Tokay High School Gym

Level Two Priority Projects

- Replacement of portables over 20 years old with permanent classrooms or labs (this includes associated Kindergarten play areas as they apply)
- New construction of classrooms, science labs and specialized electives to address growth
- Reconfiguration of Kindergarten classrooms at sites with significant program deficiencies
- Elementary School Library/Media Centers, Music and Fitness Classrooms at sites with significant program deficiencies
- Middle School gymnasiums and changing rooms
- Reconstruction of Lodi High School science labs
- New construction of Tokay High School classrooms/science labs and modernization of electives

Level Three Priority Projects

- Elementary School multipurpose room upgrades at deficient sites
- Lodi High School pool

The Program Team will use the priorities established by the FMP to guide decision-making in the Implementation Phase of Measure U.

Section 4: The Program Management Team, Roles, and Responsibilities

If the project delivery teams are the orchestra, the program management team is the conductor.

Program Delivery Team Members

Lodi Unified School District Board of Education

The Board of Education provides the team with the top-level guidance for implementation of The Measure U Construction Program. The Board approves contract commitments and provides oversight for management of the program.

Bond Oversight Committee

Article 2, Section 15278 of the California Education Code requires:



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ARTICLE 2. Citizens' Oversight Committee [15278 - 15282]

15278. (a) If a bond measure authorized pursuant to paragraph (3) of subdivision (b) of Section 1 of Article XIII A of the California Constitution and subdivision (b) of Section 18 of Article XVI of the California Constitution is approved, the governing board of the school district or community college shall establish and appoint members to an independent citizens' **oversight committee**, pursuant to Section 15282, within 60 days of the date that the governing board enters the election results on its minutes pursuant to Section 15274.

The LUSD Citizens' Bond Oversight Committee is made up seven individuals appointed by the Board of Education. As an independent committee, it is charged with informing the public about Measure U projects, reviewing Measure U expenditures, and developing an annual report to the Board of Education on the progress of projects.

The Measure U Committee meets up to six times a year and its members are eligible to serve no more than three consecutive two-year terms.

Lodi USD Facilities and Planning Department: The Facilities and Planning Department is ultimately responsible for delivery of the Measure U Bond Program Work. Under the leadership of Warren Sun, Senior Director of Operations, the F&P staff work hand-in hand with the Program Manager, Vanir Construction Management, Inc. to be sure Vanir is aware of the District's needs and protocols. The F&P Team monitors Vanir's work and provides support to make the program successful.

Vanir Construction Management, Inc.: Vanir is contracted to the LUSD to provide program management services. Vanir brings to bear its experience and resources to provide staff who are dedicated to the success of the Measure U Bond Construction Program. Jeff Palumbo, Vanir's full-time, on-site program manager, is responsible for carrying out day-to-day activities necessary to make Measure U a success. Jeff works with District Staff and Vanir Staff to set up the program and prepare an in-house management infrastructure to give Measure U forward momentum. Jeff leads the Program Management team day-to-day and reports to Warren Sun.

Lodi USD Business Services Department: The LUSD Business Services Staff manage the Measure U Bond Money. They supply funds for the program. They ensure the operations of the Program Team comply with generally acceptable accounting principles and instruct the program team in creating cost accounting processes acceptable to auditors. The Business Services Staff provide the purchasing arm of the Program Team. The Business Services Staff also provide the auditing, risk management, financial management, and other important financial functions of the Program Team.

Maintenance & Operations Director and selected staff: The Program Team relies on input from the M&O Staff to create designs that acknowledge the need for ease of maintenance. The M&O Staff know the sites and their conditions. This is important knowledge to have for the design process and to

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facilitate decision-making. When the Program Work moves to the construction phase, the M&O Staff will be a valuable partner in executing the construction work and avoiding disruption of the school site learning activities.

Lodi USD Technology Services: The Technology Services staff support both program and project operations.

At the program level, the Technology Services Staff work with the Program Manager to integrate the management information system (MIS) of the Program Team with the District's systems. In particular, the Program Team is implementing a comprehensive MIS called PMWeb to provide controls for the Measure U Program. The Technology Services Staff are helping to integrate PMWeb with the District's QSS (accounting system) to better enable the Program Team to reconcile its financials with the District's records.

At the project level, The Technology Services Staff will be an important partner to help in the design effort. Measure U work must integrate with existing school site technology systems. In some cases, Measure U will need to plan around existing systems. In other cases, Measure U might replace part of or all of existing systems. In any case, Measure U can only be successful if the Program Team and Technology Services work together to share knowledge and coordinate efforts. Technology Services can play a useful role in the development of design standards. During the construction phase, working around existing invisible systems is always challenging. Information technology is an invisible system. To avoid unanticipated outages, the Program Team must tap into the knowledge of Technology Services to minimize the risk of disrupting existing systems during work.

Project Delivery Team

Project Manager: Reports to the Program Manager. The champion of the project. Ensures the project receives individual attention. Provides continuity of leadership between the design phase, construction phase, and closeout of the project. Supports the site principal and ensures the activities of the project do not disrupt the delivery of educational programs or put students, staff, or local community at risk. Monitors the performance of the Construction Manager and supports the Construction Manager to ensure their success. Manages the design phase of the project and ensures smooth transition of the project from design to procurement to construction to activation and occupancy. Closes out the project.

Designer: Reporting to the Project Manager, the Designer of Record has both a contractual and professional duty to the District to ensure project plans are designed in accordance with law (codes and standards). The Designer of Record also has a duty to ensure the work is installed in accordance with those plans. The Measure U Program will be built upon the concept of Architect as the lead Designer of Record (AOR/DOR). Other Designers of Record, for example the Structural Engineer of Record, will be sub consultants to the prime Architect of Record. Each sub consultant Designer of Record has a duty under the law to the owner (through the prime contract) and to the State (through various practice acts). The Program Team, including District Staff, will ensure lines of legal duty and accountability are

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maintained by following a contract administration discipline where formal direction and coordination is accomplished through the prime contract (with the prime Architect of Record). The Program Team will avoid communicating with sub consultants unless the prime AOR is part of the conversation.

The particulars of the legal and procedural relationship with the AOR, DOR, and sub consultants will be specified in the model contract used between the District and its designers. The contract will be formulated to require that the designer bring to bear all resources necessary to design a project, including specialized resources necessary for unique tasks.

Prior to the contracting with Vanir, the District selected six architectural firms to comprise a pool of resources for Measure U. The Program Manager will work with the District to assign them to work.

Designer's sub consultants: It is common, in the industry, for an architectural firm to rely on sub consultants to bring to bear all talent necessary to design a project. Sub consultants hold contracts with the prime AOR and therefore have privity of contract with the AOR. For a building project, it is common for an architectural firm to require sub consultants in Structural, Civil, Mechanical, Electrical, and Plumbing/Fire Engineering to design a project. A school project might also require other special sub consultants to round-out the design team. Some examples are: food services, low voltage signal systems consultants like data, telephone, alarms, mechanical/electrical controls, intercom and telephone, etc.

Heightened attention, in recent times, on work impacted by The Americans with Disabilities Act has inspired architects and owners to engage consultants who specialize in access compliance. Investment in this talent is an important ingredient in managing a property owner's risk in matters of access to public facilities.

According to the State of California Department of General Services,

"The Certified Access Specialist (CASp) program was created by Senate Bill 262 (Chapter 872, 2003) and is designed to meet the public's need for experienced, trained, and tested individuals who can inspect buildings and sites for compliance with applicable state and federal construction-related accessibility standards. The CASp program is governed by Title 21 Voluntary Certified Access Specialist Program Regulations."

The Certified Access Specialist Institute, the professional organization of CASp-certified professionals, says the following:

A certified access specialist (CASp) is a person who has been tested and certified by the state that business owners can hire to assess accessibility. SB 1608 sets up a process whereby business owners can voluntarily hire a CASp to inspect their buildings to ensure compliance with disability access standards and obtain an inspection report as proof of inspection. A business implementing recommendations of a CASp would be entitled to a 90 day hold on any legal proceedings and is eligible for an early evaluation conference.

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[The Benefits Of Using A CASI CASp](#)

When you use a Certified Access Specialist (CASp) who is a member of the Certified Access Specialist Institute (CASI), you get:

- *A CASp who is dedicated to furthering not just accessibility in the built environment but also understanding of accessibility laws and codes, so people understand not just the “hows” but also the “whys”.*
- *A CASp who sees the benefit in working and collaborating with other CASps, to gain further knowledge and understanding, to standardize interpretations of gray areas of law and codes, and to provide an expert and unified voice to coordinate federal and state regulations.*
- *A CASp with a support system of hundreds of other CASps, all willing to help each other, answer questions, as well as give interpretations and opinions.*
- *A CASp with more opportunities for top notch training and continuing education, through both formal and informal discussions and seminars.*
- *A CASp with access to an online community of other access specialists all over California.*

When you use a CASI member CASp, you can be assured that you have hired someone with dedication to their profession, who is willing to put their expertise and knowledge to use for your benefit.

The LUSD will consider employing CASp expertise in its contracts with architectural firms to improve quality assurance in matters of access compliance.

An important benefit to the District of a well-written contract with the prime AOR is that it specifies the requirement for the prime AOR to lead and coordinate the work of multiple sub consultants to ensure the work products of design are complete and buildable, meet the expectations of agencies of jurisdiction, and deliver a final project that meets the District’s requirements.

Construction Manager: The LUSD will contract with professional construction management firms to engage specialized management staff for the construction phase of the projects. Reporting to the Project Manager, the Construction Manager (CM) will have one or more staff stationed on site to provide project leadership, construction contract administration, and quality assurance. An on-site construction manager is necessary to coordinate and monitor all contract work being done on a school site. The CM ensures day-to-day operations of the contractors are safe for students, staff, and the public. The CM ensures that work progresses in accordance with the contract between the contractor and the District. The CM ensures the contractor meets obligations to deliver a project on time and for the agreed price.

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The CM is the central advocate for the District in matters of construction quality assurance. The CM monitors and coordinates the activities of the contractor, AOR, and inspectors to ensure all quality standards are enforced.

Inspector: In general, a project benefits from assigning an inspector to monitor the technical aspects of quality on behalf of the owner.

Quality Control is typically a contractual responsibility of the contractor/installer. The term “Quality Control,” in the construction industry refers to the usual and customary activities of ensuring that procedures are in place to “control” the raw materials of a manufacturing process and ensure they are assembled to achieve a result that meets specifications.

The term “Quality Assurance” in the construction industry refers to the act of monitoring the outcomes of the manufacturing process to check if the product delivered complies with the specifications of the contract. In nuance, this also implies some measure of sampling as opposed to personally observing the process, in total, from start to finish. Due to the reality of limited budgets and to exercise caution not to overstep contract boundaries, the owner typically employs an inspector to perform “Quality Assurance.”

For LUSD projects, the inspector will be engaged to provide the right level of personal observation to determine if the work is meeting contract specifications.

For school projects which are in the jurisdiction of the State of California Department of the State Architect (DSA), a DSA-certified inspector is required as a matter of law. LUSD projects will employ DSA-certified inspectors.

The Program Manager will craft a model contract that requires a level of attention by the inspector to achieve both DSA approval of the project and a level of quality assurance that gives LUSD confidence that the District is receiving the level of quality desired. The size of this program will also require contract terms that ask the inspector to assimilate into the project team and accept LUSD procedures. The CM will be responsible for coordinating the activities of the inspector and absorbing the inspector into the overall quality assurance effort of the project team. The Program Manager will monitor the performance of the inspectors.

Contractor: The LUSD will enter into contracts exclusively with contractors who are licensed in the State of California and who hold licenses that are appropriate for the work to be performed. This is important to both comply with law and protect the LUSD in matters of contract law and risk management.

Subcontractors: Program and Project Teams, including the LUSD Staff, will avoid interfering in the privity of contract between the prime contractor and its subcontractors. The Program Manager will enforce construction management standards of practice to ensure all members of the team interact with subcontractors in ways that benefit the project and the District and avoid overstepping contract protocol. Interaction with subcontractors should benefit all. Thus, employing the discipline of practice standards will promote positive outcomes.

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Principal and select (subject matter expert) staff: Construction on an active school site is, by nature, invasive. The key is to execute project work in ways that avoid disrupting the business of educating students. The LUSD site staff are invaluable in planning and executing work on school sites. They are the ultimate customers of the work.

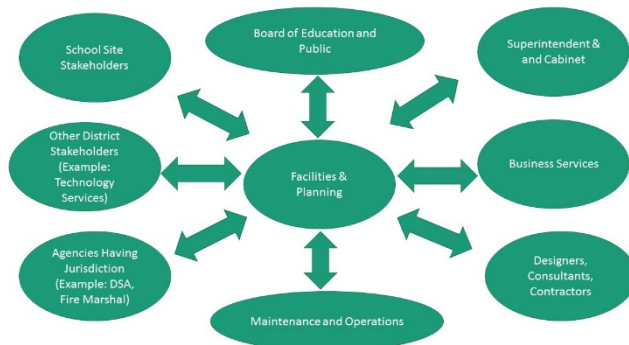
The Program Team will engage the site principal in project work as leader of the site staff. Through the principal, the Program Team will be able to engage with the site in ways that benefit the project, the site, and respect the time of the staff.

Site custodians and supporting staff from Maintenance and Operations: Maintainers hold specialized knowledge about each site. Often this information does not exist in the written record. Their knowledge about the site provides the most current witness to conditions. The Program Team will interact with maintainers to connect with important information needed in design. The construction managers will likely interact with maintainers, daily, to coordinate work on site.

Roles and Responsibilities

LUSD and the Program Manager have developed a responsibility matrix (Appendix B) to document the obligations of parties in the Measure U Program. Many of these responsibilities will be assigned by contract to various consultants and contractors. The matrix also establishes roles for LUSD staff in the Program.

Section 5: Communication



A project team can never over-communicate. It is important to ensure that project team members communicate regularly and effectively to share knowledge, facilitate continuous improvement, and resolve problems. The program team has developed a communication matrix (Appendix C) to outline the important contact points where information must be shared and with whom.

Initially, the program team's primary interactions will be with District Headquarters staff. As consultants are engaged in contracts, the breadth of communication will expand. Ultimately, site stakeholders will become part of the communication circle to ensure the design work for individual projects is informed by occupant and site stakeholder input. As the work progresses toward the construction phase, the Program Team must ensure information is flowing to site stakeholders so they can be prepared for the work and to preserve the quality of the delivery of educational services and safety during project construction operations.

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As project teams are assembled, the Program Management Team will need to establish an issue escalation process to ensure issues are resolved:

- At the lowest level possible
- At the earliest possible time
- At the highest level required to move a stagnant issue to resolution before it becomes a liability and a risk for cost escalation.

Having an issue escalation process empowers all participants to keep issues moving to resolution and avoid impasse.

Section 6: Bond Implementation Plan

We cannot control the effort to achieve an outcome if we do not measure it. The LUSD Program Team will measure what is important and focus attention and resources on those priorities. The discipline of control begins with budgeting.

Program Budgeting ensures focus on major areas:

- Revenue
- Cost of construction
- Escalation
- Cost of the program operations
- Contingencies

Program Management Plan

Revenue

To establish overall budget direction for the LUSD Program, it is helpful to understand how the revenue from the Measure U Bond compares with the project budgets provided in the FMP and program level costs. Since the FMP is presented in 2016 Dollars, we will make comparisons in 2016 Dollars and discuss the Program Budget in those terms.

Appendix E shows two scenarios for bond sales. One shows the Net Present Value (NPV) in 2016 Dollars of selling \$281 Million of bonds every two years. The other, every three years. Currently, the District will sell their bonds on the (green) three-year cycle (Isom Advisors. Appendix D). This results in a NPV of just over \$224 Million in 2016 Dollars. Here, assuming an average return on invested money at 5%, the sale of \$281 Million in bonds results in \$224 Million of funding revenue in 2016 Dollars.

The Program Budget will also track the status of other revenue sources that are a critical part of delivering the Measure U Program. Revenue from State funding sources, developer fees, and any other emerging source will help keep the Measure U construction costs balanced with funds available.

Funds from the State of California can be captured through the State School Facility Program (SFP). The SFP provides funding grants for school districts to acquire school sites, construct new school facilities, or modernize existing school facilities. The two major funding types available are “new construction” and “modernization”. The new construction grant provides funding on a 50/50 State and local match basis. The modernization grant provides funding on a 60/40 basis. Districts that are unable to provide some or all of the local match requirement and are able to meet the financial hardship provisions may be eligible for additional State funding. LUSD will plan to maximize its eligibility for SFP grants by applying Measure U resources to school sites that can qualify for it.

Districts can also pursue State Funds through the Career Technical Education Facilities Program. The Career Technical Education Facilities Program (CTEFP) provides funding to qualifying school districts and joint powers authorities (JPA) for the construction of new facilities or reconfiguration of existing facilities to integrate Career Technical Education (CTE) programs into comprehensive high schools. CTEFP applicants must provide a matching contribution at least equal to the state grant. All applicants must have an active career technical advisory committee pursuant to the Education Code Section 8070. A school district can apply for CTEFP New Construction or Modernization funding if their facility is a Comprehensive High School as defined by the Education Code. Applicants are eligible to receive funding without requiring eligibility in either the School Facility Program (SFP) New Construction Program or the Modernization Program. A CTEFP project can include CTE equipment or consist solely of equipment with an average useful life expectancy of 10 years. The CTE plans must have been reviewed by the CDE, contain all mandatory elements required by the CDE, and have received a score of at least 105 points to be eligible for funding. CTEFP New Construction and Modernization projects are apportioned during the same funding cycles and out of the same fund. They are distinguished by the scope of work and have

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individual funding caps. LUSD will compete for CTEFP funding at school sites where this type of grant is possible and viable based on District educational program plans.

FMP assumptions included funds from developer fees (Dolinka Group, 2016. Facility Master Plan Funding Plan Appendix). The Measure U Implementation Plan will also include developer fees as part of the Program Budget assumptions of available revenue. The LUSD Chief Business Officer supports the Measure U Program by sequestering developer fees to provide the revenue needed to realize the planned budget.

Cost of Construction and Escalation

A project budget must fund two categories of cost: soft costs and hard costs. Hard costs refer to what literally goes into the work of construction. Hard construction costs are usually represented by the total value of subcontracts, material, equipment, and labor. Soft costs are the costs that “make a project go,” namely, the cost of design, permits, District overhead, and fees, etc. The Introduction to FMP Section 6.2 defines the hard and soft costs used in the FMP project budget estimates (LPA, 2016).

Appendix G shows FMP project budgets and the breakout of hard and soft cost budgets.

Project estimates in the FMP do not include escalation, among other things.

The cost of construction usually increases over time. The FMP was prepared in 2016 and thus the estimates of project costs are in 2016 Dollars. The Program Budget must account for ever increasing costs of construction. The program budget includes an allowance for escalation. The allowance will be re-evaluated periodically to ensure the estimated escalation of the cost of construction is always addressed by the budgeting process. As projected escalation changes, the Program Team must make management decisions about the scope of projects to always balance the budgeted costs against projected revenue.

Program Management Plan

CUMMING

Lodi Unified School District
 Facilities Master Plan - Total Program Cost
 Lodi, CA

Opinion of Probable Cost
 April 19, 2016



Prepared for LPA, Inc.

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6.2 APPENDIX DETAILED COST ESTIMATE

Lodi Unified School District
 Facilities Master Plan - Total Program Cost
 Opinion of Probable Cost

April 19, 2016

INTRODUCTION

The information provided by the District is considered to be budgetary for estimating purposes, and a 10% design contingency has been included. The following items are excluded from this budget.

The following items excluded from scope of work:

1. Utility hook-up fees & City connection fees.
2. Offsite work and traffic signals.
3. Land acquisition costs.
4. Hazardous material surveys, abatement, and disposal.
5. Escalation (Costs are in 2016\$ calculated to the end of the year).

Each of the unit costs includes the following mark-ups:

| | |
|-------------------------------|--------|
| A General Contractor GC, CM&P | 15.00% |
| B Bonds & Insurance | 2.00% |
| C Design/Phasing Contingency | 10.00% |

At the category summary level, soft costs are added to each scope portion. Soft costs include the following:

| | |
|------------------------------------|---------------|
| A AE Design Fee | 10.00% |
| B DSA Plan Check Fee | 0.75% |
| C Printing/Advertising | 0.05% |
| E Test/Survey | 1.25% |
| F Inspection | 1.25% |
| G Project Management Fees | 5.00% |
| H Project/Construction Contingency | 5.00% |
| I Relocation Costs | 0.80% |
| J Labor Compliance | 0.25% |
| K Builders Risk Insurance | 0.80% |
| L Legal | 0.03% |
| M Commissioning | 0.08% |
| N FF&E (Other than Classroom) | 4.00% |
| O Other Miscellaneous Consultants | 4.00% |
| Total Soft Cost Multiplier | 33.26% |

We recommend the client review this statement, and that any interpretations contrary to those intended by the design documents be fully addressed. The statement is based on a detailed measurement of quantities when possible, and reasonable allowance for items not clearly defined in the documents.

The statement reflects probable construction costs obtainable in the currently stable bidding market. The present estimate is based on a minimum of four to five competitive bids from general contractors, bidding to a minimum of four (4) subcontractors per trade. This statement is a determination of current market value for the construction of the project, not a prediction of low bid. Experience indicates that a fewer number of bidders may result in higher bid amount, and more bidders may result in a lower bid result. It is our understanding that projects will be procured through a traditional competitive design-bid-build basis.

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Facilities Master Plan
 Lodi Unified School District
LPA

Cost of Program Operations

Just as projects have soft costs, the program has similar costs that must be considered. It is necessary to establish a program budget that accounts for all program level costs. Project costs are but part of the program budget. Program level costs include all costs of activity or services that benefit the entire program. Some examples of program level costs are the cost of accounting, finance, and legal services; the cost of program level management; the cost of establishing program design standards, etc. These costs are not usually assignable to individual projects because their benefit is collective and not individualized.

The estimates in the FMP are focused on project costs. The FMP does not explore program costs. Creating a program budget is one of the logical extensions of the process that was started in the development of the FMP and is now part of the Measure U implementation plan.

Program Management Plan

Contingencies

All ventures have unforeseen contingencies for which management must reserve an allowance. A program contingency fund provides LUSD with a cushion to address program risk. Without a contingency fund, each turn of events that requires money would result in having to reduce the scope of work that goes into projects to fund the contingency event. LUSD has established a fund to use to apply to any contingencies that arise. The Program Team will create protocols that govern the approval process for using the contingency fund as part of establishing the work flows associated with the program controls system.

Program Budget

Appendix F is the proposed Program Budget that includes allowances for all revenue, program and projects costs that the team anticipates, to date.

In the Cost Section of the Program Budget, one notices that the budget for the projects (\$216,699,000) is coupled with other Program Costs to give a “Total Budget to Execute” of \$251,141,903.

At the bottom line, the Budget to Execute is compared to the Revenue Section that includes the net present value NPV (2016) of the Bond sales at \$224,031,624, estimate of expected Developer Fees of \$35,009,949, and estimated State Eligibility Grants for Modernization and New Construction; \$111,049,791 and \$141,582,393 respectively.

The revenue stream is a risk that must be monitored. Economic factors could influence the actual funding revenue stream. LUSD must periodically evaluate the status of revenue streams to be sure the budget remains adequately supported. If we exclude the estimated State Funding and Developer Fees, the Program Budget is short (\$27,110,279). The program, as currently planned, is therefore dependent on supplements from State Funding and developer fees to remain in the black.

LUSD must ensure steps are taken to sequester developer fees for use exclusively in Measure U in the amount planned in the Program Budget.

The Program Team must ensure the design effort for schools eligible for State Funding is scheduled early in the program to maximize the possibility of getting State Funding by submitting project designs to DGS/DSA as early as possible. Project scopes of work must be crafted to maximize eligibility for State Funds.

The overall speed at which the program is executed is governed by two key external forces:

- The escalating cost of construction and
- The pace of bond sales

While there are other constraints that drive timing, like the pace of design or permitting, escalation and bond revenue are omnipresent. In an environment of increasing construction costs, it is advantageous

Program Management Plan

to execute the program in the shortest time possible to avoid the erosion of purchasing power. Bonds must be sold as fast as possible to sustain a fast-paced construction program. The pace of bond sales is affected by assessed property values. If property values do not sustain a fast-paced sale of bonds, the program pace must be throttled to meet the bond revenue stream. LUSD currently plans to sell bonds on a three-year cycle beginning with the first draw on or about May 24th, 2017. Appendix J shows how the planned cash demand of the Measure U Construction Program compares with the planned bond revenue stream. This projection shows that the program will deplete funds of the Bond Series 2017 by the third quarter of 2018. If the program sustains this pace of expenditure, LUSD will need to move the second bond sale earlier to supply revenue to sustain the program.

The program team will review the status of cash demand and revenue, periodically with LUSD and its financial advisors, to determine exactly when the next sale must occur. The team will make necessary adjustments in the program as new information reveals itself.

The project portion of the budget is enough to fund the LUSD FMP Level One Priority Projects (FMP Section 4.4, Pg. 160). Not all of the 17 scope categories are funded in the Level One Budgets. The chart in Appendix G shows the budgets assigned to each project that is included in the FMP Level One Priority Budgets.

Section 7: Program Cost Control

Establishing budgets and securing agreement from all participants to abide by them is important to establish fiscal discipline. Without the common goal of known budgets, a program with many participants and stakeholders can go off course because parties are pursuing individual interests rather than common goals of the program. To establish budget discipline, LUSD will create a foundational budget for the LUSD Program from its FMP. The budget will have two major components: the Program Budget and the Project Budgets. Initially, the project budgets will be set at the amounts memorialized in the FMP. As Program discovery unfolds, LUSD might decide to adjust some of the project budgets. These along with all budget changes will be approved through a budget change approval process. Program Budget changes will be handled in the same way.

It is helpful to include allowance for contingencies. Plans will change for a variety of reasons. The bigger and longer the program, the greater the likelihood and scope of changes. Change is inevitable. Plan by providing an allowance to fund the changes. The program level budget will contain a Program Contingency. Each project budget will also contain contingencies that were originally part of the FMP project budgets. As project savings are realized through efficiencies that are identified in planning, design, or construction the savings will be transferred to the program contingency fund. Likewise, if project budgets encounter problems, the LUSD can approve the augmentation of a project budget by rolling some program contingency into a project budget.

Program Management Plan

Continually evaluate risk. Risk can be perceived, communicated, and measured in dollars. It is important to continually evaluate risk items and assign an estimated dollar value to mitigate or eliminate the risk. Quantifying risk disciplines practitioners to dissect the issue and develop solutions. It helps project teams understand urgency. The practice also helps program participants project the cost-to-complete which itself drives management actions.

Measure and track potential cost exposure as it emerges. LUSD will provide a control system that will require program and project managers to log, estimate, and track potential exposure as it becomes known. The exposure items will be assigned a cost code much like any real cost item in the accounting system. These estimated costs will roll-up to the appropriate line item in the program or project budget to show the projected potential impact on the cost-to-complete.

Develop a process for approving budget changes. Budgets will need to change to address emerging issues. To ensure the LUSD and community expectations are met the program must have a documented process for approving budget changes. LUSD will adopt a budget change approval process. It will be memorialized in the procedures designed for the Program Information Management and Control System (PMWeb).

Report status of expenditures versus budgets, regularly, to decision-makers. The most important surprise to avoid in a building program is knowledge of what the cost will be. To ensure LUSD leadership and stakeholders are apprised of cost, the program will specify a communication and reporting protocol to keep everyone informed. Refer to the Communication section of this PMP to see who will receive financial status reports and how often.

Provide for a communication forum for deciding course corrections. The Communication Plan will include regular contact meetings for management. These meetings will be used to report status and engage management to act. This forum will support all decision making about financial matters, time management, and quality of work.

Controlling Design Phase Costs. The program team will provide for the controlling of design phase costs by implementing the following:

Include project design-to budgets in design contracts along with measures to cure when the work drifts from the budget. Contracts with architect/engineer firms will be clear about the objective of the design scope. The contract between LUSD and the A/E firm will contain the target cost of The Work of Construction. The contract will also specify the process for determining the estimated cost of the work and the method to cure if the estimate cost of the work exceeds the contract target.

Include budgets for work in other consultant contracts along with measures to cure when the work drifts from the budget. The contracts with all other consultants will follow a similar theme. If the contract is strictly for a professional service, costs will be associated with contract deliverables or the hours of service will be specified and checked against approved hourly rates.

Program Management Plan

Provide an owner-controlled quality assurance check process to verify design work is proceeding in accordance with the budget. This enables the owner to be informed and empowered to demand course corrections. The Program Manager will perform independent cost estimating services as a check of the cost reports provided by the designers. This will enable the LUSD to reconcile differences in estimated cost with the designers and specify methods to cure the variance. The ultimate goal is to ensure that when design is done and LUSD is ready to buy-out the work, they will be confident in knowing the probable cost at bid day.

Controlling construction phase costs. The program team will control construction phase costs by ensuring the design phase does not transition hastily to procurement before estimated project costs are reconciled. This can be achieved by not allowing projects to go to bid until:

- Owner's independent estimate is reconciled against the designer's estimate.
- Owner's independent quality assurance process has verified that the designer has incorporated into the contract documents any scope revisions or constructability improvements necessary to reconcile the owner's estimate with the designer's estimate of probable cost.
- For Competitive Bidding: Program team has established a high probability that at least five bidders will submit bids.
- For qualification-based or best value Competitions: Owner has been able to short-list at least five firms based on qualifications before moving to next phase of screening.

Project and construction managers will be required to log, estimate cost of, and track potential exposure.

Managers will be required to resolve cost issues in a timely manner. Construction Managers must evaluate contractor claims timely and make decisions on entitlement and estimate fair cost. They must move the issue to and through negotiations quickly and execute the necessary agreement documents in a timely manner. This helps to avoid potential legal claims and financial difficulty. The control system will provide for the tracking and measurement of the aging of unresolved cost issues so that management can focus resources on issues that are moving too slowly.

Establish delegation of authority for cost changes. Processes must be efficient. To be efficient, authority must be delegated to the lowest level able to resolve the issue in the interest of the LUSD. LUSD will develop a policy of delegated authority to enable lower level managers to resolve issues that are within their purview and to know what and how to elevate other issues for which they do not have authority.

Establish protocol for approval of owner-driven changes. The LUSD Measure U Program has many diverse stakeholders. It is important for program, project, construction managers, and designers to know when a directive to change a project is authorized. To avoid the confusion of receiving direction from many persons, the LUSD will establish a protocol for the communication and approval of owner-directed changes.

Program Management Plan

Establish protocol for approval of all project changes. The protocol for approving all changes will be similar. The major difference in the process will depend on whether the request for change is coming from the school site or from LUSD District Headquarters.

Section 8: Time Management

The Program Manager, Project Managers, Construction Managers, and contractors will perform scheduling. Each approaches their schedule process with a slightly different focus. It is the Program Manager's responsibility to coordinate the scheduling activities of all of these parties to ensure efforts are complementary. The Program Manager will prepare a schedule that includes major program-level activities and provides milestones in the program schedule to guide the scheduling objectives of other managers. The program manager will require that each of the other managers include certain program-level milestones in individual project schedules so that progress is reported and measured in a standardized way.

The program schedule will track the start and finish of major project milestones. It will leave the detail of project activities to the party managing that phase. Therefore, a project manager will include the details of the design phase for a specific project in the schedule for the design of that project. A construction manager will do the same for the construction phase of a project. Each will be required to manage to milestones for phase start and finish given to them by the program manager. The contractor will likewise manage a schedule and the requirements of that schedule will be codified in the contract between LUSD and the contractor. LUSD will develop a construction scheduling specification which will be included in the construction contract documents. Key milestones within the contractor's schedule will be required to coordinate with milestones in the program schedule.

The program schedule will include as much detail as is necessary for the program manager to manage the program activities. The program schedule will include those detailed activities that impact or are impacted by owner decision-making.

Progress of all schedules will be reported regularly using schedule updates. The method and frequency of schedule updates and reporting will vary with the type of schedule and the phase of work.

Just as it is important for LUSD to maintain control of budget by adopting a formal approval process for budget changes, LUSD will establish a protocol for approving changes to the schedules.

Schedule is also connected to the revenue stream from bond sales. The Bond Implementation Plan addresses this topic.

Initially, the program schedule is developed using a broad milestone approach (Appendix H). Later, as decisions are made and more clarity develops, the program schedule can include more detail.

Section 9: Management of Quality and Scope

Program Management Plan

Much like cost and time, quality and scope can be controlled with measurable goals and well defined processes.

Design Phase Quality Assurance

In the **design Phase**, the program team will control quality by employing the following:

- Clear and measurable design goals in design contracts. Designers will be given contract scopes that are guided by the content of the Facility Master Plan. Section Five of the FMP provides design standards and programming criteria to guide design work for each project.
- Owner design standards and model specifications. Standards from the FMP will be supplemented, as necessary, with owner design standards and model specifications that are developed further through the work of the program management team and LUSD.
- Design contracts will include a design review process that includes feedback loops to all participants that ensures documentation and resolution of all issues. The foundation of controlling quality during the design process:
 - Design and constructability reviews and reconciliation: Each project will receive a design review at the end of The Schematic Design Phase and The Design Development Phase. At these design stops, the work will be reviewed independently to ensure it is proceeding in accordance with the LUSD standards. Stakeholders will have the opportunity to make comments on the design. Comments will be reconciled with the designers and agreements will be made about what actions are necessary to cure any issues.
 - Back-check. During the Design Development and Construction Documents Phase, the comments recorded during the reconciliations of the previous phases will be back-checked by the project managers to ensure all actions to cure were incorporated into the design.
- Process for course correction in design should be codified in contracts and linked to methods to cure.
- Designers will be required to answer each review comment, in writing, and specify how they will address each concern. Designers will be required to incorporate any comments that stem from their not following contract requirements at no cost to the LUSD.

Construction Phase Quality Assurance

LUSD will select inspectors of record from current DSA-approved inspectors.

Once interested inspectors are identified, LUSD, through its Program Manager, will prepare a short-list of potential candidates from screening resumes. Candidates on the short-list will be invited for personal interviews.

Program Management Plan

Inspectors selected will be offered standardized LUSD contracts that hold them accountable for performance and deliverables. LUSD Program Manager will provide periodic assessment of the IORs and give them periodic feedback on their performance.

The Program Manager will conduct kick-off and orientation for each IOR.

Depending on the availability of budget resources, LUSD will consider the possibility of conducting periodic in-service training for the IORs to encourage continuous improvement of service.

The Program Manager will develop a Construction Procedures Manual that will be incorporated into the construction contract documents. The procedures manual will codify the details of operating procedures driven by the General and Special Conditions of the construction contract, LUSD Measure U accounting procedures, and operating instructions of the web-based program management and control system.

Project management also controls quality through continuous documentation and tracking of issues to swift resolution. Festering issues cost money. Project and construction managers can best manage problems by approaching them in an organized and methodical way. Managers will be given a tool to log and track open issues through the web-based control system. This system will also assist them in assigning an estimated value of cost risk associated with the issue or problem. They can track deadlines and the entire program team can track progress of resolving issues against deadlines.

Construction managers are the front line of controlling quality in construction. LUSD will adopt standardized contracts for use in acquiring construction management services. This contracts will include a clear definition of the LUSD's expectations for performance and deliverables.

LUSD will select construction management services using a formal qualification-based selection process. First, CM firms will be screened from written proposals. LUSD will develop a short-list of qualified firms. The short list of firms will be interviewed and from that experience, LUSD will select a final pool of CMs.

The Program Manager will conduct kick-off meetings and provide orientation to ensure CMs have support and know how to assimilate into the Measure U Program.

The Program Manager will provide regular feedback on performance and collaboration about process improvement.

Section 10: Contracting Strategy

The Program Manager will assist LUSD in selecting the right delivery method that is best for a project or group of projects. To tailor a contracting strategy for the LUSD projects, a final decision will need to be made on the scope of each project. The design phase will clarify the scope of each project and lay the groundwork for an evaluation of best contracting strategy to buy-out the work. LUSD has decided to execute the program in four groups: Quick Start Projects, Phase 1, Phase 2, and Phase 3 Projects.

Program Management Plan

Quick Start Projects are intended to be executed and mostly completed in 2017. Quick Start Projects are selected from work scopes that do not require DSA approval.

The remainder of work will be bundled into phases and the program schedule will be built around the delivery of the three phases of work. The LUSD Director of Operations, in conjunction with the Program Manager, has proposed groupings of projects into the three phases. The LUSD leadership has approved the final grouping. The Program Manager will proceed with evaluation of work scopes proposed by the FMP to determine suggested contracting strategy.

The Program Manager will provide the necessary documentation of processes required by the contracting strategy to ensure successful execution of projects.

The Program Manager will assist LUSD in conducting a fair and transparent process for selecting contractors. The selection process will be based in the Law and will maximize best value priorities of the District.

The overall contracting process will seek to maximize competition and achieve best value.

LUSD has historically favored Lease-Leaseback contracting method. The LUSD and the Program Team will evaluate this and any other contracting method that shows potential for returning positive results for the Measure U Program.

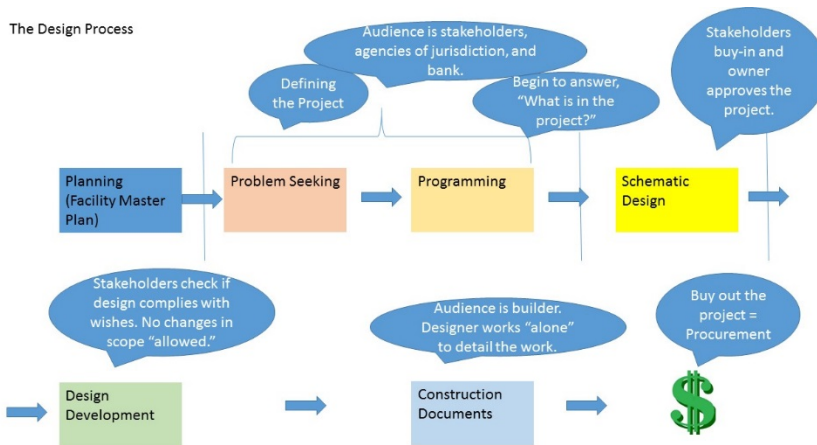
Section 11: Design Phase Management

Effort returns rewards when it is applied to the right objective intended to produce a well-timed result. There is no payoff when we crack the eggs and try to add them to the cake after the cake mix has been placed in the oven. Likewise, the Program Team wants to cause the right design outcomes to be delivered to support decisions that need to be made or actions that need to be taken at a specific time.

The School District must be prepared to support the projects at the time the process demands certain focus. When stakeholder involvement is employed early in design, the process reaps benefits. Stakeholder attention applied too late, impedes the project.

The Program Team will guide the District and prepare all stakeholders to participate in processes so each person is ready to respond when the project needs them.

Program Management Plan

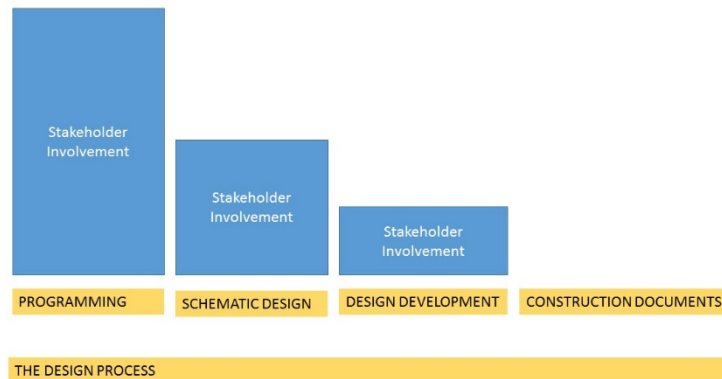


Just as a contractor must deliver material to the site at the right time to make the project a success, the owner must deliver decisions to the project at the right time. Each phase of design requires certain decisions to be made to enable the designers to prepare documents that speak to the right audience and achieve buy-in or approval of the project.

The Board of Education approved the Facility Master

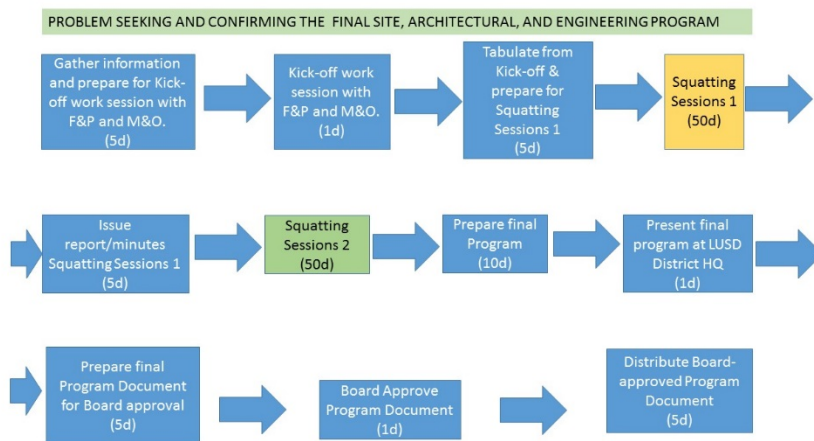
Plan (FMP) in 2016. Now, the Measure U Program Management Team must take the FMP and advance its work to the next phases of design.

The most intense period of involvement by site stakeholders is at the beginning of design. We plan to launch the "problem seeking" and "programming" portion of design, in the summer of 2017. Since many site staff will not be available, we will be planning work sessions to begin, first thing, in the fall. We will communicate the unfolding schedules and plans to District leadership and rely on them to pass the information to principals via email. What follows is a brief outline of what we are planning.



Here, we present the concept of how we plan to involve site stakeholders. Site stakeholders will have the greatest opportunity to influence the process during the "squating sessions."

Program Management Plan



The objective of the squatting session is to conduct design activities on site. The design team meets with the site leader (principal) in a working session. To support the working session activities, the principal either brings key subject matter experts to the session or alerts site staff to be on site and ready for “calls” from the working session room to answer questions or participate in decisions. As the time approaches, the design team will help the principal determine

who should be in the session and who can be on site and available.

As the design process progresses from programming to construction drawings, involvement of the stakeholders diminishes and focus turns to preparing the work for DSA and bidders.

The project managers will prepare design phase procedures manuals for use in assimilating and organizing a variety of designers and consultants around the Measure U Program.

Section 12: Construction Phase Operations

The Program Manager will be prepared to get the highest quality from the construction phase of work by adhering to the following priorities:

- Good construction management contracts
- Written Construction phase procedures
- Continue strong communication policy that extends to leadership of the construction management firms and others providing service to LUSD in the field.
- Fostering an environment of corporate learning to allow lessons learned to be captured, shared, and integrated into a continuous improvement effort.

The Project Managers will prepare construction procedures manuals for use in assimilating and organizing construction managers and contractors around the Measure U Program.

Section 13: Facility Impact and Activation

The Program Management team will establish procedures for preparing stakeholders and occupants for the impact of construction operations and the activation of the facilities as projects are completed. The program team can achieve positive outcomes by adhering to fundamental tenets of construction management standards of practice.

Program Management Plan

The Program Manager will assign projects to a project manager who will report to the Program Manager and ensure that PM is engaged at the beginning of design and continues as a project champion through construction and activation.

To provide leadership throughout the entire life of a project from inception of design through activation and occupancy it will be important to engage a project manager. In addition to managing the design phase of the project, the PM will gather information about the site that is needed to make the design successful, engage the site principal in matters of planning, design, and preparation for construction, and remain a project champion throughout construction. While the PM's time might be reduced during the construction phase, the PM will remain a valuable advocate for the principal and LUSD Facilities Operations Staff and ensure the construction managers are fulfilling their contractual obligations to the LUSD. Finally, the PM will prepare the LUSD Staff and principal for activation and occupancy of facilities as the work nears completion. The PM will also be responsible for closing out all professional service contracts associated with the construction phase like the contract of the construction manager, inspector, etc.

The construction phase will be managed by a construction management firm (CM) contracted directly to LUSD and managed by the Program Manager. The construction management firm will be responsible for managing construction operations on site. The CM coordinates the work of contractors, ensures work is progressing in accordance with LUSD contract terms, and also prepares District Staff and Principals ahead of any anticipated impacts. All construction contract administration, quality assurance, safety, and coordination on site will be managed through the CM.

The construction management firm will be responsible for closing out construction contracts and coordinating with the Program Manager.

develop procedures for occupancy and transfer of facility from contractors to District Maintenance and Operations.

If resources allow, the LUSD and the Program Manager will consider post-occupancy evaluations as a way to enhance corporate learning and support continuous improvement of the program.

Section 14: Contract Closeout

Having a plan for project and contract close-out is important because project teams can become distracted at the end. Contractors are demobilizing, construction managers are moving on to other projects, and the School District staff is turning its attention to upcoming projects. The last few percent of actions in a project can be as important as actions required in the middle of a project. The project team must avoid leaving the site principal unsupported before the project is put to a tidy close.

The project managers will include in their construction procedures manuals, techniques for ensuring the project teams track all open items to timely closure and remained focused on the tasks of completion.

Program Management Plan

The site must be “buttoned-up,” principals must be satisfied that the work is done, Maintenance and Operations must have taken control of the property and be properly informed of their responsibilities on transfer, and the Facilities and Planning Staff must be assured that all contract actions are closed and resolved.

Construction procedures will require the construction managers to track all open items on a checklist, assign a schedule for completion, and have an aggressive process for pushing closure. Some important areas for management attention associated with project closeout are:

- Acceptance of the work by the School District
- Transfer of record documents and bench stock to LUSD
- Transfer of control of the property to Maintenance and Operations and transfer of insurance liability from the Contractor’s builder’s risk policy to the School District’s coverage.
- Smooth occupancy of space by tenant stakeholders
- Management of the warranty period: Ensuring LUSD and the contractor agree on a process for managing warranty calls and that the process is left in the hands of a responsible party.
- Proper documentation of project and contract closure (E.g. Filing of Notice of Completion)
- Achieve DSA closeout and secure documentation of the same.

Section 15: 120-day Start-up Plan

The start-up plan in Appendix L outlines the Program Teams’ activities in the first four months of the Measure U Program.

Program Management Plan

Appendices

Appendix A: Board Resolution 2016-48 Ordering Bond Election

Appendix B: Responsibility Matrix

Appendix C: Communication Matrix

Appendix D: Isom Advisors, Walnut Creek, CA. March 1, 2017. Lodi Unified School District General Obligation Bonds, Election of 2016, Series 2017. Preliminary Financing Schedule.

Appendix E: Net Present Value of Bond Sale Revenue

Appendix F: Program Budget

Appendix G: Project Budgets

Appendix H: DRAFT Program Schedule

Appendix J: Program Cash Demand vs. Bond Sale Revenue

Appendix K: LPA, Inc. Sacramento, CA, April 19, 2016. Lodi Unified School District Facilities Master Plan. Incorporated by reference.

Appendix L: 120-day Plan (March 1, 2017)



Program Management Plan

APPENDIX A

Board Resolution 2016-48



**LODI UNIFIED SCHOOL DISTRICT
RESOLUTION NO. 2016-48
RESOLUTION OF THE BOARD OF EDUCATION OF THE LODI UNIFIED SCHOOL DISTRICT
ORDERING A SCHOOL BOND ELECTION, ESTABLISHING SPECIFICATIONS OF THE ELECTION
ORDER, AND REQUESTING CONSOLIDATION WITH OTHER ELECTIONS OCCURRING ON
NOVEMBER 8, 2016**

WHEREAS, the Lodi Unified School District (the "District") is a school district duly organized under the laws of the State of California;

WHEREAS, most of the District's schools were built decades ago and, as a result, many are aging and in need of basic health and safety upgrades;

WHEREAS, the District desires to (1) provide students with clean and safe learning environments that are free of mold, asbestos, and lead paint, as well as outdated electrical, heating and air conditioning systems, and fire alarm and sprinkler systems;(2) improve student learning and achievement, and prepare students to succeed in college and the 21st Century economy, by updating electrical systems and wiring for computers and internet access to ensure our students will have equal access to competitive 21st Century learning; and (3) improve and upgrade classrooms so that students in technical and vocational education programs can have access to hands-on interactive learning tools to help them acquire the real-world skills they need to compete with good paying jobs;

WHEREAS, the Board of Education of the District (the "Board") believes that, to achieve the aforementioned goals, the District must attract and retain quality teachers and repair and upgrade classrooms, facilities and equipment, as needed;

WHEREAS, the Board is authorized, upon a two-thirds vote of the Board, to pursue the authorization and issuance of bonds by a 55% vote of the electorate on the question whether bonds of the District (the "Bonds") shall be issued and sold for specified purposes, under Article XIII A Section 1 paragraph (b) of the California Constitution ("Article XIII A") and under Education Code Section 15264 *et seq.* (the "Act");

WHEREAS, such a bond measure must include mandatory taxpayer protections, including an independent citizens' oversight committee and mandatory audits to ensure funds are spent properly;

WHEREAS, such a bond measure will ensure District schools have access to state matching funds and allow them to take advantage of funds that cannot be taken away by the State and otherwise go to other school districts;

WHEREAS, under the Act, the election may be ordered at a primary or general election, a regularly scheduled local election, or a statewide special election;

WHEREAS, under Section 10403 *et seq.* of the California Elections Code, it is appropriate for the Board to request consolidation of the election with any and all other elections to be held on Tuesday, November 8, 2016, and to request the San Joaquin County Registrar of Voters (the "County Registrar") to perform certain election services for the District; and

WHEREAS, the Board deems it necessary and advisable to call an election to submit to the electors of the District the question whether bonds of the District shall be issued and

sold for the purpose of raising money to modernize, replace, renovate, construct, acquire and rebuild school facilities of the District.

NOW, THEREFORE, be it resolved by the Board of Education of the Lodi Unified School District, San Joaquin County, California, as follows:

Section 1. Election Order. The Board hereby orders an election and submits to the electors of the District the question of whether general obligation bonds of the District shall be issued and sold in the principal amount of \$281,000,000 for the purposes described in the ballot measure approved under Section 3 and attached hereto as Exhibit A (Full Text of the Measure) and Exhibit B (Abbreviated Ballot Measure), and paying costs incident thereto. This Resolution constitutes the order of the District to call such election and shall constitute the "specifications of the election order" pursuant to Education Code Section 5322.

Section 2. Authority for the Election; Election Date. Pursuant to Education Code Sections 5304, 5322 and 15264 *et seq.*, and Article XVI, Section 18(b) of the California Constitution, an election shall be held solely within the boundaries of the District on November 8, 2016.

Section 3. Purpose of Election; Ballot Measure. The purpose of the election shall be for the voters in the District to vote on a measure, a full copy of which is attached hereto as Exhibit A and marked "Exhibit A – Ballot Measure – Full Text of Measure" (the "Full Text of the Measure"), containing the question of whether the District shall issue the bonds for the purposes stated therein, together with the accountability requirements of Article XIII A and the requirements of Section 15272 of the Act. The Full Text of the Measure, which commences with the heading "FULL TEXT OF MEASURE" and includes all of the text thereafter on Exhibit A, shall be printed in the voter information pamphlet provided to voters, with such measure designation as is assigned to the measure. As required by Elections Code Section 13247 and Education Code Section 5322, the abbreviated form of the measure to appear on the ballot is attached hereto as Exhibit B and is marked as "Exhibit B – Ballot Measure – Abbreviated Form" (the "Abbreviated Ballot Measure"). The Superintendent, the Associate Superintendent of Business Services/Chief Business Officer, the Senior Director, Controller, or their designee, are hereby authorized and directed to make any changes to the text of the measure (full text and/or abbreviated measure) as required to conform to any requirements of Article XIII A, the Act, the Elections Code, the San Joaquin County Registrar of Voters (the "County Registrar"), the Office of the San Joaquin County Counsel or the District's bond counsel.

Section 4. Use of Bond Proceeds, Facilities Specifications and Audit Requirements.

(a) Proceeds from the sale of the bonds may be used only for the purposes specified in Article XIII A, section 1(b)(3) of the California Constitution.

(b) The school facilities projects (the "Projects") to be funded are listed in Exhibit A. As required by Article XIII A, the Board hereby certifies that it has evaluated safety, class size reduction, and information technology needs in developing the list of Projects set forth in Exhibit A.

(c) The Board shall conduct an annual, independent performance audit to ensure that the bond funds have been expended only on the specific Projects listed in Exhibit A.

(d) The Board shall conduct an annual, independent financial audit of the proceeds from the sale of the Bonds until all of the proceeds have been expended for the Projects listed in Exhibit A.

Section 5. Government Code Accountability Requirements. Pursuant to Government Code sections 53410 and 53411, the District hereby finds or directs that:

(a) the purpose of the Bonds is to fund the facility needs as set forth in the Full Text of the Measure;

(b) the bond proceeds shall only be used on the Projects authorized in the Full Text of the Measure;

(c) all proceeds of the Bonds shall be placed in a separate account; and

(d) the Associate Superintendent of Business Services/Chief Business Officer of the District shall issue an annual report to the Board containing the amount of funds collected and expended as well as the status of the Projects authorized in the Full Text of the Measure.

Section 6. Independent Citizens' Oversight Committee. It is the intent of the Board that an independent citizens' oversight committee be appointed within sixty days of the Board entering the election results in the minutes, to ensure that the proceeds of the Bonds are spent only for the specific purposes and Projects identified in Exhibit A. The membership requirements and procedures for such committee shall be established by the Board in accordance with the requirements of law.

Section 7. Vote Required. Pursuant to Section 18(b) of Article XVI and Section 1 of Article XIII A of the California Constitution, the bond measure shall become effective only upon affirmative vote of fifty-five percent (55%) of those voters voting on the measure.

Section 8. Delivery of this Resolution; County Registrar of Voters to Call and Conduct Election. The Superintendent is hereby directed to send a copy of this Resolution to (1) the San Joaquin County Superintendent of Schools, (2) the County Registrar and (3) the San Joaquin County Clerk of the Board of Supervisors. Pursuant to Education Code Section 5322, the Resolution shall be received by the County Registrar no later than 88 days prior to the election date, unless otherwise permitted by law.

Pursuant to Section 5303 of the Education Code, the County Registrar is hereby requested to print the full text of the ballot measure in the ballot materials as it appears on Exhibit A hereto, to publish a notice of school bond election in a newspaper of general circulation within the District, and to take all steps to prepare for and hold the election within the boundaries of the District in accordance with law and these specifications.

Section 9. Consolidation with Other Elections. Pursuant to Sections 5342, 15121, and 15266 of the Education Code and Part 3 (commencing with Section 10400) of Division 10 of the Elections Code, the County Registrar and the San Joaquin County Board of Supervisors (the "Board of Supervisors") are hereby requested to consolidate the election ordered hereby with any and all other elections to be held on November 8, 2016 within the District. Pursuant to Section 10403 of the Elections Code, the Board hereby acknowledges that the consolidated election will be held and conducted in the manner prescribed by Section 10418 of the Elections Code.

Section 10. Services of County Registrar of Voters. Pursuant to Section 5303 of the Education Code and Section 10002 of the Elections Code, the San Joaquin County Board of Supervisors is requested to permit the County Registrar to render all services incident to the preparation for and holding of the election, for which services the District agrees to reimburse San Joaquin County in full from District funds upon presentation of a bill from the County,

such services to include the publication of a formal notice of school bond election and the mailing of the sample ballot and tax rate statement (described in Section 9401 of the Elections Code) pursuant to the terms of Section 5363 of the Education Code and the Elections Code. The Board hereby requests the County Registrar to publish the Full Text of the Measure, the Abbreviated Ballot Measure, and the Tax Rate Statement attached hereto as Exhibit C in the ballot materials.

Section 11. Canvass of Returns. The Board of Supervisors is authorized to canvass the returns of the election pursuant to Section 10411 of the Elections Code.

Section 12. Ballot Arguments; Tax Rate Statement. In addition to any individual voter who is eligible to vote on the bond measure, or any bona fide association of citizens, any and all members of this Board are hereby authorized to act as an author of any ballot argument prepared in connection with the election, including a rebuttal argument. The Board hereby approves the form of the Tax Rate Statement attached hereto as Exhibit C. The President of the Board, the Superintendent, the Associate Superintendent of Business Services/Chief Business Officer, the Senior Director, Controller, or any designee of the foregoing, are hereby authorized to execute the attached Tax Rate Statement or other document and to perform all acts necessary to place the bond measure on the ballot.

Section 13. Current Interest Bonds; Tax Rate. The Bonds shall be issued under the Act, under the provisions of Section 53506 *et seq.* of the California Government Code, if lawfully available to the District, or under any other provision of law authorizing the issuance of general obligation bonds by school districts. The Bonds shall be issued as current interest bonds and shall not be issued as capital appreciation bonds. No series of Bonds shall be issued if such issuance would cause the tax rate levied to pay debt service on all of the outstanding Bonds to exceed \$60 per year per \$100,000 of taxable property (as defined in Section 15268 of the Act), based on projections made by the District at the time of issuance of such series of Bonds.

Section 14. State Matching Funds. Certain of the Projects may require state matching funds for completion. Approval of the District's bond measure does not guarantee that the proposed Projects will be funded beyond the local revenues generated by this bond measure. The District's proposal for the Projects may assume receipt of matching state funds, which could be subject to appropriation by the Legislature or approval of a statewide bond measure. Reductions in state funds may result in a subsequent reduction in funding of Projects provided for herein.

Section 15. General Authorization with Respect to the Bond Measure. The members of the Board, the Superintendent, the Associate Superintendent of Business Services/Chief Business Officer, the Senior Director, Controller, and the other officers of the District are hereby authorized and directed, individually and collectively, to do any and all things and to execute, deliver, and perform any and all agreements and documents that they deem necessary or advisable in order to effectuate the purposes of this Resolution, including, without limitation, to prepare and submit a tax rate statement for inclusion in the voter information pamphlet and an argument in favor of passage of the ballot proposition. All actions heretofore taken by the officers and agents of the District that are in conformity with the purposes and intent of this Resolution are hereby ratified, confirmed, and approved in all respect.

Section 16. Financial Advisor. Isom Advisors, A Division of Urban Futures, Inc., is hereby retained as financial advisor with respect to the Bonds. The Superintendent, the Associate Superintendent of Business Services/Chief Business Officer, the Senior Director,

Controller, and their respective designees, and each of them individually, are hereby authorized to execute and deliver a services agreement with such firm in the form of such agreement on file with the Secretary of the Board.

Section 17. Underwriter. Stifel, Nicolaus & Company, Incorporated is hereby retained as the underwriter with respect to the Bonds. The Superintendent, the Associate Superintendent of Business Services/Chief Business Officer, the Senior Director, Controller, and their respective designees, and each of them individually, are hereby authorized to execute and deliver a services agreement with such firm in the form of such agreement on file with the Secretary of the Board.

Section 18. Bond and Disclosure Counsel. Dannis Woliver and Kelly is hereby retained to provide pre-election services and, following passage of the bond measure, as bond and disclosure counsel to the District with respect to the Bonds. The Superintendent, the Associate Superintendent of Business Services/Chief Business Officer, the Senior Director, Controller, and their respective designees, and each of them individually, are hereby authorized to execute and deliver a legal services agreement with such firm in the form of such agreement on file with the Secretary of the Board.

Section 19. Official Intent to Reimburse Expenditures. The District intends to undertake the Projects as identified in Exhibit A. The District intends to use the proceeds of its general obligation bonds described in this Resolution to finance the Projects. The District may pay certain capital expenditures (the "Reimbursement Expenditures") in connection with the Projects prior to the issuance of the Bonds. The District reasonably expects that Bonds in an amount not expected to exceed \$281,000,000 will be issued by it for the purpose of financing the Projects on a long-term basis and that certain of the proceeds of such debt obligations may be used to reimburse the District for the Reimbursement Expenditures. The Board hereby declares the District's official intent to use a portion of the proceeds of the Bonds to reimburse the District for the Reimbursement Expenditures. The foregoing statement is a declaration of official intent that is made under and only for the purpose of establishing compliance with the requirements of Treasury Regulations section 1.150-2.

Section 20. Effective Date. This Resolution shall take effect immediately upon its adoption.

PASSED AND ADOPTED by the following vote of the members of the Board of Education of the Lodi Unified School District, of San Joaquin County, State of California, this 12th day of July 2016:

AYES: Cassel; Freitas; Heberle; Nava; Neely; Talken and Womack

NOES: None

ABSENT: None

ABSTAIN: None


Clerk of the Board Of Education



President of the Board of Education

EXHIBIT A

BALLOT MEASURE FULL TEXT OF MEASURE

Local School Repair/Student Safety Measure. To repair and upgrade aging classrooms in local schools to prepare students for college and careers, retain/attract quality teachers and improve student health/safety by removing mold/asbestos/lead paint, repairing leaky roofs, updating classrooms and acquiring/constructing/modernizing sites/facilities/equipment, shall Lodi Unified School District issue \$281,000,000 of bonds at legal interest rates, with citizens' oversight, annual audits, no money for administrators' salaries/pensions and all funds staying local?

Bonds—Yes

Bonds—No

BOND AUTHORIZATION

By approval of this proposition by at least 55 percent of the registered voters voting on the measure, the Lodi Unified School District (the "District") will be authorized to issue and sell bonds of up to \$281,000,000 in aggregated principal at interest rates not in excess of the legal limit and to provide financing for the specific projects listed in the Bond Project List described below, subject to all the accountability requirements specified below.

The Bonds may be issued under the provisions of the California Education Code (starting at Section 15100), under the provisions of the California Government Code (starting at Section 53506), or under any other provision of law authorizing the issuance of general obligation bonds by school districts. The Bonds may be issued in series by the District from time to time, and each series of Bonds shall mature within the legal limitations set forth in the applicable law under which the Bonds are issued.

FINANCING PLAN

The District intends to use the Bonds to modernize, replace, renovate, construct, acquire and rebuild the District facilities on the Bond Project List.

All Bonds will be sold as current interest bonds and the use of capital appreciation bonds will not be permitted. No series of Bonds will be issued if such issuance would cause the tax rate levied to pay debt service on all of the outstanding Bonds to exceed \$60 per year per \$100,000 of taxable property, based on projections made by the District at the time of issuance of such series of Bonds.

ACCOUNTABILITY REQUIREMENTS

The provisions in this section are specifically included in this proposition in order that the voters and taxpayers in the District may be assured that their money will be spent wisely. Expenditures to address specific facility needs of the District will be in

compliance with the requirements of Article XIII A, Section 1(b)(3), of the State Constitution and the Strict Accountability in Local School Construction Bonds Act of 2000 (codified at Education Code Sections 15264 and following).

Evaluation of Needs. The Board of Education of the District (the “Board of Education”) has identified detailed facility needs of the District and has determined which projects to finance from a local bond at this time. The Board of Education hereby certifies that it has evaluated safety, class size reduction, enrollment growth, and information technology needs in developing the Bond Project List shown below.

Independent Citizens’ Oversight Committee. The Board of Education shall establish an Independent Citizens’ Oversight Committee under Education Code Section 15278 and following to ensure that bond proceeds are expended only on the school facilities projects listed below. The committee will be established within 60 days of the date when the results of the election appear in the minutes of the Board of Education.

Performance Audits. The Board of Education shall conduct an annual, independent performance audit to ensure that the bond proceeds have been expended only on the school facilities projects described in the Bond Project List below.

Financial Audits. The Board of Education shall conduct an annual, independent financial audit of the bond proceeds until all of those proceeds have been spent for the school facilities projects described in the Bond Project List below.

Annual Report. The Associate Superintendent of Business Services/Chief Business Officer of the District will cause an annual report to be filed with the Board of Education, the first report to be filed not later than one year after the issuance of the first series of the bonds, which report will contain pertinent information regarding the amount of funds collected and expended, as well as the status of the projects listed in this measure, as required by applicable California law.

Expenditure of Bond Proceeds. The proceeds from the sale of the District’s bonds will be used only for the purposes specified in this measure, and not for any other purpose. Such proceeds will be deposited into a Project Fund to be held by the San Joaquin County Treasurer, as required by the California Education Code.

FURTHER SPECIFICATIONS

No Administrator Salaries. Proceeds from the sale of bonds authorized by this proposition shall be used only for the school facilities projects on the Bond Project List below, and not for any other purpose, including teacher and administrator salaries and other school operating expenses; provided, however, that bond proceeds may be used to pay for project administration by District personnel during the duration of such projects.

BOND PROJECT LIST

Scope of Projects. The Bond Project List shown below is a part of the ballot measure and must be reproduced in any official document required to contain the full statement of the bond measure.

The Board of Education is committed to repairing and upgrading its old schools, attracting and retaining quality teachers, and preparing students for college and careers, removing mold, asbestos, and lead paint, repairing leaky roofs, and ensuring the safety and security of all students. To that end, the Board of Education received input from teachers, staff and the community and evaluated the District's urgent and critical facility needs, including the need for up-to-date technology, science labs, safety issues, and computer and information technology; and adopted a Long Range Facilities Master Plan presented to the Board of Education on June 7, 2016. In developing the scope of projects, community members were engaged to prioritize the key health and safety and repair needs so that the most critical school site needs are addressed.

In approving the following priorities Project List, the Board of Education determines that the District must:

- (a) attract and retain quality teachers
- (b) improve student safety;
- (c) remove hazardous materials like asbestos, mold and lead paint from older school sites;
- (d) provide clean and safe classrooms and a quality learning environment for current and future students;
- (e) update deteriorating and outdated electrical systems and wiring to provide job training for students who plan to enter the workforce right after high school; and
- (f) adhere to specific fiscal accountability safeguards such as:
 - (i) ensure all funds are only used locally;
 - (ii) prohibit the State from taking any of the funds raised;
 - (iii) require that expenditures are subject to annual independent financial audits;
 - (iv) prohibit funds from being used for administrators' salaries or pensions; and
 - (v) require independent citizens' oversight of bond funds.

Bond proceeds will be expended to modernize, replace, renovate, construct, acquire and rebuild the District's facilities as described in the following list. Whenever specific items are included in the following list, they are presented to provide an example and are not intended to limit the generality of the broader description of the types of authorized projects.

The Project List includes the following types of upgrades and improvements at the following District schools:

| | | |
|------------------------|----------------------------|-------------------|
| Ansel Adams | Lois E. Borchardt | Tokay Colony |
| Beckman | Manlio Silva | Turner Academy |
| Clairmont | Joe Serna Jr. | Walter J. Katnich |
| Clyde W. Needham | Christa McAuliffe | Tokay |
| Creekside | Delta Sierra | Millswood |
| Davis | Henderson | Morada |
| Elkhorn | Lodi Middle | Lockeford |
| Ellerth E. Larson | Bear Creek | Oakwood |
| Erma B. Reese | Liberty | Parklane |
| George Lincoln Mosher | Lodi High | Podesta Ranch |
| George Washington | Plaza Robles | Sutherland |
| Heritage | Ronald E. McNair | Victor |
| John Muir | Lincoln Tech. Academy | Vinewood |
| Julia Morgan | Needham West | Wagner Holt |
| Lakewood | School/Readiness Preschool | Westwood |
| Lawrence Leroy Nichols | Turner | Woodbridge |
| Live Oak | Houston | |

Such projects shall include but shall not be limited to:

1. **Repairing and upgrading aging schools District-wide.** Most of our schools were built decades ago and, as a result, many are aging and in need of basic health and safety upgrades. Funds from this measure will be used to repair deteriorating restrooms and leaky roofs, remove mold, asbestos, and lead paint, and replace outdated electrical, heating and air conditioning so children can learn in safe, healthy classrooms.
 - Upgrade moldy, deteriorating portable classrooms, or replace with permanent classrooms
 - Repair roofs
 - Remove asbestos
 - Repair and rebuild aging classrooms and school facilities to meet health and safety requirements
 - Repair and upgrade school heating and air conditioning systems
 - Meet handicapped accessibility (ADA) requirements in restrooms, classrooms and schools sites
 - Provide adequate facilities for physical education to keep students healthy
 - Remove lead paint
 - Repair deteriorating restrooms
 - Repair aging plumbing systems
 - Remove mold
2. **School Safety and Security Upgrades.** Many schools are outdated or have insufficient security features that need to be improved. This measure will help install security fencing, cameras and lighting, and upgrade other essential security systems to provide safe learning environments.
 - Improve campus security by installing additional lighting, fencing, and access control
 - Update fire alarm and sprinkler systems
 - Reconstruct/reconfigure loading zones and parking lots for student safety

3. **Technology and Science Modernization Projects.** In order to succeed in the twenty-first century economy, our students need skills in the fields of science, technology, engineering, and math. This measure will improve and upgrade classrooms so that all students have access to the education programs and technology necessary to prepare them for college and careers. Additionally, it will allow students in technical and vocational education programs access to hands-on interactive learning tools to help them acquire the real-world skills they need to compete for good-paying jobs when they graduate.

- Update deteriorating and outdated electrical systems/infrastructures and wiring for computer technology and internet access
- Provide new science labs
- Upgrade career technical and vocational classrooms
- Upgrade classroom technology to prepare students for the 21st Century economy
- Improve student access to computers and modern technology

Each of the bond projects described in this Bond Project List include all costs incidental but directly related to the specific projects described above. Such costs include, but are not limited to, demolition of existing structures, rental or construction of storage facilities and other space on an interim basis for materials and other equipment and furnishings displaced during construction, interim classrooms and facilities for students, administrators, and school functions but only to the extent such facilities are deemed necessary by the Board of Education as a result of unforeseen conditions, addressing unforeseen conditions revealed by construction/modernization and other necessary improvements required to comply with existing building codes, including the Field Act, access requirements of the Americans with Disabilities Act ("ADA"), costs of the election, bond issuance costs and project administration during the duration of such projects, including administration by District personnel.

For any project listed above with respect to construction at an existing District site, the District is authorized to identify an alternate site and/or acquire land for such purpose and construct the approved project at such site if the District has determined that the existing site does not satisfy any requirements of the Division of State Architect or other State laws, codes and regulations applicable to public school sites.

The order in which school facilities projects are listed above does not suggest an order of priority. Project priority will be determined by the District Board. The District is unable to anticipate all unforeseen circumstances which may prevent some of the projects listed above from being undertaken or completed.

Projects Subject to Available Funding. The foregoing list of projects is subject to the availability of adequate funding to the District. Approval of the bond measure does not guarantee that the proposed projects in the District that are the subject of bonds under the measure will be funded beyond the local revenues generated by the bond measure. The District's proposal for the projects may assume the receipt of matching state funds, which could be subject to appropriation by the Legislature or approval of a statewide bond measure.



Program Management Plan

APPENDIX B

Responsibility Matrix



| Phase | Design_Programming | Design_Schematic | Design_Development | Construction Drawings | | X = PRIMRY responsibility. Act and/or provide deliverables. 0 = SECONDARY responsibility. Participate, provide input. Actions might be required but no obligation to provide deliverables, approval, or make final decision. BLANK = Does not participate. | | | | | | | | | | | | |
|----------|--------------------|------------------|--------------------|-----------------------|--|--|-------------------------------|----------------------------|-------------|--------------------------------|---------------------------|-----------|-------------------------|----------------------------------|---|--|--------------------------|-------------|
| | | | | | | LUSD Facilities & Planning Director | Program Manager (Vanir) | LUSD Business Office | LUSD M&O | LUSD Technology Services | LUSD Site Principal | Architect | Construction Manager | Planning Consultant (CEQA) | Civil Engineering and Surveying Consultant | Hazardous Material (Industrial Hygenist) Consultant | Geotechnical Engineer | Testing Lab |
| 1_Admin | | | | | Develop necessary committees and programs including Community Outreach. | x | | | | | | | | | | | | |
| 1_Admin | | | | | Develop and Implement Community Relations and Information Plan. | x | | | | | | | | | | | | |
| 1_Admin | | | | | Develop site planning and committee approval processes. | x | | | | | | | | | | | | |
| 1_Admin | | | | | Facilitate site planning and committee meetings. | x | | | | | | | | | | | | |
| 1_Admin | | | | | Presentations to Board of Trustees, Facilities Sub-Committee(s). | x | 0 | | | | | | | | | | | |
| 1_Admin | | | | | Submit Bond Program Status Reports. | x | 0 | | | | | | | | | | | |
| 1_Admin | | | | | Develop accounting system to support and interface with District. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Compile Master Program Budget(s). Provide accounting and budget reports through completion. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Maintain project and program cost accounting records from start of project through close-out. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Prepare and process DSA Applications. | | 0 | | | | | x | | | | | | |
| 1_Admin | | | | | Prepare and submit CDE Application Packages. | | 0 | | | | | x | | | | | | |
| 1_Admin | | | | | Oversee agency approval/permitting processes of construction plans. | | 0 | | | | | x | | | | | | |
| 1_Admin | | | | | Develop Master Front-End Documents with Legal Counsel. Review and edit District documents. | 0 | x | | | | | | | | | | | |
| | | | | | Develop RFQ, RFP, Contracts, and procurement process for District program support and consulting needs including: Geotechnical Civil/Surveying Environmental and Land Use Planning (CEQA) Hazardous Materials (Industrial Hygenist) Inspectors Testing Lab and Social Interaction | | | | | | | | | | | | | |
| 1_Admin | | | | | | 0 | x | | | | | | | | | | | |
| | | | | | Develop and coordinate RFP's and RFP process for professional service contracts. Specifically: Lobbying/Funding/OPSC Legal Services Financial and Financial Advising | | | | x | | | | | | | | | |
| 1_Admin | | | | | | 0 | | | x | | | | | | | | | |
| 1_Admin | | | | | Develop RFQ, RFP, bidding criteria, Contracts, and procurement process for for construction contracts. | 0 | x | | | | | | | | | | | |
| 1_Admin | | | | | Oversee and assist Design Team(s) through all phases of Design and Engineering. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Manage and coordinate project planning and scheduling tasks. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Provide, negotiate and oversee responsibility matrix with all participants. | 0 | x | | | | | | | | | | | |
| 1_Admin | | | | | Write and publish Program Mangement Plan | | x | | | | | | | | | | | |
| 1_Admin | | | | | Develop and roll-out communicaton plan | | x | | | | | | | | | | | |
| 1_Admin | | | | | Submit Program Management Plan and revisions to Board of Education | x | 0 | | | | | | | | | | | |
| 1_Admin | | | | | Approve Program Management Plan | x | | | x | | | | | | | | | |
| 1_Admin | | | | | Provide monthly reports of actual expenditures and data from Financial Activity Reports to Program Manager. | | | | x | | | | | | | | | |
| 1_Admin | | | | | Monitor the performance of consultants. Review invoices and make recommendation to Director of F&P for payment. Track status of consultant contracts. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Prepare periodic Program Status Reports. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Prepare periodic Project Status Reports. | | 0 | | | | | x | | | | | | |
| 1_Admin | | | | | Maintain the program management information and control system. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Manage the program management information and control system subconsultant contract. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Write Project Management Plan Template | | x | | | | | | | | | | | |
| 1_Admin | | | | | Write Construction Procedures Manual Template | | x | | | | | | | | | | | |
| 1_Admin | | | | | Write Project Management Plans for each project. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Write Construction Procedures Manuals for each project. | | | | | | | x | | | | | | |
| 1_Admin | | | | | Oversee and assist Construction Management firms through all phases of Design and Engineering. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Develop program and project filing systems. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Conduct design progress meetings and reconciliation meetings with designers and consultants. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Prepare and maintain program master schedule. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Coordinate the execution of contracts. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Lead Program meetings and record minutes. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Maintain Program cost accounting records | | x | | | | | | | | | | | |
| 1_Admin | | | | | Establish procedures for intake, evaluaiton, and approval of construction payment applications. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Establish procedures for intake, evaluaiton, and approval of professional services payment applications. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Establish standards and procedures for contract administration. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Establish standards and procedures for claims management. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Establish standards and procedures for quality assurance. | | x | | | | | | | | | | | |
| 1_Admin | | | | | Prepare contracts and procurement process for services for geophysical exploration for select areas where existing underground or hidden utilites | | x | | | | | | | | | | | |
| 1_Admin | | | | | Oversee and coordinate the various consultants and sub-consultants with the Design Team(s) and District. | 0 | x | | | | | | | | | | | |
| 2_Design | | | | | Review design submittals for clarity, completeness, constructibility, coordination. | | x | | | | | | | | | | | |
| 2_Design | | | | | Review design submittals for compliance with the owner's program. | | x | | | | | | | | | | | |
| 2_Design | | | | | Review design submittals for phasing and construction logistics. | | 0 | | | | | x | | | | | | |
| 2_Design | | | | | Develop and publish Educational Specifications. | x | | | | | | | | | | | | |

| Phase | Design_Programming | Design_Schematic | Design_Development | Construction Drawings | | X = PRIMRY responsibility. Act and/or provide deliverables. 0 = SECONDARY responsibility. Participate, provide input. Actions might be required but no obligation to provide deliverables, approval, or make final decision. BLANK = Does not participate. | | | | | | | | | | | | | |
|----------|--------------------|------------------|--------------------|-----------------------|---|--|-------------------------------|----------------------------|-------------|--------------------------------|---------------------------|-----------|-------------------------|----------------------------------|---|--|--------------------------|-------------|-----------|
| | | | | | | LUSD Facilities & Planning Director | Program Manager (Vanir) | LUSD Business Office | LUSD M&O | LUSD Technology Services | LUSD Site Principal | Architect | Construction Manager | Planning Consultant (CEQA) | Civil Engineering and Surveying Consultant | Hazardous Material (Industrial Hygenist) Consultant | Geotechnical Engineer | Testing Lab | Inspector |
| 2_Design | | | | | Develop Design Criteria and Standards | | | | | | | x | | | | | | | |
| 2_Design | | | | | Develop Space/Adjacency Programming | | | | | | | x | | | | | | | |
| 2_Design | | | | | Develop Food Service Plan/Program | | | | | | | x | | | | | | | |
| 2_Design | | | | | Develop Equipment Program | | | | | | | x | | | | | | | |
| 2_Design | | | | | Develop District design standards. | | | | | | | x | | | | | | | |
| 2_Design | | | | | Develop District model specifications | | | | | | | x | | | | | | | |
| 2_Design | | | | | Consult with various District department heads relating to program needs. | | | | | | | x | | | | | | | |
| 2_Design | | | | | Conduct squatting sessions on site to assess site, interview stakeholders, and prepare problem seeking and requirements list. | | | | | | | x | | | | | | | |
| 2_Design | | | | | Review and evaluate the District's Long Range Facility Master Plan. | | x | | | | | x | | | | | | | |
| 2_Design | | | | | Develop or update Master Plan, as needed. | x | 0 | | | | | | | | | | | | |
| 2_Design | | | | | Develop District Maintenance Standards. | | | | x | | | 0 | | | | | | | |
| 2_Design | | | | | Prepare CEQA studies, EIR's and related documents. | | | | | | | | x | | | | | | |
| 2_Design | | | | | Prepare DTSC Studies and related documents. | | | | | | | | x | | | | | | |
| 2_Design | | | | | Provide code analysis, documentation and interpretations. | | | | | | | x | | | | | | | |
| 2_Design | | | | | Conduct Geotech, Soils Studies. | | | | | | | | | | | | x | | |
| 2_Design | | | | | Conduct HazMat Studies. | | | | | | | | | | | x | | | |
| 2_Design | | | | | Determine project name and scope. | x | 0 | | | | | 0 | | | | | | | |
| 2_Design | | | | | Establish project budget | x | 0 | | | | | | | | | | | | |
| 2_Design | | | | | Review program. | x | 0 | | | | | | | | | | | | |
| 2_Design | | | | | Review, reproduce and provide Design Team(s) with all available information and drawings relative to existing facility conditions and criteria. | x | 0 | | | | | | | | | | | | |
| 2_Design | | | | | Assist Design Team(s) in accurately documenting existing conditions. | x | | | x | | | | | | | | | | |
| 2_Design | | | | | Field verify existing conditions. | 0 | | | 0 | | | x | | | | | | | |
| 2_Design | | | | | Prepare preliminary and final program standards. | 0 | x | | | | | | | | | | | | |
| 2_Design | | | | | Evaluate and provide recommendations regarding site development and planning. | | x | | | | | | x | | | | | | |
| 2_Design | | | | | Develop programming and schematic documents. | | 0 | | | | | x | | | | | | | |
| 2_Design | | | | | Approve architectural program and project scope | x | | | | | | | | | | | | | |
| 2_Design | x | x | x | x | Prepare estimates of probable construction cost. | | | | | | | x | | | | | | | |
| 2_Design | x | x | x | x | Reconcile project cost estimates with program, scope, and budget. | | x | | | | | 0 | | | | | | | |
| 2_Design | | | | x | Prepare final pre-bid project cost estimate incorporating any required adjustments to project scope. | | | | | | | x | | | | | | | |
| 2_Design | | | | | Obtain final acceptance of project scope from all stakeholders. | 0 | 0 | | | | | x | | | | | | | |
| 2_Design | | | | | Approve programming phase deliverables. | x | 0 | | | | | | | | | | | | |
| 2_Design | | | | | Conduct search to verify open DSA numbered projects on school sites. | x | 0 | | 0 | | | | | | | | | | |
| 2_Design | | | | | Develop FF&E plans and schedules for schools to be submitted for CTE funding. | | 0 | | | | | x | | | | | | | |
| 2_Design | | | | | stakeholder buy-in to project direction and scope. | 0 | 0 | | | | | x | | | | | | | |
| 2_Design | | | | | Develop plan to apply for funding for each school and funding source. | 0 | x | | | | | | | | | | | | |
| 2_Design | x | x | x | x | Produce design deliverables in the form of reports, drawings (BIM models), and specifications. | | | | | | | x | | | | | | | |
| 2_Design | x | | x | x | Conduct cost estimate reconciliation meeting. | | x | | | | | 0 | | | | | | | |
| 2_Design | | x | x | x | Prepare conformed cost estimate integrating agreements from previous cost reconciliation meeting. | | | | | | | x | | | | | | | |
| 2_Design | | x | | | Approval of Schematic Design Phase deliverables. | x | | | | | | | | | | | | | |
| 2_Design | | | | x | Evaluate construction phasing needs. | | 0 | | | | | | x | | | | | | |
| 2_Design | x | x | x | x | Review and assist the District in the evaluation of any alternative design approaches. | | 0 | | | | | x | | | | | | | |
| 2_Design | | | | x | Develop bid alternates to maintain budget. | | 0 | | | | | x | | | | | | | |
| 2_Design | | | | | Review and facilitate final selection of materials and construction systems. | 0 | | | 0 | | | x | | | | | | | |
| 2_Design | | | | | Evaluate need for procurement of long leadtime items. | | x | | | | | 0 | 0 | | | | | | |
| 2_Design | | | | | Determine F&E (furniture and equipment) needs not included in construction contract. | | x | | | | | 0 | 0 | | | | | | |
| 2_Design | | x | x | x | Conduct back-check of design conformed to review comments. | 0 | x | | 0 | | 0 | 0 | 0 | | | | | | |
| 2_Design | | | | | Approval of Design Development Phase. | x | | | | | | | | | | | | | |
| 2_Design | | | | | Develop interim housing/swing space plan. | | x | | | | | 0 | 0 | | | | | | |
| 2_Design | | | | | Develop FF&E plans and schedules for schools that were not developed in programming phase. | | | | | | | x | | | | | | | |
| 2_Design | | | | | CASp review | | | | | | | x | | | | | | | |
| 2_Design | | | | | Complete final drawings in preparation for DSA submittal and bidding. | | | | | | | x | | | | | | | |
| 2_Design | | | | | Finalize building specifications. | | | | | | | x | | | | | | | |
| 2_Design | | | | | Prepare Conditions of the Contract (Divisions 0 and 1) | | 0 | | | | | | x | | | | | | |
| 2_Design | | | | | Assemble Project Manual. | | 0 | | | | | 0 | x | | | | | | |
| 2_Design | | | | | Coordinate architectural and engineering systems. | | | | | | | | | | | | | | |
| 2_Design | | | | | Obtain final agency approvals (SFM, DSA, OPSC and Local Fire) . | | | | | | | | | | | | | | |
| 2_Design | | | | | Monitor agency approvals. | | 0 | | | | | x | | | | | | | |
| 2_Design | | | | | Prepare Storm Water Pollution Prevention Plan Design and engineering documents. | | | | | | | x | | | | | | | |

| Phase | Design_Programming | Design_Schematic | Design Development | Construction Drawings | | X = PRIMRY responsibility. Act and/or provide deliverables. 0 = SECONDARY responsibility. Participate, provide input. Actions might be required but no obligation to provide deliverables, approval, or make final decision. BLANK = Does not participate. | | | | | | | | | | | | |
|----------|--------------------|------------------|--------------------|-----------------------|--|--|-------------------------|----------------------|----------|--------------------------|---------------------|-----------|----------------------|----------------------------|--|---|-----------------------|-------------|
| | | | | | | LUSD Facilities & Planning Director | Program Manager (Vanir) | LUSD Business Office | LUSD M&O | LUSD Technology Services | LUSD Site Principal | Architect | Construction Manager | Planning Consultant (CEQA) | Civil Engineering and Surveying Consultant | Hazardous Material (Industrial Hygenist) Consultant | Geotechnical Engineer | Testing Lab |
| 2_Design | | | | | Constructability Review | | | | | | | | | | | | | |
| 2_Design | | | | | Constructability back-check | | | | | | | | | | | | | |
| 2_Design | | | | | Conduct virtual plan review session with all stakeholders. | | | | | | | | | | | | | |
| 2_Design | | | | | Conduct virtual design review comment reconciliation session. | | | | | | | | | | | | | |
| 2_Design | | | | | Conduct back-check of design conformed to review comments. | | | | | | | | | | | | | |
| 2_Design | | | | | Prepare color boards. | | | | | | | x | | | | | | |
| 2_Design | | | | | Develop detailed documentation on Multiple Contract delivery. | | x | | | | | 0 | 0 | | | | | |
| 2_Design | | | | | Confirm quality assurance of construction documents through each phase of design. | | | | | | | | | | | | | |
| 2_Design | | | | | | | x | | | | | 0 | | | | | | |
| 2_Design | x | x | x | x | Monitor progress of the Construction Document phase. | | x | | | | | | | | | | | |
| 2_Design | | x | x | x | Review contract documents progress. | 0 | x | | 0 | 0 | 0 | | x | | | | | |
| 2_Design | | | | | Review plans and specifications for Constructibility and Coordination. | | | | | | | | x | | | | | |
| 2_Design | | | | | Finalize phasing plan. | | | | | | | | x | | | | | |
| 2_Design | | | | | Finalize interim housing arrangements. | | | | | | | | x | | | | | |
| 2_Design | | | | | Facilitate review and approval of the CD phase through the District and Board of Education upon completion of drawings and agency approvals. | | x | | | | | | | | | | | |
| 2_Design | | | | | Preparation of CDE documents as well as assisting in the preparation of state funding documents | | | | | | | | | | | | | |
| 2_Design | | | | | | | | | | | | x | | | | | | |
| 2_Design | | | | | Sign and submit applications to DSA for inspectors of record. | | | | | | | x | | | | | | |
| 2_Design | | | | | Coordinate the distribution of design documents to bidders and the construction team. | | | | | | | x | | | | | | |
| 2_Design | | | | | Lead Design Meetings and record minutes | | x | | | | | | | | | | | |
| 3_B&A | | | | | Facilitate District/Board approval for bid. | | x | | | | | | | | | | | |
| 3_B&A | | | | | Prepare bidding documents and procurement forms. | 0 | x | | | | | | | | | | | |
| 3_B&A | | | | | Determine bid opening date. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Select bid alternates. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Prepare bid packages | | | | | | | | x | | | | | |
| 3_B&A | | | | | Initiate the procurement process for long leadtime items, Owner furnished items when prudent and appropriate. | | x | | | | | | 0 | | | | | |
| 3_B&A | | | | | Develop bid list. | | | | | | | | x | | | | | |
| 3_B&A | | | | | Prepare notice inviting bids. | | 0 | | | | | | x | | | | | |
| 3_B&A | | | | | Facilitate advertising, reproduction and distribution of bid documents. | | x | | | | | | 0 | | | | | |
| 3_B&A | | | | | Market and network broader interest outreach. | | | | | | | | x | | | | | |
| 3_B&A | | | | | Issue bid packages, receive deposits and maintain deposits and Bidders Lists. | 0 | x | | | | | | 0 | | | | | |
| 3_B&A | | | | | Review bidder's questions. | | 0 | | | | | | x | | | | | |
| 3_B&A | | | | | Provide clarification/issue addenda. | | 0 | | | | | x | 0 | | | | | |
| 3_B&A | | | | | Establish and/or implement any pre-qualification or performance criteria. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Coordinate and oversee Pre-Bid meetings. | | 0 | | | | | | x | | | | | |
| 3_B&A | | | | | Conduct Bid Opening. | x | 0 | | | | | | 0 | | | | | |
| 3_B&A | | | | | Review and evaluate bids. | 0 | x | | | | | | 0 | | | | | |
| 3_B&A | | | | | Report bid evaluation to District. | | x | | | | | | 0 | | | | | |
| 3_B&A | | | | | Bid dispute resolution. | 0 | x | | | | | | | | | | | |
| 3_B&A | | | | | Package for award through District and Board. | 0 | x | | | | | | 0 | | | | | |
| 3_B&A | | | | | Prepare/issue Notice of Award. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Prepare/issue Contracts. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Facilitate contract processing. Review bonds and insurance. Verify compliance. | x | 0 | 0 | | | | | 0 | | | | | |
| 3_B&A | | | | | Obtain approvals by Counsel. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Return Bid Surety checks. | x | | | | | | | | | | | | |
| 3_B&A | | | | | Refund plan deposits. | x | | | | | | | | | | | | |
| 3_B&A | | | | | Receive and file proof of publication. | x | | | | | | | | | | | | |
| 3_B&A | | | | | Notify site of Project Award, coordinate particulars. | x | | | | | | | | | | | | |
| 3_B&A | | | | | Solicit bidders. Conduct bid marketing campaign. | | 0 | | | | | | x | | | | | |
| 3_B&A | | | | | Pre-qualify contractors. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Publish notices and advertisements. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Make bid documents available. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Answer bidder questions and provide information to bidders. | | 0 | | | | | x | 0 | | | | | |
| 3_B&A | | | | | Publish addenda to bid documents. | | x | | | | | | | | | | | |
| 3_B&A | | | | | Create addenda to bid documents. | | | | | | | x | | | | | | |
| 3_B&A | | | | | Open bids. | x | 0 | | | | | | | | | | | |
| 3_B&A | | | | | Evaluate bids and make award recommnedations. | | x | | | | | | | | | | | |
| 3_B&A | | | | | Coordinate the execution of contracts. | | x | | | | | | | | | | | |
| 3_B&A | | | | | Coordinate efforts involving owner-purchased equipment and material. | | x | | | | | | 0 | | | | | |
| 4_C | | | | | Maintain construction project files and records. | | | | | | | | x | | | | | |

| Phase | Design_Programming | Design_Schematic | Design_Development | Construction Drawings | | X = PRIMARY responsibility. Act and/or provide deliverables. 0 = SECONDARY responsibility. Participate, provide input. Actions might be required but no obligation to provide deliverables, approval, or make final decision. BLANK = Does not participate. | | | | | | | | | | | | | |
|---------|--------------------|------------------|--------------------|-----------------------|--|---|-------------------------|----------------------|----------|--------------------------|---------------------|-----------|----------------------|----------------------------|--|---|-----------------------|-------------|-----------|
| | | | | | | LUSD Facilities & Planning Director | Program Manager (Vanir) | LUSD Business Office | LUSD M&O | LUSD Technology Services | LUSD Site Principal | Architect | Construction Manager | Planning Consultant (CEQA) | Civil Engineering and Surveying Consultant | Hazardous Material (Industrial Hygenist) Consultant | Geotechnical Engineer | Testing Lab | Inspector |
| 4_C | | | | | Maintain construction project files and records. | | | | | | | | x | | | | | | |
| 4_C | | | | | Plan and organize interim housing and transition. | | | | | | | | x | | | | | | |
| | | | | | Plan and manage move-in and out activities including temporary facilities. | | | | | | | | | | | | | | |
| 4_C | | | | | | | | | 0 | | | | x | | | | | | |
| 4_C | | | | | Issue Notice to Proceed | x | 0 | | | | | | | | | | | | |
| 4_C | | | | | Coordinate/facilitate site preparation for construction. | | | | | | | | x | | | | | | |
| 4_C | | | | | Administer the Construction Contract(s). | | | | | | | | x | | | | | | |
| 4_C | | | | | Maintain the construction cost accounting system and provide reports to LUSD and Program Manager. | | | | | | | | x | | | | | | |
| 4_C | | | | | Manage and control construction phase costs to ensure construction phase of project is delivered within budget. | | | | | | | | x | | | | | | |
| 4_C | | | | | Manage and control the contract change process. Provide independent check estimating and negotiate contract changes. | | | | | | | | x | | | | | | |
| 4_C | | | | | Assist in the interpretation of construction contract requirements. | | | | | | | | x | | | | | | |
| 4_C | | | | | Oversee contractor compliance with the Construction Documents. | | | | | | | | x | | | | | | |
| 4_C | | | | | Coordinate concurrent vendors, contractors, consultants and multiple contract administration tasks on the construction project. | | | | | | | | | | | | | | |
| 4_C | | | | | Manage, coordinate, and control construction services provided by District Employees. | 0 | | | x | | | | | | | | | | |
| 4_C | | | | | Review Contractors' Safety Programs. | | | | | | | | x | | | | | | |
| 4_C | | | | | Receive, process and distribute RFI's. | | | | | | | | x | | | | | | |
| 4_C | | | | | Review, evaluate and respond to RFI's. | | | | | | | x | | | | | | | |
| 4_C | | | | | Monitor progress of the project, A&E Teams' response to RFI's and submittals. | | | | | | | | x | | | | | | |
| 4_C | | | | | Conduct weekly construction meetings; compile and distribute meeting minutes. | | | | | | | | | | | | | | |
| 4_C | | | | | Facilitate monthly reporting to Director of Facilities, Business Manager or Superintendent. | | x | | | | | | | | | | | | |
| 4_C | | | | | Prepare detailed Monthly Reports for the District documenting the progress of the construction project with sequential pictures of the progress of construction, as requested. | | | | | | | | x | | | | | | |
| 4_C | | | | | Provide video or photos documenting demolition and construction activities. | | | | | | | | x | | | | | | |
| 4_C | | | | | Administer Testing and Inspection Services. | | | | | | | | x | | | | | | |
| 4_C | | | | | Administer, process, and manage submittals and substitution requests submitted by contractors. | | | | | | | | x | | | | | | |
| 4_C | | | | | ☑Maintain records of payments. | | | | | | | | x | | | | | | |
| 4_C | | | | | ☑Coordinate and assemble contractor's payment applications. | | | | | | | | x | | | | | | |
| 4_C | | | | | ☑Maintain and monitor record of pre-liens and waivers. | | | | | | | | x | | | | | | |
| 4_C | | | | | ☑Approve and process contractor's payment applications. | x | 0 | | | | | 0 | | | | | | | 0 |
| 4_C | | | | | Receive and process Stop Notices/Withhold in coordination with The District. | | | | | | | | x | | | | | | |
| 4_C | | | | | Review, evaluate and process Change Orders and Construction Change Directives. | | | | | | | | x | | | | | | |
| 4_C | | | | | Review, analyze and/or negotiate prices with contractors. | | | | | | | | x | | | | | | |
| 4_C | | | | | Monitor RFI, Submittal and Change Order logs. | | | | | | | | x | | | | | | |
| 4_C | | | | | Coordinate Construction Tours (Students, Staff and Community) | | | | | | | | x | | | | | | |
| 4_C | | | | | Collect, review, and evaluate construction schedules. | | | | | | | | x | | | | | | |
| 4_C | | | | | Prepare, maintain, and update construction schedules. | | | | | | | | x | | | | | | |
| 4_C | | | | | Monitor compliance with construction contracts. | | | | | | | | x | | | | | | |
| 4_C | | | | | Lead construction meetings and record minutes | | | | | | | | x | | | | | | |
| 4_C | | | | | Maintain field as-built documents. | | | | | | | | x | | | | | | |
| 4_C | | | | | Evaluate as-built documents submitted from the field. | | | | | | | x | | | | | | | |
| 4_C | | | | | Collect as-built documents from the field. | | | | | | | | x | | | | | | |
| 4_C | | | | | Prepare and file notice of completion of construction. | x | | | | | | | 0 | | | | | | |
| 4_C | | | | | Prepare notice of substantial completion. | | | | | | | x | | | | | | | |
| 4_C | | | | | Accept work of construction. | x | | | | | | 0 | 0 | | | | | | 0 |
| 5_Close | | | | | Facilitate District occupancy. | | | | 0 | | | | x | | | | | | |
| 5_Close | | | | | Facilitate and coordinate F&E purchases and installation with District staff, Design Team and Site Administration. | | | | | | | | x | | | | | | |
| 5_Close | | | | | Coordinate M&O System Training, Start-up and Testing. | | | | 0 | | | | x | | | | | | |
| 5_Close | | | | | Facilitate Final Acceptance on behalf of the District. | | | | | | | | x | | | | | | |
| 5_Close | | | | | Oversee Project Close-out, including OPSC and DSA documentation. | | | | | | | | x | | | | | | |
| 5_Close | | | | | Implement and coordinate technology, security and telephone systems that may be separate from formal project scope. | 0 | | | | x | | | | | | | | | |
| 5_Close | | | | | Retain completed contract file. Provide to District upon Close-out. | | | | | | | | x | | | | | | |
| 5_Close | | | | | Maintain construction project records and documents. | | | | | | | | x | | | | | | |
| 5_Close | | | | | Coordinate/establish preliminary and final punchlists. | | | | | | | | x | | | | | | |
| 5_Close | | | | | Process Final Application for Payment/Substantial Completion. | | | | | | | | x | | | | | | |
| 5_Close | | | | | Prepare instructions to Contractors for correction of defects. | | | | | | | | x | | | | | | |
| 5_Close | | | | | Review record (as-built) drawings for completeness. | | | | | | | 0 | x | | | | | | 0 |
| 5_Close | | | | | Review and administer warranty per contract documents. | | | | | | | | x | | | | | | |
| 5_Close | | | | | Produce final conformed as-built documents. | | | | | | | x | | | | | | | |
| 5_Close | | | | | Transmit field as-built records to the Architect of Record. | | | | | | | | x | | | | | | |
| | | | | | | | | | | | | | | | | | | | |

| Phase | Design_Programming | Design_Schematic | Design Development | Construction Drawings | <div>X = PRIMRY responsibility. Act and/or provide deliverables. 0 = SECONDARY responsibility. Participate, provide input. Actions might be required but no obligation to provide deliverables, approval, or make final decision. BLANK = Does not participate.</div> | | | | | | | | | | | | |
|-------|--------------------|------------------|--------------------|-----------------------|---|-------------------------------|----------------------------|-------------|--------------------------------|---------------------------|-----------|-------------------------|----------------------------------|---|--|--------------------------|-------------|
| | | | | | LUSD Facilities & Planning Director | Program Manager (Vanir) | LUSD Business Office | LUSD M&O | LUSD Technology Services | LUSD Site Principal | Architect | Construction Manager | Planning Consultant (CEQA) | Civil Engineering and Surveying Consultant | Hazardous Material (Industrial Hygenist) Consultant | Geotechnical Engineer | Testing Lab |



Program Management Plan

APPENDIX C

Communication Matrix

Communication Matrix.xlsx

| | A | B | C | D | E | F | G | H | I | J | K |
|----|-----------------------------|---|---|---|--------------------------------------|--|-----------------------------------|---------------------------------------|---|---|---|
| 1 | | | Program Manager | | | | Project Managers | | Architects | Consultants | Contractors |
| 2 | | | Periodic Formal Written Report | Passive, One-way Web-based Communication Example: website | Access to Project Controls System | Periodic Formal Live Communication | Periodic Formal Written Report | Periodic Formal Live Communication | Specified in Contract Betw A/E and LUSD. | Specified in Contract Betw A/E and LUSD. | Specified in Contract Betw A/E and LUSD. |
| 3 | Agency Having Jurisdiction | Department of the State Architect | | Access | | As needed | | As needed | | | |
| 4 | Agency Having Jurisdiction | Air Resources Board | | Access | | As needed | | As needed | | | |
| 5 | Agency Having Jurisdiction | Water Quality Management District | | Access | | As needed | | As needed | | | |
| 6 | Architect of Record | | | Access | Access | As needed | | As needed | | | |
| 7 | Business | Chief Business Officer | Quarterly | Access | Access | Monthly | Monthly | | | | |
| 8 | Business | Business Office-Accounting | | Access | Access | As needed | | | | | |
| 9 | Business | Business Office-Budget | | Access | Access | As needed | | | | | |
| 10 | Business | Business Office-Purchasing | Quarterly | Access | Access | As needed | | | | | |
| 11 | Business | Business Office-Risk Management *Responsibility is shared between CBO and Director of Operations. See communication for each of them. | * | * | * | * | * | * | | | |
| 12 | Business | Financial Advisor | | Access | Access | As needed | | | | | |
| 13 | Business | Bond Counsel (DWK) | | Access | Access | As needed | | | | | |
| 14 | Community | | | Access | | ? | | | | | |
| 15 | Environmental Services Firm | | | Access | Access | As needed | | As needed | | | |
| 16 | Facilities Planning | Senior Director of Operations | Monthly | Access | Access | Daily | Monthly | Monthly | | | |
| 17 | Facilities Planning | Lead Construction Project Specialist | Monthly | Access | Access | Daily | Monthly | ? | | | |
| 18 | Facilities Planning | Planning Analyst | Monthly | Access | Access | Daily | Monthly | ? | | | |
| 19 | Facilities Planning | Bond Oversight Committee | Quarterly | Access | | Quarterly | | | | | |
| 20 | Facilities Planning | Construction Counsel (DWK) | | Access | | As needed | | | | | |
| 21 | Facilities Planning | Facilities & Planning Technician | Monthly | Access | Access | Daily | Monthly | Weekly | | | |
| 22 | Inspector of Record | | | Access | Access | As needed | | As needed | | | |
| 23 | M&O | Director | Monthly | Access | Access | Weekly | Monthly | As needed | | | |
| 24 | M&O | Operations Supervisor | Monthly | Access | | | | As needed | | | |
| 25 | M&O | Structural Supervisor | Monthly | Access | | | | As needed | | | |
| 26 | M&O | Mechanical Supervisor | Monthly | Access | | | | As needed | | | |
| 27 | M&O | Grounds Operations Supervisor | Monthly | Access | | | | As needed | | | |
| 28 | Materials Testing Firm | | | Access | Access | As needed | | As needed | | | |
| 29 | Prime Contractor | | | Access | Access | As needed | | As needed | | | |
| 30 | School Site | Principal | Monthly | Access | | Monthly | | Daily | | | |
| 31 | Superintendent | LUSD Superintendent | Quarterly | Access | Access | As needed | | | | | |
| 32 | Superintendent | Cabinet | Quarterly | Access | | As needed | | | | | |
| 33 | Technology Services | Director | Monthly | Access | | As needed | | | | | |
| 34 | Trustees | Lodi USD Board of Trustees | Quarterly Publish as part of the Friday Communication. | Access | | Board Meetings Work Sessions, as needed. | | | | | |

Page 1



Program Management Plan

APPENDIX E

Approved [Board Date], 2017



Net Present Value

Measure U Revenue in 2016 Dollars

[illegible]



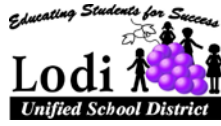
Program Management Plan

APPENDIX F

Program Budget

Approved [Board Date], 2017

| | J | K | L |
|----|---|---------------------|----------------------|
| 1 | | 2016 Dollars | |
| 2 | COSTS | | |
| 3 | Program Contingency (transfers only) | | \$10,834,950 |
| 4 | Program Support | | \$16,275,329 |
| 6 | Legal, Claims, and Risk Management -Front End Document Maintenance | \$250,000 | |
| 7 | Labor Compliance | \$0 | |
| 8 | Bond Issuance | | |
| 9 | Audits | \$168,000 | |
| 10 | Bond Counsel/Disclosure Counsel (Legal) | \$120,000 | |
| 11 | Financial Advisor | \$100,000 | |
| 12 | Verification Agent | \$4,000 | |
| 13 | Rating Agencies (two) | \$70,000 | |
| 14 | Escrow Agent/COI custodian | \$5,000 | |
| 15 | Printing | \$4,000 | |
| 16 | Auditor review of POS | \$5,000 | |
| 17 | Underwriter's discount | \$400,000 | |
| 18 | Bond Insurance | \$232,000 | |
| 19 | Program Management | \$5,840,411 | |
| 20 | Project (Design Phase) Management | \$3,834,628 | |
| 21 | Construction Phase Management | \$0 | |
| 22 | Master Specs | \$125,000 | |
| 23 | Design Standards | \$125,000 | |
| 24 | Program Support Consultants_Master Plan / Updates | \$75,000 | |
| 25 | Prequalification | \$110,000 | |
| 26 | Management Information Systems | \$473,310 | |
| 27 | Program Support Consultants_Program Level -Quality Assurance -OPSC Consultant -CEQA Consultant | \$4,333,980 | |
| 28 | Program Level general conditions -Temp fencing & traffic control, temp toilets, swing space, etc. | \$0 | |
| 29 | Escalation (transfers only) | | \$7,332,624 |
| 30 | Facility Master Plan Level 1 Project Budgets - 2016 Dollars | | \$216,699,000 |
| 31 | Grand Total_Budget to Execute | | \$251,141,903 |
| 32 | REVENUE | | |
| 33 | Net Present Value of Bond Revenue in 2016 Dollars | | \$224,031,624 |
| 34 | Net Present Value of Developer Fee Revenue in 2016 Dollars | | \$35,009,949 |
| 35 | Estimated State Modernization Funding from Eligible Schools | | \$111,049,791 |
| 36 | Estimated State New Construction Funding | | \$141,582,393 |
| 37 | Variance between Revenue and Projected Budget to Execute | | \$260,531,854 |
| 38 | Variance between Bond Revenue and Projected Budget to Execute Without Other Assumed Revenue Sources | | (\$27,110,279) |



Program Management Plan

APPENDIX G

Project Budgets

Approved [Board Date], 2017



FMP Project Budgets Summary

| | A | B | C | D | E | F |
|----|-------|--------------------------|------------|--|---|---|
| | | | | FMP Project Budget in 2016 Dollars | FMP Soft Cost Budget 2016 Dollars | FMP Construction Budget 2016 Dollars |
| 1 | Phase | Site | Grade | | | |
| 2 | Q | Bear Creek | HS | \$1,200,000 | \$300,000 | \$900,000 |
| 3 | Q | Joe Serna Jr. | Charter | \$600,000 | \$150,000 | \$450,000 |
| 4 | Q | Ronald McNair | HS | \$1,000,000 | \$250,000 | \$750,000 |
| 5 | Q | Tokay | HS | \$3,000,000 | \$750,000 | \$2,250,000 |
| 6 | Q | Westwood | Elementary | \$800,000 | \$200,000 | \$600,000 |
| 7 | 1 | Bear Creek | HS | \$2,000,000 | \$500,000 | \$1,500,000 |
| 8 | 1 | Elkhorn | School | \$8,637,000 | \$2,159,250 | \$6,477,750 |
| 9 | 1 | Erma B. Reese | Elementary | \$1,862,000 | \$465,500 | \$1,396,500 |
| 10 | 1 | George L. Mosher | Elementary | \$203,000 | \$50,750 | \$152,250 |
| 11 | 1 | Houston | Elementary | \$3,451,000 | \$862,750 | \$2,588,250 |
| 12 | 1 | John Muir | Elementary | \$602,000 | \$150,500 | \$451,500 |
| 13 | 1 | Julia Morgan | Elementary | \$352,000 | \$88,000 | \$264,000 |
| 14 | 1 | Lakewood | Elementary | \$7,805,000 | \$1,951,250 | \$5,853,750 |
| 15 | 1 | Lawrence | Elementary | \$2,761,000 | \$690,250 | \$2,070,750 |
| 16 | 1 | Lockeford | Elementary | \$750,000 | \$187,500 | \$562,500 |
| 17 | 1 | Lodi | MS | \$10,041,000 | \$2,510,250 | \$7,530,750 |
| 18 | 1 | Lodi | HS | \$7,260,000 | \$1,815,000 | \$5,445,000 |
| 19 | 1 | Morada | MS | \$6,468,000 | \$1,617,000 | \$4,851,000 |
| 20 | 1 | Tokay | HS | \$13,444,000 | \$3,361,000 | \$10,083,000 |
| 21 | 1 | Vinewood | Elementary | \$7,743,000 | \$1,935,750 | \$5,807,250 |
| 22 | 2 | Clyde W. Needham | Elementary | \$13,458,000 | \$3,364,500 | \$10,093,500 |
| 23 | 2 | Lodi | HS | \$49,788,000 | \$12,447,000 | \$37,341,000 |
| 24 | 3 | Ansel Adams | Elementary | \$547,000 | \$136,750 | \$410,250 |
| 25 | 3 | Bear Creek | HS | \$2,584,000 | \$646,000 | \$1,938,000 |
| 26 | 3 | Beckman | Elementary | \$2,058,000 | \$514,500 | \$1,543,500 |
| 27 | 3 | Christa McAuliffe | MS | \$426,000 | \$106,500 | \$319,500 |
| 28 | 3 | Clairmont | Elementary | \$896,000 | \$224,000 | \$672,000 |
| 29 | 3 | Creekside | Elementary | \$1,238,000 | \$309,500 | \$928,500 |
| 30 | 3 | Davis | Elementary | \$8,364,000 | \$2,091,000 | \$6,273,000 |
| 31 | 3 | Delta Sierra | MS | \$1,085,000 | \$271,250 | \$813,750 |
| 32 | 3 | Ellerth E. Larson | Elementary | \$1,184,000 | \$296,000 | \$888,000 |
| 33 | 3 | George Washington | Elementary | \$7,974,000 | \$1,993,500 | \$5,980,500 |
| 34 | 3 | Henderson | Site | \$32,000 | \$8,000 | \$24,000 |
| 35 | 3 | Heritage Primary | Elementary | \$1,717,000 | \$429,250 | \$1,287,750 |
| 36 | 3 | Joe Serna Jr. | Charter | \$2,917,000 | \$729,250 | \$2,187,750 |
| 37 | 3 | Leroy Nichols | Elementary | \$2,545,000 | \$636,250 | \$1,908,750 |
| 38 | 3 | Liberty | HS | \$893,000 | \$223,250 | \$669,750 |
| 39 | 3 | Lincoln Technical | Academy | \$450,000 | \$112,500 | \$337,500 |
| 40 | 3 | Live Oak | Elementary | \$1,880,000 | \$470,000 | \$1,410,000 |
| 41 | 3 | Lois E. Borchardt | Elementary | \$1,113,000 | \$278,250 | \$834,750 |
| 42 | 3 | Maintenance & Operations | | \$22,497,000 | \$5,624,250 | \$16,872,750 |
| 43 | 3 | Manlio Silva | Elementary | \$162,000 | \$40,500 | \$121,500 |
| 44 | 3 | Millswood | MS | \$467,000 | \$116,750 | \$350,250 |
| 45 | 3 | Oakwood | Elementary | \$1,056,000 | \$264,000 | \$792,000 |
| 46 | 3 | Parklane | Elementary | \$1,201,000 | \$300,250 | \$900,750 |
| 47 | 3 | Plaza Robles | HS | \$517,000 | \$129,250 | \$387,750 |
| 48 | 3 | Podesta Ranch | Elementary | \$36,000 | \$9,000 | \$27,000 |
| 49 | 3 | Ronald McNair | HS | \$113,000 | \$28,250 | \$84,750 |
| 50 | 3 | Sutherland | Elementary | \$1,095,000 | \$273,750 | \$821,250 |
| 51 | 3 | Turner (at Tokay Colony) | Academy | \$1,377,000 | \$344,250 | \$1,032,750 |
| 52 | 3 | Victor | Elementary | \$1,121,000 | \$280,250 | \$840,750 |
| 53 | 3 | Wagner Holt | Elementary | \$2,088,000 | \$522,000 | \$1,566,000 |
| 54 | 3 | Westwood | Elementary | \$257,000 | \$64,250 | \$192,750 |
| 55 | 3 | Woodbridge | Elementary | \$3,584,000 | \$896,000 | \$2,688,000 |
| 56 | | TOTAL | | \$216,699,000 | \$54,174,750 | \$162,524,250 |
| 57 | | | | | | \$216,699,000 |
| 58 | Q = | Quick Start Phase | | | | |
| 59 | 1 = | Measure U Phase 1 | | | | |
| 60 | 2 = | Measure U Phase 2 | | | | |
| 61 | 3 = | Measure U Phase 3 | | | | |



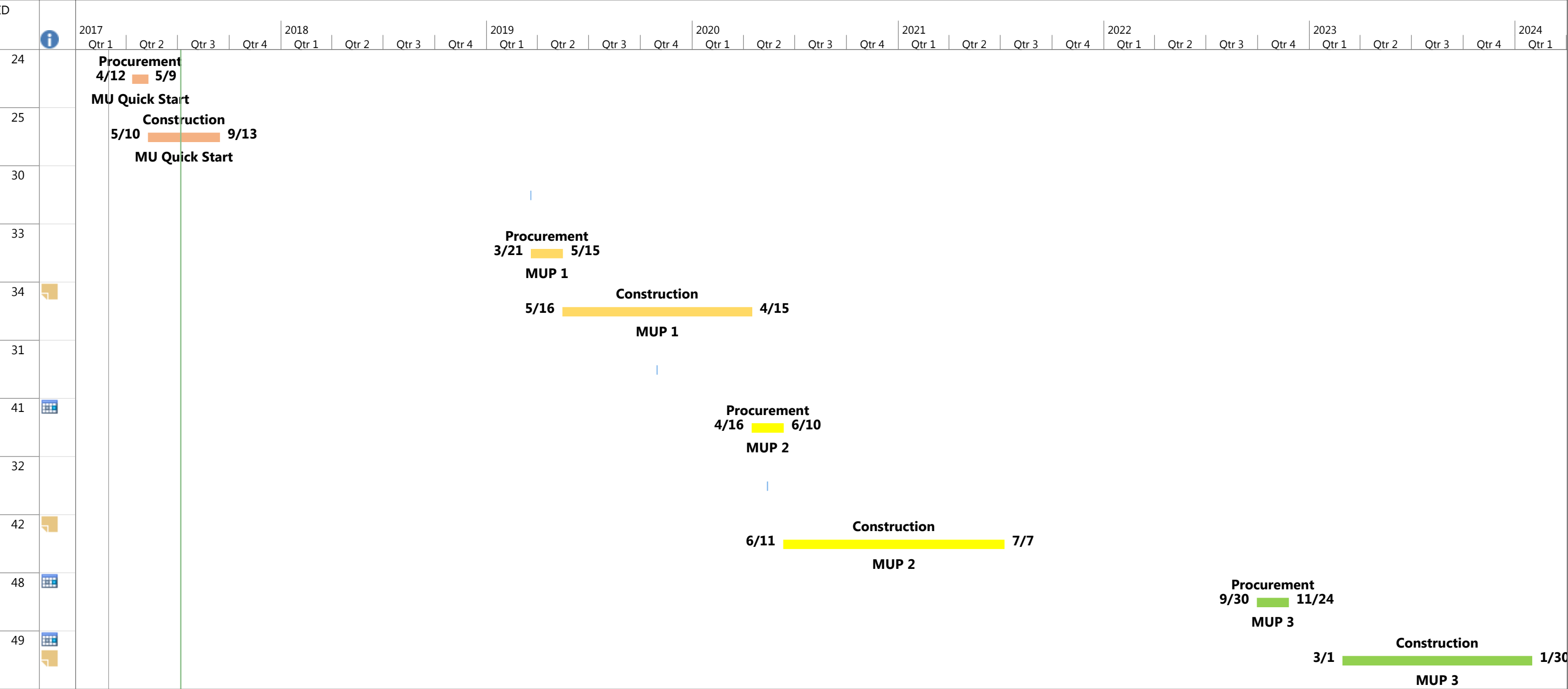
Program Management Plan

APPENDIX H

DRAFT Program Schedule



DRAFT Program Schedule
Lodi USD Measure U





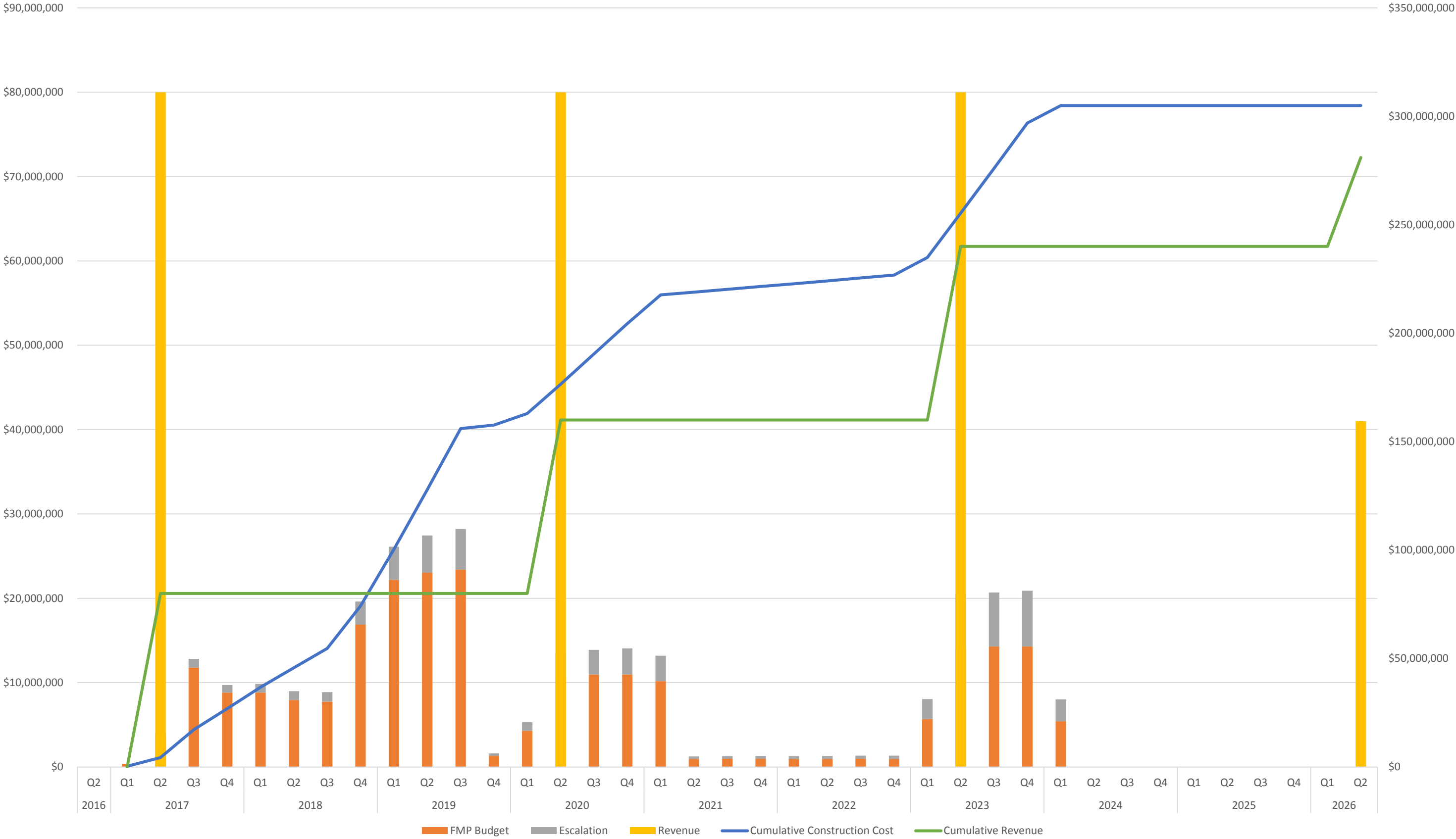
Program Management Plan

APPENDIX J

Projected Cash Demand vs. Bond Revenue



Cash Demand vs. Bond Revenue





Program Management Plan

APPENDIX L

120-day Plan (March 1, 2017)



LODI USD 120-DAY ACTIVITY PLAN

| 1.00 | Implementation Plan | Roadmap of the Bond Plan |
|------|---------------------|--|
| 1.01 | Goals & Objectives | <ul style="list-style-type: none"> Objective of the Implementation Plan effort. Translate LUSD Master Plan goals, objectives, and guiding Principles into comprehensive implementation plan that delivers to community expectations. |
| 1.02 | Communication | <p>Objective: Identify top-level communication connections and protocols vital to establishing a transparent program and empowering decision-makers in support of developing the Implementation Plan. Develop the detail of formal written protocols -as part of the Program Management Plan Effort.</p> <ul style="list-style-type: none"> Director of Operations (Warren Sun) Facilities & Planning Staff Maintenance & Operations (Mitch Slater) Maintenance & Operations Staff Chief Business Officer (Tim Hern) Business Office Staff Superintendent (Dr. Cathy Nichols-Washer) Board of Education President (Ron Heberle) Board of Education Measure U Bond Oversight Committee Other Communication Connections Meetings <ul style="list-style-type: none"> Identify Key meeting types and organizers Establish matrix of topics and attendees. Frequency Medium and/or location Communication of decisions- |
| 1.03 | Program Budget | <ul style="list-style-type: none"> Develop Master Program Budget Establish budget for program contingency (currently unplanned projects and/or budget augmentation) Establish budget for program support costs such as Lodi Internal Staff, MIS set-up and yearly fees, Development of Design Standards, Master Specs, Yearly Audits to comply with Prop 39, Program Management fees, Legal fees, etc) Establish Escalation Amount - Determine % and length of program based on bond sale schedule Establish Protocol for unused project funding – back to program contingency? |
| 1.04 | Funding | <ul style="list-style-type: none"> Identify all potential program funding sources (Measure U, Interest Earned, State Funding Program – MOD, New Construction, Career Tech, Prop 39 – Energy, E-rate, Developer Fees, Utility Companies, Deferred Maintenance, etc) Outline constraints / procedures for each funding source Incorporate Financial Consultant Analysis to develop bond sale scenarios |

LODI USD 120-DAY ACTIVITY PLAN

| | | |
|-------------|--|---|
| 1.05 | Master Plan Scoping | <ul style="list-style-type: none"> • Confirm priority of projects from Master Plan • Review / confirm projects' scopes & budgets • Identify Project Delivery Methods • Identify Quick-Start Projects (no DSA approval required) • Identify next priority Projects (DSA approval required) • Develop Program Delivery Approach <ul style="list-style-type: none"> ○ Horizontal ○ Vertical |
| 1.06 | Program Milestone Schedule and Cash Demand | <ul style="list-style-type: none"> • Create Master Program Schedule (incorporate cash-flow scenario) • Prioritize the bond projects to maximize funding • Match Cash flow with Funding Availability • Coordinate with schedules with education program at each campus |
| 2.00 | Program Management Plan | Defines how the program will be managed |
| 2.01 | Goals & Objectives | <ul style="list-style-type: none"> • Program goals and objectives • Translate LUSD Master Plan goals, objectives, and guiding Principles. |
| 2.02 | Communication | <ul style="list-style-type: none"> • Communication Plan • Expand communication planning from The Implementation Plan to include identifying the needs and formats for reporting. <ul style="list-style-type: none"> ○ Content ○ Format ○ Distribution • Identify if there is regular need for in-person presentations. • Site Committees <ul style="list-style-type: none"> ○ Define Roles and Responsibilities ○ Set-up meetings with Principal <ul style="list-style-type: none"> ▪ Review Roles and Responsibility and obtain input ▪ Set dates for committee introduction to Program procedures. • Program Website • Program Office Portal • Protocols <ul style="list-style-type: none"> ○ Official and Public Interface ○ Confidentiality ○ Impact of electronic communication on controls and record keeping <ul style="list-style-type: none"> ▪ Email ▪ Texting and Instant Messaging between team members |
| 2.03 | Program Schedule | <ul style="list-style-type: none"> • Develop program schedule • Identify key processes, decisions, agreements, milestones, and constraints. • Include agencies of jurisdiction and their associated processes as they impact the LUSD Program. |

| | | |
|------|-------------------------------|---|
| 2.04 | Controls | <ul style="list-style-type: none"> • Management Information Systems • Document Control • Cost Control <ul style="list-style-type: none"> ○ Cost breakdown structure and chart of accounts coding. <ul style="list-style-type: none"> ▪ Ensure a standardized system with enough (and the right) detail for project reporting and risk management. ▪ Connecting chart of accounts structure to standard estimating breakdown structure. ▪ What does the LUSD need at the Business Office Level? ○ Cash Flow (revenue and expenditure) tracking and reporting. ○ Review Questions for Accounting and Purchasing <ul style="list-style-type: none"> ▪ Coding ▪ Reporting System Compatibility ▪ Generating reports ▪ Integration with MIS ▪ Current Process along with recommended modifications ▪ Inputting of budgets into MIS ▪ Payment Procedures ○ Purchasing <ul style="list-style-type: none"> ▪ Contract processes ▪ Bidding process and bidding limits ▪ Purchase orders and small contracts ▪ Interface with Program and project accounting ▪ Procedures to ensure bond funding is spent appropriately ○ Project level accounting and reporting to Program Level <ul style="list-style-type: none"> ▪ Committed ▪ Projected Exposure ▪ Cost-to-complete ▪ Integration of actual expenditures from LUSD Business Office. <ul style="list-style-type: none"> • Reconciliation • Frequency • Schedule Control <ul style="list-style-type: none"> ○ Standardized milestones for reporting to Program Level. ○ Standard scheduling specification for agreements. <ul style="list-style-type: none"> ▪ Large projects ▪ Small projects ○ Project monitoring and auditing at Program Level. ○ Metrics and reporting to Program Level. |
| 2.05 | Agreements – Legal Compliance | <ul style="list-style-type: none"> • Delivery team and Master Roles and Responsibility Matrix • Evaluate and decide on project delivery systems. • Identify the family of agreements and contracts needed. |

LODI USD 120-DAY ACTIVITY PLAN

| | | |
|------|--------------------|--|
| | | <ul style="list-style-type: none"> • Evaluate on-hand models, decide if any changes are needed. • Discuss/evaluate a model agreements protocol. • Develop front end portion of agreements for different project delivery systems. • Evaluate Prequalification of Contractors Process and discuss implementation of on-line Prequal process • Determine the need for legal oversight, editing, and protocol for approving final forms of agreement. • Authority and process of executing agreements • Levels of authority for changes and process for changes |
| 2.06 | Quality Assurance | <ul style="list-style-type: none"> • Agreements – Technical Content • Procurement of professional services <ul style="list-style-type: none"> ○ Selection protocol <ul style="list-style-type: none"> ▪ The Law ▪ Local concerns • Standards • Specifications • Guidelines • Lessons learned and continuous improvement <ul style="list-style-type: none"> ○ Reporting project knowledge to Program Level and corporate learning. ○ Communicating new knowledge to Project Level. • Quality Assurance of Design <ul style="list-style-type: none"> ○ Constructability and value engineering ○ Estimating protocols for designers ○ Ensuring design aligns with program needs • Quality Assurance of Construction <ul style="list-style-type: none"> ○ Qualifications for contracted inspection services ○ Selection of inspectors ○ Involvement of LUSD staff ○ Commissioning • Activation and Occupancy: Preparing the LUSD to take over. <ul style="list-style-type: none"> ○ Keying, coding, protocols ○ Warranties, warranty period protocol ○ Quality of record documents and transfer of records ○ Spare parts ○ Training ○ Post occupancy evaluation ○ Maintenance concerns that speak to the management of design and construction. • Vanir Report Card |
| 2.07 | Project Management | <ul style="list-style-type: none"> • Project Management Plans and design management <ul style="list-style-type: none"> ○ Communication during the design phase ○ Design cost control <ul style="list-style-type: none"> ▪ Develop detailed project scopes, design-to budgets and schedule and integrate into design phase agreements. ○ Design schedule control ○ Integration of discovery into project designs. |

| | | |
|------|-------------|--|
| | | <ul style="list-style-type: none"> ▪ Incorporate hazardous material requirements into projects and agreements. ▪ Geo-tech and Geo-Hazard ▪ Mitigation of risk of unforeseen conditions • Construction Management Plans <ul style="list-style-type: none"> ○ Communication ○ Safety ○ Site Logistics and work phasing ○ Work scheduling ○ Operations ○ Contract Administration ○ Activation and occupancy • Close-out Plans <ul style="list-style-type: none"> ○ Contract Close-out ○ DSA close-out ○ OPSC Audit preparation |
| 2.08 | Bond Office | <ul style="list-style-type: none"> • Space and accommodations <ul style="list-style-type: none"> ○ Vanir staff ○ District staff ○ Consultant and contractor staff ○ Future staff • Infrastructure <ul style="list-style-type: none"> ○ Utilities ○ Data and communications • Furniture, fixtures, and equipment |