CITY OF KIRKLAND
Department of Public Works
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MEMORANDUM

To: Kurt Triplett, City Manager

From: Pam Bissonnette, Interim Director of Public Works
Tracey Dunlap, Director of Finance & Administration

Date: May 29, 2013

Subject: Public Works CIP Management

RECOMMENDATION:

City Council receives an overview of improvements to the Public Works CIP Management process and provides feedback.

BACKGROUND DISCUSSION:

Just as Kirkland has grown over the past decade, so has its Capital Improvement Program (CIP). The Public Works (PW) Department has historically had the largest role in implementing the CIP through capital construction projects requiring design, property acquisition, environmental analysis, permitting, construction, inspection, and closeout. The majority of all CIP projects are designed by consultants and built by contractors. PW's role has been one of project management, including oversight of the design consultants and construction contractors, negotiators of land acquisition, inspectors, and managers of the project budget. It is this responsibility for project budget management that is the primary subject of this discussion.

PW has had practices in place for many years to manage CIP projects and project budgets. The Request for Proposal and Bid Processes provide for the procurement of outside services per state law and city policy, and are usually the largest expenditures. Appropriate contingency amounts are set aside for both design and construction to assure that a project, under normal circumstances, can be completed within the budget approved by the City Council for an individual project. Use of the contingency for construction occurs through a formal change order process.

At times the contingency is not sufficient to cover additional unanticipated costs for a project. For example, if land acquisition is a large component of a project budget, and condemnation is not used to secure property rights at fair market value in a timely manner, land acquisition costs can be considerably above a project budget and result in delays with associated inflationary increases on the whole project. In such cases, staff needs to re-estimate the budget and obtain council approval to add funding in order to complete the project.

While PW's project management practices have served the city well over the past decade, they need periodic review and revision. Based on significant changes in the current and future CIP program, PW, in partnership with the Finance Department, has initiated such a review and is implementing proposed revisions.

Size of Projects

Ten years ago, Kirkland had only one project larger than $5 million. Today Kirkland has, or is anticipated to have soon, seven projects over $5 million, and at least three over $10 million (Public Safety Building, 85th Street, City Hall renovation). The ultimate funding of the Cross Kirkland Corridor could be well over $10 million. Each of the Proposition 1 & 2 levies in aggregate are over $10 million. Larger projects are often far more complex than small projects.

Number and Funding Value of Projects

The 2002 funding for Public Works CIP projects was $18.6 million dollars and there were 54 active projects. The 2013 funding for Public Works projects, including work in progress, is over $80 million with 92 active projects.

Complex Funding Sources and Restrictions

Kirkland has recently had major success in obtaining grant funds. For example, the average annual grant funding from 2002-2008 was about $1 million. In 2012 alone CIP grant funding was just under $8 million, and more large grant applications are in the pipeline for 2013 and beyond. Grants are restricted in use and have significant new and complex reporting requirements, particularly for federal grants. In addition, PW often combines projects including streets, water, sewer and stormwater investments. The rationale is to accomplish as much as possible when a street or sidewalk is opened up so that you don't have to dig into it again soon. This combining of projects has resulted in greater efficiency, less overall public cost, and less disruption to citizens. However, utility funds are restricted in use as well and management of the funds requires strict accounting. Kirkland also often has other partners in projects such as WSDOT, PSE, Sound Transit, and King County, each with their own funding and restrictions. PW has several current projects that may have as many as 5-6 different funding sources, each with their own restrictions and reporting requirements. This situation has been called the "color of money" issue, meaning that it is not only important to manage a project within budget, but also within each funding source.

Managing Projects for Clients

PW's own projects tend to be primarily streets and utilities. However, PW manages the design, land acquisition, and construction of City facilities, such as the Public Safety Building (PSB) for Police and the Court. The City Manager is the client for the City Hall remodel. PW recently was assigned the Parks CIP. Managing projects for clients adds an additional layer of approvals and signoffs for such things as project design, change orders, use of contingency funding, development of bid alternates, and budget management.

Accountability

Publically voted measures appropriately create an expectation of public accountability for spending the added funding as authorized. Propositions 1 & 2 included specific authorizations for street maintenance, safe pedestrian and bike investments, investment in the CKC interim

trail, and a variety of parks capital improvements. Annual accountability reports for both levies will be provided to the Council and the public. The levies were also premised on "non-supplanting" of the base budget for these purposes, adding complexity in how both the base CIP budget and levy funding is managed and reported.

CIP Management Objectives

As a result of these major changes, PW and Finance have collaborated on best practices for CIP management and have put several enhancements in place to improve internal CIP budget controls and project management to achieve the following objectives:

1. Apply best practices and standardize CIP project management.
2. Support the City's CIP process.
3. Support Council decision-making throughout the life of a project so there are no unexpected changes to the project, the revenues, or the cost.
4. Manage projects within budgets before requesting additional funding in the event of projected changes resulting in projected cost increases.
5. Develop performance measures and engage in continuous improvement.

Revisions to Public Works CIP Management: Large, Complex Projects

Project management should recognize differing levels of oversight based on size and complexity of both the project and its budget. For example, it is recommended that all projects over $5 million have a Steering Committee comprised of PW, any client department, the CMO, and Finance (See Figure 2). Responsibilities of the Steering Committee include monitoring the project expenditures against the budget, early forecasting of changes to projects that might impact scope, schedule, and/or budget, development of alternatives to address project changes, agreement on expenditures of contingency through change orders, and claims management.

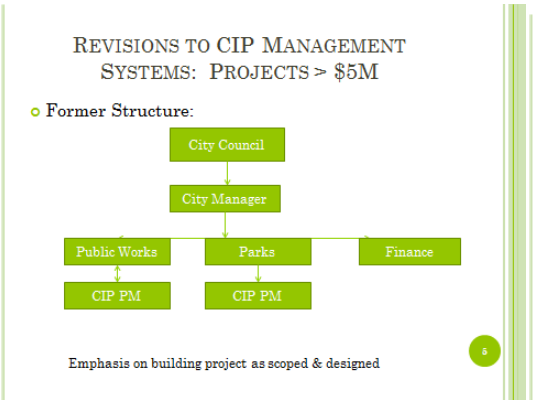


Figure 1

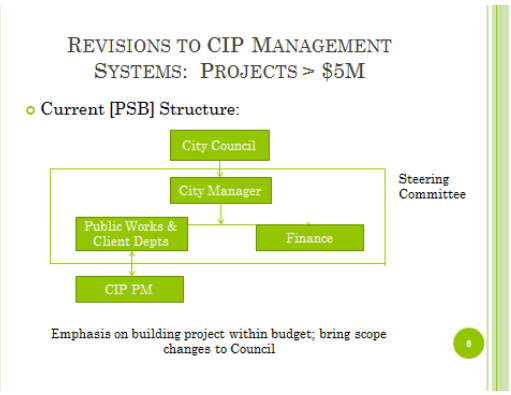


Figure 2

This process also demonstrates a shift in emphasis from "building the project as scoped and designed" to include more of a balance with "building the project within the budget".
A good example is the Public Safety Building (PSB), which has a Steering Committee of CMO, Finance, PW, Police and the Court. The committee meets monthly, and more often at major milestones as needed to oversee the project. When the projected cost to complete the project exceeded the budget, options for Council were developed within the Steering Committee to

reduce scope (shooting range, additional jail beds, ceiling paint) and Finance developed options to increase funding. These options and decisions were presented to the Council for decision-making in advance of project commitments.

Revisions to Public Works CIP Management: Small Projects

Even smaller projects can present significant complexity. A closer working relationship by PW with Finance is recommended such as regular meetings to review all active projects at major milestones to enhance communications and monitor expenditures against budgets. Other topics should include the formalization of new projects as CIP projects between CIP updates, project revenues, funding sources, and to review anticipated and secured grant funding. Several tools have been developed to make project reviews more transparent and easier.

1. Project Budget Dashboard (see Attachment A, example)

   A project budget dashboard sheet is being developed for each project within the CIP. For each major component of a project (land acquisition, design, construction, internal engineering/project management, and contingency) it will bring together the budget, source of funds, percent expenditures, and percent project complete each month for review. The Dashboard will improve transparency during a project and will provide a means to forecast changes, develop options, and obtain formal approvals before project commitments are made.

2. CIP Project Management and Finance Coordination Sheet (see Attachment B)

   This sheet makes formal a structure for PW and Finance to follow throughout the life of a project, improving the transfer of financial and project information through two-way communication. It sets out known milestones for expected consultations.

3. CIP Checklist (see Attachment C)

   The CIP Checklist is primarily for the PW Project Engineer and CIP Manager as a guide to sign-offs and authorizations at significant decision points in a project, including the CMO, client departments, Finance, and the PW Director. Necessary authorizations for change orders, use of contingency, submittals of or responses to claims, etc. will be noted and logged.

These tools will enhance management of projects by providing additional documentation of the various elements, budgets and milestones of a project.

Changes to CIP Process/Management

During each CIP Update process, PW will revise completion estimates for all active projects, based on current information, and adjust for schedule, inflation, changes in scope, etc. and submit to Finance. In addition, at 60% design, cost to complete the project will be re-estimated and if it is greater than the budget, project alternatives will be developed, such as down-scoping, to complete the project within its authorized budget. Additional options will be developed along with Finance to add funding or to phase the project. These options will be reviewed with the CMO and Council for re-authorization.

Finance will review all CIP financial materials before they go to Council. All CIP sheets and project revision sheets will be documented in TRIM, the City's electronic management system. Each project will now be managed to the main components (land acquisition, design, construction, engineering, contingency), and funding sources rather than to the overall project budget. Continuous improvement will be fostered through the development and monitoring of CIP performance measures.

All CIP staff will be trained on the new CIP project management system in 2013. In addition, Public Works plans to provide additional external project management training for the project engineers as a refresher on best practices and current trends.

Council Reporting

Currently, Council CIP project authorizations occur throughout a project (Figure 3).

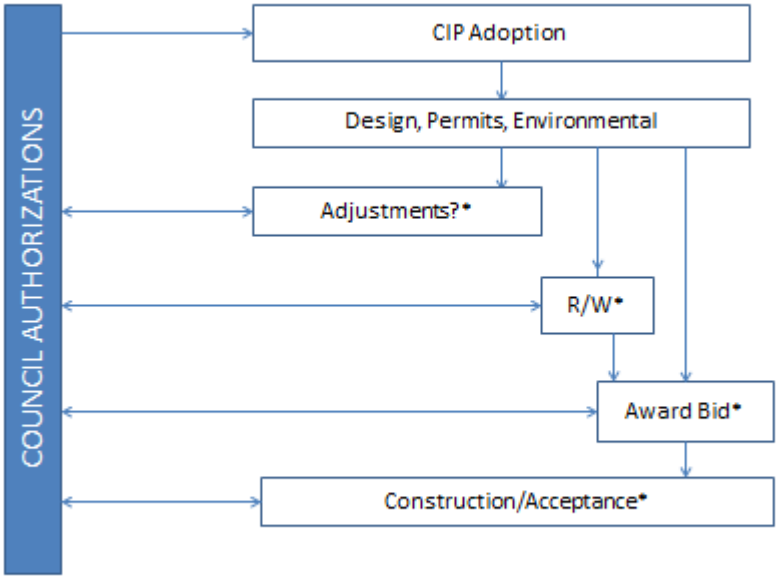


Figure 3

As the over-arching client for the CIP process, it is recommended the Council receive additional periodic reports on large capital projects (>$5 M) at major milestones. The first such report was on May 7th with the bid award of the PSB. We plan a report to the Council on 85th Street in July. The Street and Parks Levies report is planned in early 2014 following the first year of its implementation. Future large projects are expected to include City Hall renovation and the Cross Kirkland Corridor (CKC). The Intelligent Transportation System (ITS) series of investments is approaching the $5M threshold and might be included in future Council reports.

A summary on the status of all projects should be co-incident with the CIP Update, and with individual Council actions (e.g. bid awards).

Conclusion

With these enhanced practices, we hope to make the PW CIP implementation process more transparent to the Council and public, and engage the Council in decisions on CIP projects during implementation when the unanticipated does occur, and before commitments are made. Finally, we expect these enhancements to result in continuous improvements in project delivery, the efficient use of public resources, and accountability.

Attachment A: CIP Project Dashboard Example
Attachment B: CIP Project Coordination
Attachment C: CIP Project Management Checklist

Project Budget Dashboard - 4/30/2013

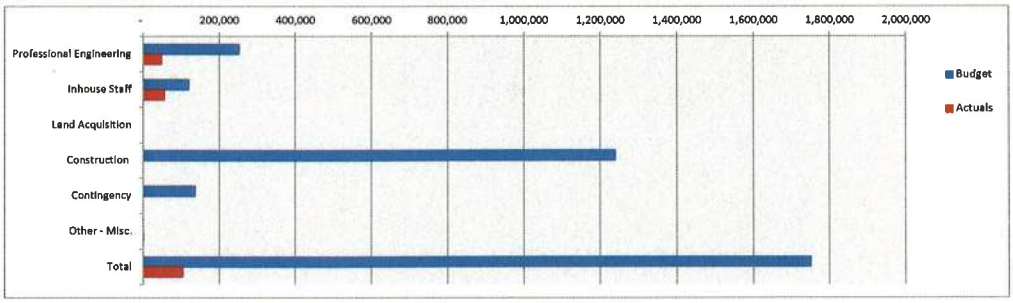
CST 1306-000 / 2013 Annual Street Preservation Program

Budget History			
Budget Document	GG Budget	SW Budget	Total Budget
13-18 CIP	1,750,000	-	1,750,000
			-
			-
			-
			-
			-

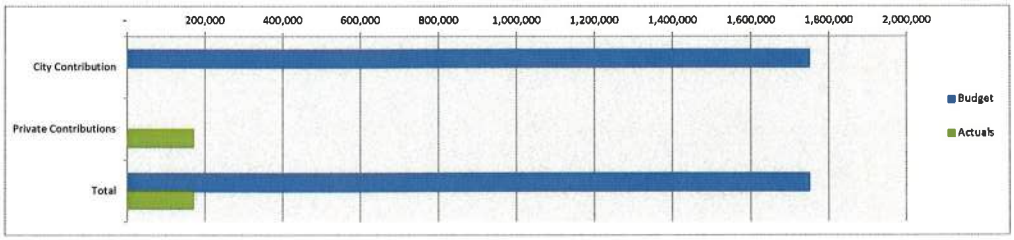
Current Approved Budget - by Year							
Source	2013						Total
External							-
City Contribution	1,750,000						1,750,000
Debt							-
Other							-
Impact Fees							-
Subotal General	1,750,000	-	-	-	-	-	1,750,000
SWM (423)							-
Utilities (413)							-
Subtotal Utilities	-	-	-	-	-	-	-
Total Project	1,750,000	-	-	-	-	-	1,750,000

Budget Document	GG Budget	IFAS	IFAS Check	Difference
13-18 CIP	1,750,000	1,750,000	TRUE	-

Budget Authority - Expense Category							
Category	Budget	Actuals	Balance	% Complete (Budg.)	% Complete (P.E.)	As Of - Date	ETC
Professional Engineering	252,900	48,510	204,390	19%	20%		242,550
Inhouse Staff	120,600	56,198	64,402	47%	40%		140,495
Land Acquisition			-				-
Construction	1,238,850		1,238,850	0%			1,238,850
Contingency	137,650		137,650	0%			137,650
Other - Misc.		203	(203)	#DIV/0!			-
Total	1,750,000	104,911	1,645,089	6%			1,759,545



Budgeted Revenue				
Category	Budget	Actuals	Balance	% Complete (Budg.)
City Contribution	1,750,000	-	1,750,000	0%
Private Contributions	-	170,329	(170,329)	#DIV/0!
Total	1,750,000	170,329	1,579,671	10%



Notes:
5.24.13 - CL
> 2013 City funding will occur on 6/30 & 12/30 (half & half)
> Potential budget adjustment to recognize private contributions
---> Option 1: Increase budget by $170,329 to $1,920,329
---> Option 2: Decrease City funding by $170,329 to $1,579,671 (keeps project funding at $1.75m)

Project Budget Dashboard - 4/30/2013

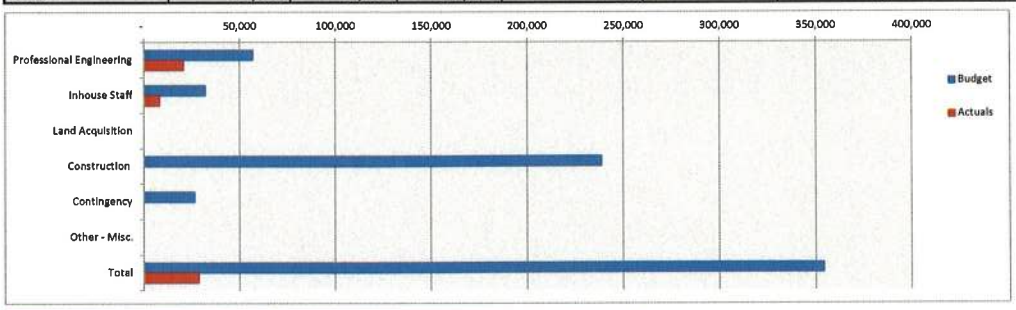
CSS 0081-000 / 7th/8th Ave W Alley Sewermain Replacement

Budget History			
Budget Document	GG Budget	Utility Budget	Total Budget
13-18 CIP		354,000	354,000
			-
			-
			-
			-
			-

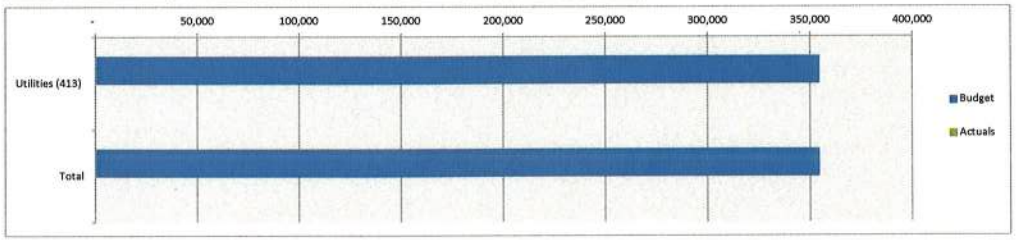
Current Approved Budget - by Year							
Source	2013						Total
External							-
City Contribution							-
Debt							-
Other							-
Impact Fees							-
Subotal General	-	-	-	-	-	-	-
SWM (423)							-
Utilities (413)	354,000						354,000
Subtotal Utilities	354,000	-	-	-	-	-	354,000
Total Project	354,000	-	-	-	-	-	354,000

Budget Document	Utility Budget	IFAS	IFAS Check	Difference
13-18 CIP	354,000	354,000	TRUE	-

Budget Authority - Expense Category							
Category	Budget	Actuals	Balance	% Complete (Budg.)	% Complete (P.E.)	As Of - Date	ETC
Professional Engineering	57,000	20,621	36,379	36%	34%		60,651
Inhouse Staff	32,000	8,096	23,904	25%	27%		29,984
Land Acquisition			-				-
Construction	238,500		238,500	0%			238,500
Contingency	26,500		26,500	0%			26,500
Other - Misc.			-				-
Total	**354,000**	**28,717**	**325,283**	**8%**			**355,635**



Budgeted Revenue				
Category	Budget	Actuals	Balance	% Complete (Budg.)
Utilities (413)	354,000	-	354,000	0%
Total	**354,000**	**-**	**354,000**	**0%**



Notes:
5.24.13 - CL
> 2013 Utility funding will occur on 6/30 & 12/30 (half & half)

Project Budget Dashboard - 4/30/13

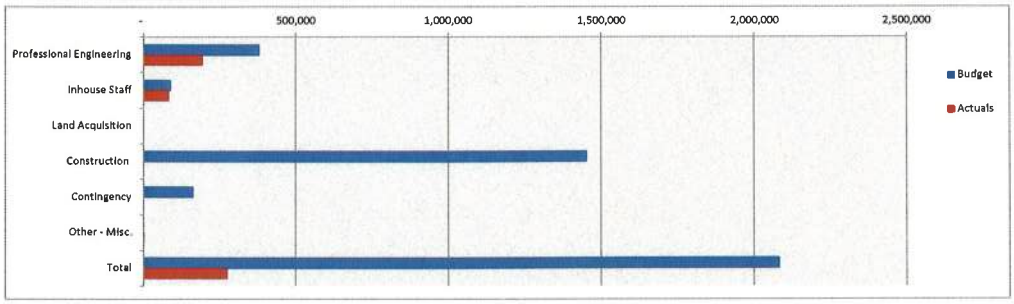
CTR 0111-000 / ITS Phase 1

Budget History			
Budget Document	**GG Budget**	**SW Budget**	**Total Budget**
11-16 CIP Revised	2,081,000		2,081,000
			-
			-
			-
			-
			-

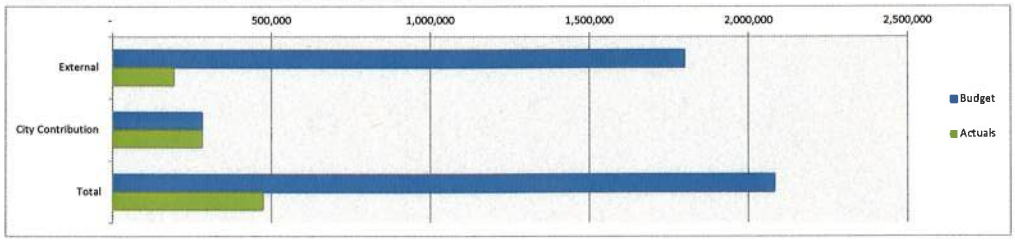
Current Approved Budget - by Year							
Source	**2011**						**Total**
External	1,800,000						1,800,000
City Contribution	281,000						281,000
Debt							-
Other							-
Impact Fees							-
Subotal General	**2,081,000**	-	-	-	-	-	**2,081,000**
SWM (423)							-
Utilities (413)							-
Subtotal Utilities	-	-	-	-	-	-	-
Total Project	**2,081,000**	-	-	-	-	-	**2,081,000**

Budget Document	GG Budget	IFAS	IFAS Check	Difference
11-16 CIP Revised	2,081,000	2,081,000	TRUE	-

Budget Authority - Expense Category							
Category	Budget	Actuals	Balance	% Complete (Budg.)	% Complete (P.E.)	As Of - Date	ETC
Professional Engineering	379,400	191,197	188,203	50%	50%		382,394
Inhouse Staff	87,800	82,240	5,560	94%	80%		102,801
Land Acquisition			-				-
Construction	1,452,420		1,452,420	0%			1,452,420
Contingency	161,380		161,380	0%			161,380
Other - Misc.		11	(11)	#DIV/0!			-
Total	**2,081,000**	**273,449**	**1,807,551**	**13%**			**2,098,995**



Budgeted Revenue				
Category	Budget	Actuals	Balance	% Complete (Budg.)
External	1,800,000	192,040	1,607,960	11%
City Contribution	281,000	281,000	-	100%
Total	**2,081,000**	**473,040**	**1,607,960**	**23%**



Notes:

3.13.13 - CL

> Accrual charge for $10,307.20 (DKS) will invoice on Q1 2013 grant billing

--> Typically this would have been included on Q4 2012

5.20.13 - CL

> 2013 OH rate calculated at 2012 total avg for all T.E. & P.E.

--> Transportation Engineers (T.E.) = 1.52

--> Project Engineers (P.E.) = 1.60

CIP Project Management & Financial Coordination

Topic: Coordination meetings between the Finance department and Public Works department project engineers for the purpose of establishing, monitoring and refining project budgets and to track actual and planned expenditures. Meetings will provide the opportunity to discuss each project's funding structure and address restrictions that may exist on the funding sources that make up the project's budget.

Check-in points for CIP projects would be tied to milestones in the project lifecycle, after project has been approved by Council as a funded capital project.

Milestone	Description of Milestone	Meeting Goals
Project Kickoff (during project baseline phase)	The beginning of the project life cycle (project start).	Meet to discuss the funding sources ("color of money") involved in the project and any spending restrictions that exist.
60% Design (during phase I)	Point in planning process where detailed cost estimates are available.	Establish an improved budget estimate; identify any potential challenges in the future to plan for changes in spending or requests for budget adjustments. Communicate any changes in funding or discrepancies.
Bid Award (during phase II)	Contractor costs are contractually established.	Finalize the pre-construction budget estimate; make budget adjustments as needed. Discuss funding and address discrepancies.
75% Construction (during Phase IV)	Majority of construction is complete, final project cost estimates are accurate.	Compile the most accurate budget estimate to date, discuss any problems that have occurred with funding. Remedy any issues.
Project Close Out (during phase V)	Project is complete, summary of project is prepared and contract is closed.	Prepare final summary of the project's financial performance. Make sure to: 1) review budget to actual report, 2) check that expenses have been allocated to all funds appropriately, 3) account for retainage, and 4) close out the project.

Some projects may require additional check-ins:

Other Milestones	Description of Milestone	Meeting Goals
Land acquisition planning @ 30% or 60% design, or as needed for ROW negotiations (during phase I)	If the project requires the purchase of private property, most often in right-of-way.	Outline budget and funds available for acquisition and any restrictions that may exist on funding.
Quarterly meetings for "watch list" projects	Date-specific meetings for projects that are inherently more complex and thus carry more uncertainty, or projects with known issues.	Report on the status of the project and identify financial challenges or areas of improvement. Plan remedies for financial challenges.
Grant Application	When the application is ready for a final review before it is submitted.	Update finance on the grant, make sure everyone understands the grant parameters and how they could affect the project
Grant Award	Once a grant has been awarded to the project.	Review and confirm the grant rules and restrictions to understand its impact on the project finances.
Any time anyone in either department notices a problem with the budget.	If anyone working on a project finds anything unexpected in terms of funding or if any claims by or against the City are pending.	Discuss the issue and work to find resolution, inform management about the situation and address as necessary.

DRAFT

Attachment C

CIP PROJECT MANAGEMENT CHECKLIST

PROJECT BASELINE	PW	PARKS	FINANCE	OUT-REACH
A. SCOPE:				
CIP Paragraph	X	X		X
B. BUDGET:				
Project Revision Request policy	X	X	X	
Project Revision Request form	X	X	X	
Funding change notification	X	X	X	
C. PROJECT SCHEDULE:				
Project Team Establishment at Kickoff	X	X	X	X
Quarterly Project Meetings	X	X	X	X
Weekly Team Meetings	X	X		X
PHASE I - PLANS, SPECIFICATIONS, AND ESTIMATES (PS&E)	**PW**	**PARKS**	**FINANCE**	**OUT-REACH**
A. SELECT PROJECT CONSULTANTS:				
Set-up internal file system	X			
Advertise for consultants/use consultant roster	X	X		
Select from consultant pool for project	X	X		
Develop scope for consultant work	X	X		
Interview prospective consultants	X	X		
Check consultant references	X	X		
Notify consultant of award or rejection	X	X		
B. SECURE CONSULTANT CONTRACT:				
Negotiate consultant contracts	X	X		X
Submit Project Revision Request (if required)	X	X	X	
Secure City contractual routing/approval of contracts	X	X		
Notice to proceed to consultant	X	X		
Assemble project schedule in MS Project	X			
C. COORDINATE ASSEMBLY OF PRE-PLANS AND SPECIFICATIONS				
Provide standard specification package to consultant	X			
Provide Federal provisions and information	X			
Provide standard details to consultant	X			
Notify utilities of project	X			
Submit RFI from Planning Dept	X			
Assist in SEPA checklist preparation	X			
Obtain required permits (HPA, Shoreline, BNRR, etc.)	X			
Answer consultant design questions	X	X		
Perform in-house design review	X	X		
Provide 30% design review	X	X		
D. MONITOR PROJECT CONSULTANT PROGRESS:				
Monitor consultant design	X			X
Monitor consultant schedule	X			X
Monitor consultant products/requisitions	X			
Requisition process	X			
Process consultant progress payments	X			
Monitor consultant budget	X		X	
Submit Project Revision Request (if required)	X	X	X	
E. ACQUIRE PROJECT RIGHT-OF-WAY (ROW) AND EASEMENTS:				
Select ROW consultant from roster	X			

Acquire title reports for ROW	X			
30% land acquisition planning	X	X	X	
Submit Project Revision Request (if required)	X	X	X	
Make initial contact with property owners	X			X
Provide easements or take documents	X			
Coordinate meeting with property owner	X			
Finalize ROW acquisition, submit PRR (if required)	X	X	X	
Proceed or not proceed with condemnation	X			
Forward documents for closing	X			
Process payments for ROW	X			
F. PREPARE AGENCY AND PUBLIC INFORMATION:				
Prepare Council memoranda and information	X	X		X
Prepare open-hose notifications	X	X		X
Secure open-house facilities	X	X		X
Prepare open-house exhibits	X	X		X
Attend public open houses	X	X		X
Answer design questions for public	X	X		X
G. COORDINATE ASSEMBLY OF FINAL PLANS AND SPECS:				
Provide 60% design review/engineer's estimate	X	X	X	
Submit Project Revision Request (if required)	X	X		
Provide plans to utilities for review/comment	X			
Review construction insurance requirements (Contact WCIA)	X			
Provide 90% design review	X	X		
H. COORDINATE ADVERTISEMENT OF PROJECT FOR BIDS:				
Prepare Council memorandum and information	X	X	X	X
Establish advertisement dates	X			
Establish pre-bid meeting date	X			
Establish bid opening date	X			
Prepare/submit advertisement package to purchasing	X			
Provide final design review and stamp	X	X		
Provide applicable prevailing wage rates	X			
Incorporate all WSDOT/APWA amendments (CD or Web page)	X			
Prepare plan holder list	X			
Setup construction estimate/specification pages	X			
Prepare final PS&E package for sale	X			
PHASE II - AWARD	**PW**	**PARKS**	**FINANCE**	**OUT-REACH**
A. ADMINISTER/COORDINATE PUBLIC BIDDING PROCESS				
Answer contractor/vendor questions	X			
Issue addenda for plans and specs (if required)	X			
Maintain sufficient supply of bid documents	X			
Conduct pre-bid meeting	X			
Attend bid opening	X	X		
Tabulate bid results (Excel spreadsheet and post to H)	X			
Verify subcontractor list for projects over $1,000,000	X			
Check low-bidder references	X			
Contact DLI regarding liens (1.800.647.0982)	X			
Reconcile all job costs	X			
Submit Project Revision Request (if required)	X	X	X	
Prepare Council award memorandum/exhibits	X			
Attend Council meeting	X	X	X	
PHASE III - PRE-CONSTRUCTION	**PW**	**PARKS**	**FINANCE**	**OUT-REACH**

A. PREPARE INFORMATION /DOCUMENTS FOR CONSTRUCTION:				
Secure inspection contract	X			
Secure compaction/geotechnical services from roster	X			
Secure project display sign	X			
Put construction notice on City Web page	X			
Print triplicate inspector forms	X			
Take pre-construction video and photographs	X			
Prepare and mail notice(s) to residents	X			
B. CONDUCT PRE-CONSTRUCTION MEETING:				
Set-up conference room and agenda	X			
Notify agencies/attendees of meeting	X			
Conduct meeting	X	X		
Attend Pre-construction meeting	X	X		X
Review and process contractor's CPM schedule	X	X		
Coordinate submittal of contractor's contract	X			
PHASE IV - CONSTRUCTION	**PW**	**PARKS**	**FINANCE**	**OUT-REACH**
A. MANAGE CONSTRUCTION AND INSPECTION OF PROJECT:				
Issue Notice to Proceed letter	X			X
Receive and file Intent to Pay Prevailing Wage forms	X			
Review/approve submittals	X			
Review/approve traffic control plan	X			
Review/approve subcontractors	X			
Review/approve private property agreements	X			
Answer construction questions	X			
Coordinate testing of new systems	X	X		
Monitor inspector's construction record drawings	X			
Answer questions from public	X	X		X
Review/file Construction Inspection Daily Report	X			
Review/file Inspector's Daily Log	X			
Review/file Weekly Statement Report of Contract Days	X			
Review and Compile Force Account Activity	X	X		
75% Construction (dollars)	X	X	X	
Issue change orders (per change order policy)	X	X		
Force Account documentation (if required)	X	X		
Submit Project Revision Request (if required)	X	X	X	
B. MONITOR CONSTRUCTION PROGRESS OF CONTRACTOR:				
Process monthly progress payments	X	X		
Collect/review weekly certified payroll	X			
Monitor/update contractor schedule	X	X		X
Submit Project Revision Request (if required)	X	X	X	
Prepare final punch list	X	X		
Issue letter of Substantial Completion	X			
C. OTHER				
Claim for Damages	X	X	X	
PHASE V - POST CONSTRUCTION	**PW**	**PARKS**	**FINANCE**	**OUT-REACH**
A. PROVIDE FINAL CONTRACT ACCOUNTING:				
Prepare construction close-out cost summary	X	X	X	
Prepare Council acceptance memorandum	X	X	X	
Submit Notice of Completion	X			
Complete Administration and Finance (A&F) checklist	X		X	
Coordinate release of retainage to contractor (letter from A&F)	X			

B. COLLECT PRIVATE FUNDING:				
Determine concomitants for project	X		X	
Send concomitant billings to property owners	X		X	
Collect concomitant funds	X		X	
Prepare, route, record concomitant releases	X			
C. PROJECT CLOSE-OUT:				
Provide construction record drawings for inclusion in base maps	X	X		
Take post-construction photographs	X			
Prepare job completion critique (consultant and contractor)	X	X		
Complete and file project documentation	X			
Submit Final Project Revision Request (mandatory)	X	X	X	
Submit all files to archives - PROJECT COMPLETE	X			