

INSTRUCTIONS TO BE USED WITH RFQ/RFP TEMPLATE

How to use this document:

This document is used in conjunction with the **ACCM CM Request for Qualifications/Request for Proposals (RFQ/RFP) Template**. Provided in this document are instructions on how to use and maximize the benefit of the ACCM Template. A Request for Qualifications is a method of determining which firms may be appropriate for your project and specific needs. It is more general than a Request for Proposals which would be utilized when you have developed some level of specificity for your project and the range of services that you are seeking to contract for. In using this template, one critical distinction is the use of Appendix C. Appendix C allows a real apples-to-apples comparison of costs by determining who bears which costs common to all construction projects. These costs referred to as “General Conditions” are handled differently by different firms. The ACCM RFP will allow you to be sure that what seems like a great price is not just a firm charging fees or costs in another format. The level of detail in Appendix C is greater than appropriate for an RFQ where you need to simply which firms you want to hear more from.

The template is designed to fulfill the needs of a school district soliciting a construction manager for a new project/program. One of the key issues in finding a Construction Manager is determining which delivery method is appropriate for your project, staff capabilities, and budget. The ACCM Project Delivery Handbook (ACCM 2008) describes the differences among the common delivery methods. This template allows you to fine tune your RFP by including specific provisions concerning Agency Construction Management, CM-Multiple Prime and CM At Risk.

1. Using this document as a guide, fill in all blank data fields in the RFP Template. Data fields are identified as, **<data field>**.
2. Remove any background color from all text within the RFP Template.

Legal Advertisement

If a legal advertisement was released to solicit proposers then it should be included before the body of the RFP and not as a part of the RFP itself.

1. Introduction.

Include a brief introductory statement which states the overall purpose of the solicitation. At a minimum this statement should include the services requested and a reference to CM Multiple Prime as the chosen delivery method.

1.1. Overview:

1.1.1.Project(s) Type(s).

The more information that can be provided, the better understanding the reader will have for developing the qualification package. Try to include the following:

- The number of buildings and the estimated total square footage of construction/modernization.
- The location and size of the site and/or any existing site conditions that require special work to improve the site.
- The intended use of the building(s). For example: classrooms, administration, theater, science labs, gymnasium, locker rooms, etc.
- If modernization, include a general scope of work intended to be performed to the existing facilities.
- If the project is a modernization or addition, indicate whether the school operates on an MTYRE or a Traditional calendar. Also indicate whether there is a summer session.
- The Architect of Record for the project, if already selected.
- Unique requirements regarding such items as interim housing or project phasing should be disclosed to the proposal.
- (Optional: LEED Certification level or CHPS score.)

1.1.2.Proposed Project Schedule(s).

This paragraph should identify the anticipated schedule for the following activities for each project.

- Anticipated date of commencement for Preconstruction services. District should strive to hire the Construction Manager early in the process so as to maximize the value of CM's preconstruction services, including but not limited to feasibility studies, budgeting, constructability reviews, selection of systems, etc.
- Anticipated date of start of construction.
- Anticipated date of project completion(s) and/or occupancy or when project is needed, if available.

1.1.3.Project Costs.

This figure should be included to inform the proposers whether or not they have the capacity or experience to responsibly perform the required services. An architect's cost estimate or district's budget will be sufficient. The exact budget is not as important as is the overall financial magnitude of the project(s)/program.

- It is recommended that the district identify the construction cost of the project as this is typically what a construction manager will base the fee on. Construction cost is defined as only the costs that can be directly attributed to construction. This does not include district soft costs.
- Project cost is defined as construction costs plus all district soft costs. This is equivalent to the districts project budget, excluding land costs.

1.1.4.Funding Source.

This information helps the candidate firms understand certain requirements associated with the project based on whether the project(s) is locally or state funded. This can also indicate the timing of the project based on the type of funding: growth, modernization, hardship, local, joint-use, county office of education, etc. There are various state funding programs, so a description of how the project(s) are to be funded can assist the proposing firms.

1.1.5.Delivery Method.

a. Relationship of the Parties.

- Agency Construction Management – The CM firm will be acting as an agent of the school district and providing advice without receiving income from the actual construction operation. The CM firm should be selected and hired early in the planning process to contribute their expertise in

feasibility studies, budgeting, and scheduling. Some projects utilize a CM as Agent and then hire a CM in a different capacity to directly manage the project. Use of the Agency CM method will require a particularly close relationship between staff, the Board and the CM. The CM should provide guidance on everything from appropriate design components to construction methods. An RFQ is a particularly important phase in selecting Agency CM because the firm or individual can provide guidance on delivery methods for use in the RFP.

- Construction Management-Multiple Prime - The CM firm should be selected and hired early in the planning process to contribute their expertise in feasibility studies, budgeting, and scheduling. The CM divides the project into multiple trade packages for public bidding. The District then awards contracts to each low-bid prime contractor. The CM manages the project during construction as a representative of the District. In essence, the CM acts like a general contractor, but does not hold any of the prime contracts. The CM does not self-perform any scope of work.
- Construction Management At Risk - A CM At Risk will serve the district as both an advisor during preconstruction and then a general contractor during construction. As described above, early selection is appropriate. Individual trade bids are submitted to the District and executed contract assigned to the CM. The CM contract typically includes a fixed price for construction and the CM holds the risk of losing money if the project exceeds that price. The CM will typically include contingency fee to cover errors in scope or performance by trade contractors. A detailed RFP will assist the District in understanding exactly how this shift of responsibilities and risks will take place.

1.1.6.Nature of the Award.

If there are multiple projects listed in the Description section, it is important to outline how these projects are planned to be awarded. Will they be individually awarded, all awarded to one firm, or divided among more than one firm? This allows the candidate firms to organize their qualification package in the most efficient manner for review. It is important to indicate whether the District intends to award projects based upon a select list of pre-approved construction management firms.

1.2. Basis for Selection.

A best value selection process provides the greatest flexibility for the district. Using best value as a basis for selection, a CM firm is evaluated initially and selected primarily on the basis of their qualifications. The CM fee is also evaluated but usually only after the shortlisted (most qualified) firms has been identified.

2. Proposal Schedule

This section should inform the proposing firms of the anticipated schedule for the following activities:

- Date of the legal advertisement (if used) and/or date of release of the RFQ/RFP
- Date of pre-proposal conference, if one is to be conducted.
- Date questions are due
- Date and time proposals are due.
- Estimated date(s) for notification to qualified firms and the proposed dates for interviews.
- Anticipated date of selection
- Date for final selection of successful CM firm(s).

3. General Requirements

3.1. Instructions to applicants:

3.1.1.Pre-Proposal Conference.

Depending on the nature and complexity of the project(s), a pre-proposal conference is recommended as a very effective way to answer questions regarding the project(s) or the RFP. A pre-proposal conference

is optional. Specify exactly where and when the conference is to be held and whether or not it is mandatory.

3.1.2. Questions.

Specify how questions regarding the project or RFP are to be transmitted to the district. Reiterate the date and time they are to be received by and explain how they will be answered. It is recommended to document all questions and send them to all potential proposers as an Addendum.

3.1.3. Delivery requirements.

This section should inform the proposing firms of the anticipated schedule for the following activities:

- Number of copies to be submitted
- Date, time and exact location that proposals are due to be delivered.

3.1.4. Proposals to be prepared at firm's expense.

No instruction

3.1.5. District reserves the right to accept or reject any and all proposals.

No instruction

3.1.6. Supplemental information.

3.1.7. Addenda.

3.1.8. Prerequisite requirements

a. License.

Government Code section 4525(e) requires that a Construction Manager be “a licensed Architect, Registered Engineer, or a licensed General Contractor. However, when supervising construction activities in the field, this requirement can become more restrictive in that a B contractor’s license may be required. District’s should consult with their legal representative in order to determine the appropriate level of licensing required for their project(s). Beware of CM firms claiming that as an “agent” or CM they do not need to hold a license or that some voluntary organization’s certification is sufficient. ACCM members are licensed contractors that provide construction management services.

b. Evidence of ability to meet minimum Insurance requirements defined.

Make sure that the insurance requirements defined in this section are in alignment with the limits defined in the attached sample agreement.

4. Submission Requirements

4.1. Proposal Format

4.1.1. Proposal presentation (folder/bound).

Specify how the proposal is to be presented.

4.1.2. Pages.

Specify the maximum amount of pages a proposer can include in their submission. Limiting the amount of pages will keep proposers focused on the required content and will discourage them from submitting non-relevant information.

4.1.3. Specify Tabbed Sections.

By defining the organization of the submission it will be easier to evaluate all proposals.

4.2. Proposal Content

4.2.1. Letter of Interest.

No instruction

4.2.2. Table of Contents

No instruction

4.2.3. Company Qualifications.

a. Legal Entity.

The description of the legal entity provides the district with information relevant to the structure of the firm. While the type of legal structure under which a firm is established should have no bearing on each firm's ability to execute the contract, this question establishes the structure behind the company name.

b. Litigation/Arbitration/Termination.

Having the Construction Management firm describe the litigation, mediation, and arbitration, in which they have been involved, will provide information indicating both how the organization resolves conflicts and the frequency in which they arise. This section also allows the proposing firm a chance to explain the reasons for each dispute or termination and provide possible justification.

c. Business Experience and Licensing.

The year an organization was founded indicates if the firm is a long established company or a newly created company. If a company is relatively new, it will be necessary to focus on the experience of the key individuals prior to the formation of the proposing firm.

Obtaining the former names under which the organization has operated may reinforce the experience of the proposing firm or reveal a company name that can be researched for reputation and solvency.

The number of years in which an organization has practiced Construction Management indicates the experience of the proposing firm for this delivery method. In combination with years of experience, look at the number of projects completed by the proposing firm.

The location of office from which the proposing firm will serve the Construction Management contract can provide information relevant to the quality of service. Considerations include accessibility to the owner, length of travel, local agency familiarity, local identity, and community acceptance.

The qualifying license or professional registration is requested to verify that the proposing firm has the minimum requirement for licensing/registration.

4.2.4. Project Experience and References.

The list of all relevant projects completed in the last seven years will allow the district to selectively choose appropriate references and projects for further investigation instead of having the Construction Management firm provide only favorable references. Verify that proposing firms are only using completed projects and references from the proposed entity.

a. Relevant projects in progress.

No instruction

b. Relevant projects completed.

No instruction

c. Sustainable projects.

No instruction

1.1.2. Project Team

a. Team organizational chart.

An organizational chart for the project will show you how the Construction Manager intends on structuring his operations for the proposed project. It will also show the involvement of each proposed individual. However, depending on how far into the future the project and services will start, a detailed organizational chart may not be appropriate.

b. Resumes.

If the specific time frame of your project is known, ask for the resume of each proposed team member. If the time frame of your proposal has yet to be defined, you may want to ask for the resumes of all potential team members. In this case it may be best to make your selection based on the depth of the entire firm instead of the merits on one or a few individuals.

1.1.3. Technical Capabilities

a. State and local agencies.

The strength of experience and knowledge a Construction Management firm has with the various state and local agencies can be important to the district depending on the district structure and resources. It is important to evaluate your staffing against the services available from the Construction Management firm.

b. Consultants.

You will want to know if the Construction Management firm intends on hiring consultants to execute portions of the work. This section allows the proposing firm to explain the extent of the work that is to be performed by others. Many firms will hire consultants for Critical Path Method scheduling, as-built preparation, cost estimating, and constructability reviews. Typically, Construction Management firms have sufficient in house expertise to perform these services.

c. Project approach.

The project approach section will allow the proposer to distinguish themselves from other firms. By allowing them to prepare a specific approach to the project you will get a complete understanding of what they offer. This section also allows them to address the scope of services required on the project.

1.1.4. Fee Proposal

a. CM FEE.

No instruction

b. General Conditions Cost Schedule.

If the project duration is known and the district intends to award all project(s) to a single construction manager than it is recommended to ask all proposers to provide an estimate using the form provided in Exhibit C. If the project duration is not known, and/or the district intends to award separate contracts for each of the projects than it is recommended to ask all proposers to provide billable hourly rates for all team members.

5. Evaluation and Award Process

5.1. Evaluation Criteria.

Define how you intend to evaluate the proposals. Proposals can be scored, or you can list items that are most important to the selection process.

5.2. Interview.

Define the process you intend to use for interviewing shortlisted firms. Reiterate the interview date range.

5.3. Final Selection.

Define the process you intend to use for final selection and contract negotiations for the selected firm.
Reiterate the date range of final selection.

6. List of Exhibits

EXHIBIT A Scope of Services

EXHIBIT B Sample Agreement

EXHIBIT C Sample General Conditions Cost Schedule for RFPs

EXHIBIT A SCOPE OF SERVICES

1. Preconstruction Services.

a. (Optional: LEED/CHPS Services.)

b. Site Evaluation.

Site Evaluation: In the event that the Construction Manager is selected prior to the acquisition of the project site, the Construction Manager may provide assistance to the District by coordinating the CDE and DTSE site approval process. Subsequent to the purchase of the site, the Construction Manager should make site visits, as needed to review the current site conditions. During this evaluation, the Construction Manager may make recommendations relating to soils investigations and utility locations and capacities, in order to minimize unforeseen conditions. Discussions regarding temporary fencing, office trailer placement and access may take place at this point.

c. Plan Review: Value Engineering and Constructability.

Plan Review-Value Engineering and Constructability: The construction documents should be thoroughly reviewed early enough to allow adequate time for revisions prior to the bid. For this reason, it is important to hire the Construction Manager as early as possible. Conflicting direction, feasibility problems, budget issues, scope duplications or missing information should be noted and documented. Typically, the Construction Manager will track these items and distribute copies to the Architect and District for review and implementation or correction. Each item is tracked and closed once the Construction Manager has verified that corrections have been made to the Construction Documents or is otherwise resolved. This step in the preconstruction process is fundamental to minimizing future conflicts and change orders. The Construction Manager may also provide value engineering and cost saving recommendations, subject to approval from the District. At this time, the Construction Manager should verify that the District's standards have been incorporated into the documents.

d. Master Budgeting and Scheduling.

Master Budgeting and Scheduling: The master budget should include any anticipated income from funding sources, as well as all soft and hard cost expenditures for the project. These costs may include but are not limited to: Property and acquisition costs, design fees, construction, construction manager fees, testing and inspection, DSA Inspection, survey, agency fees, technology, F&E and a budget contingency. On modernization projects, hazardous investigation, abatement, moving costs and/or interim housing costs should also be included, if applicable. The Construction Manager is responsible for gathering all cost data and developing the master budget. The budget should be distributed to the District and Architect early enough to allow adequate time for any necessary value engineering adjustments.

The Construction Manager typically prepares the master project schedule as well, based on the District's targeted occupancy dates. The schedule should establish key milestones for the project. The level of detail may vary, depending on the complexity of the project. The schedule should include general durations and specific milestone dates for key events. The Construction Manager should prepare timelines for the preconstruction phase, including milestones for DSA, CDE, OPSC or local agency approvals, receipt of funds, plan review deadlines, publishing dates and bid dates. These services become more beneficial if performed early in the development of the project. They can provide timelines that must be achieved prior to the bid and identify obstacles that may be encountered. This becomes helpful if the project is still early in its development, as it provides tasks and timelines that must be achieved prior to the bid, to allow adequate time for construction. The Construction Manager should update the master schedule on a regular basis.

e. Detailed Construction CPM Schedule.

Detailed Construction CPM Schedule: A construction CPM schedule, whether it reflects long-term construction under separate bids, or short term construction under one bid, should take into account such factors as construction access through all phases, District calendar and student attendance, barricade requirements, protection of work, interim housing and cost efficiency. The Construction Manager should coordinate with the District for input when developing this schedule, and prepare a schedule that is realistic, cost efficient, reflects a logical sequence of construction activities, and yet is attentive to the educational program or priorities.

f. Preliminary and Detailed Estimates.

Preliminary and Detailed Estimates: The Construction Manager will typically prepare preliminary conceptual estimates for the project. The estimates may be developed using historical cost data or current pricing from estimating publications. During document production, a detailed estimate should be developed and updated. Following the bid, the detailed estimate should be finalized and compared to actual costs and the overall project budget. Major discrepancies in the estimate versus actual bid costs should be analyzed and addressed.

g. Bidding Strategies.

Bidding Strategies: The bid structure should be developed in a manner that generates the most competitive bids and responsive bids possible. It should also include contingency plans for factors that are difficult to quantify or determine prior to bid. These concerns may include funding, timing, bid schedule coordination, bid climate, existing conditions or pending agency approvals. The Construction Manager will recommend the most cost effective method for addressing these factors, i.e. multiple site bid packaging, bid alternates, unit pricing and/or allowances. If Alternates are used, the Construction Manager will assist the District in establishing the method by which the low bidder will be determined.

h. Project Accounting and Management Systems.

Project Accounting and Management Systems: The systems utilized by each Construction Manager can widely vary. The Construction Manager should develop and implement an accounting and management system that supports scheduling, budgeting, reporting, document control and contractor payments. The system should also identify and support problems and solutions. The Construction Manager should coordinate these systems with the District and state requirements and provide monthly progress reports summarizing the current project status, budget and schedule. A well-formatted accounting system will assist the District during final close out and state audit.

i. General Conditions Document Preparation.

The Construction Manger shall ensure that the General Conditions are suitable for the Construction Management delivery system. The Construction Manager and the District shall coordinate this effort with District's legal counsel and obtain the District mandated approvals prior to publication.

j. Project Scoping.

Project scope structures are a set of instructions prepared by the Construction Manager for the purpose of delineating the work of the separate trade contracts. A CM should structure bid categories to ensure that all specification sections are grouped logically in accordance with the specific requirements of the project. All portions of the work must be incorporated into the individual bid packages while being sensitive to such issues as budget, bid climate and overall project scope.

2. Bid/Award Phase Services:

a. Bidder Interest.

The Construction Manager should have the proven ability to ensure adequate bid coverage for each of the construction trade packages. It may be important that local contractors have the opportunity to obtain work within a given District.

Some trade contractors are unfamiliar with the requirements of public school construction projects. Training and/or assistance with the various requirements such as bonding, proper insurances, and disadvantaged business participation should be available from an experienced Construction Manager. Conducting an early bidders' workshop gives these contractors the ability to comply with the various requirements and compete for work on the project.

A qualified CM firm should employ an established bid solicitation strategy which will result in local and other qualified bidder participation. Having a minimum of three bidders in each of your trade packages can confirm that competitive pricing was obtained for your project.

b. Advertisements.

Legal Advertisements: Proper public notice of the project bid is not only a legal requirement, but also serves to correctly notify the contracting community of the project's scope, trade packaging, bid dates, DVBE and other requirements. A well-written and informative advertisement can greatly assist in the successful bidding of your project.

The CM will often post ads in regional trade publications, website, local papers, and plan rooms.

c. Pre-bid Conferences.

These meetings are conducted midway through the bidding process. Ideally, plans and specifications have been available to bidders and an onsite conference allows contractors to confirm existing conditions, ask questions regarding the scope of the work and/or bidding requirements, and verify site access and other site constraints. These meetings are typically attended by the District, Architect, Consultant(s), and Construction Manager representatives working on the project. The Construction Manager should facilitate the conferences and site visits.

These meetings are essential for modernization and addition projects in that existing conditions are critical in determining the complexity of the work. Mandatory attendance is sometimes required in order to be eligible to bid on the project. Prior consultation with the Construction Manager in making this requirement is essential, for bidder participation can be affected by this limiting requirement.

d. Responses to Bidder Inquiries.

During the bid process, many questions arise from bidders relating to the plans, specifications, and/or existing conditions. It is important that the Construction Manager have an adequate system for documenting these inquiries, obtaining the clarifications, and distributing this information to all active bidders via Addenda coordinated with the Architect. It is critical that all bidders receive the same timely responses to these inquiries, to ensure fair bidding practices and avoid unnecessary bid challenges.

e. Plan and Addenda Distribution.

The Construction Manager should act as the bidders' source for all project documentation, including plans, specifications, bid documents, reports, etc. Typically, the Construction Manager handles the reproduction of the various construction documents and tracks the distribution. If plan deposits are required, the Construction Manager holds these deposits and when appropriate, ensures timely return of these deposits. If maintained and returned in good condition, these sets can be reissued to the successful bidders for use during the construction process.

Adequate tracking of all plan-holders is also essential for the proper distribution of bid addenda during the bid phase.

f. Bid Evaluation and Review.

Following opening of bids, all bid documents must be reviewed for responsiveness. Verification is conducted before the Construction Manager can provide recommendations for awards to the District. Included in this review is verification of active and proper license requirements, acknowledgement of received addenda, accuracy of addition/subtraction, completion and proper execution of all required bid forms, compliance with DVBE regulations, and review of surety documents.

A complete and accurate summary of the bids, indicating the low bidders for each category, should be presented to the District for review and determination of awards soon after opening of bids.

g. Contract Documents.

All contract documents should be submitted to the District's legal counsel prior to incorporation into the project specifications. Services pertaining to the distribution and collection of these documents can vary. The Construction Manager prepares the contracts, bonds, and associated attachments and distributes these documents to the prime contractors for execution. All documents are then returned to the Construction Manager for an accuracy and completeness review and forwarded to and tracked through the District for final execution. Alternatively, in some circumstances, the individual Prime Contractors are directed to produce these contract documents and forward them directly to the District for review and further processing.

h. NOA's and NTP's.

Upon determination of awards and following Board Approval, the District and Construction Manager will prepare the contracts, and forward them to the successful bidders along with a Notice of Award. This allows the successful contractor to proceed with obtaining all required contract documentation, insurances, and payment/ performance bonds. The contractor then returns all the appropriately executed documents to the District via the Construction Manager. Once all required the District receives the required documentation, the Notice to Proceed is issued to the Contractor.

On occasion a contractor may be issued a Notice to Proceed prior to execution of all the required documentation, but only at the discretion of the Construction Manager and with the approval of the District. This is infrequent, but not unheard of, and can occur when schedule constraints or specific deadlines call for such action, and only when there is a high degree of confidence in the contractor performing the work.

3. Construction Phase Services:

a. CPM Schedule Maintenance.

Under the typical Multiple Prime Construction Management scenario, the Construction Manager would be responsible to update and distribute the detailed critical path schedule. The analysis of the CPM Schedule will be the basis for determining the need for corrective measures in the event of schedule impacts. The frequency of updates should be established in advance, but it is industry standard that these updates should occur on a monthly basis.

b. Budget Control and Maintenance.

Detailed project budget reports should be developed based upon the District's approved budget once the project has bid and hard construction numbers are available. These budget reports allow the District to make informed decisions regarding budgetary adjustments.

c. Storm Water Pollution Plan.

The Construction Manager should ensure that the Storm Water Pollution Plan is produced, filed, and implemented. The required Best Management Practices (BMP's) must be logically assigned to the appropriate trade contractor.

d. (Optional: LEED/CHPS Services.)

e. Agency Interface.

Many Construction Managers provide Local and State Agency interface during the construction process. They might interact with a city, county, or state concerning such matters as permits and other related fees and inspections. Further, the CM might be involved with DSA regarding structural, fire and life safety, or access compliance issues.

f. Schedule of Values.

The schedule of values should be developed after the Construction Contracts are awarded. The Construction Manager will typically prepare a master schedule of items, broken down by each Prime Trade Contractor. Applicable portions of the master schedule of values are then forwarded to the Prime Trade Contractors, who will input dollar values for each line item, which will total to the contract amount. The Construction Manager should receive and review the values submitted by the Prime Trade Contractors.

g. Monthly Billing Procedures.

The Construction Manager provides a unified master monthly billing package for the project that provides a summarized accounting of each Prime Contractors billing and total project level billing information. This master billing package would also contain information detailing any retention escrow arrangements and include documentation with regard to payment to be made by the District and current balance contained in these escrow accounts. Each month, the Construction Manager should review and approve each Prime Trade Contractor's proposed percentages complete against the established schedule of values, and make recommendations to the District for payment.

h. Conduct Pre-Construction Conference.

The Construction Manager typically schedules and conducts the pre-construction conference, which is also attended by the DSA On-Site Inspector, District Representative, and Applicable Prime Contractors. The following procedures and information are typically discussed: the project schedule, field decisions, staging and storage areas, instruction bulletins, change orders, schedules of values, pay applications, RFI's, as-builts, close-out requirements, site working hours, safety and first aid, house keeping requirements, communication between parties, submittals and samples, substitution requests, permits, inspection and testing procedures, project meetings, verified reports, and unique project requirements.

i. Project Record Documents.

The specific elements and requirements of "as-built" drawings and other record documents should be well described within the Architect's project manual. The Construction Manager should be responsible to coordinate and ensure compliance and turn over to the District. For purposes of trade contractor coordination, a single project master set should be maintained on the site.

j. Interim Housing.

Although interim housing is typically provided by the School District, Construction Managers typically do assist the District with the requirements, coordination, and scheduling of these services. Interim housing needs can vary based upon such considerations as traditional versus year round instructional and project phasing of special use and instructional space. It is essential that the Construction Manager effectively communicate both scheduling and logistical requirements to District staff early in the development of the project in order to avoid last minute adjustments in either the quantity or timing of these resources.

k. Document Control.

The Construction Manager is normally responsible for monitoring and reporting on the status of such items as submittals, substitutions and shop drawings, requests for information, Bulletins or Directives, Cost Proposals, and change orders.

l. Shop Drawings & Submittals.

Shop Drawings & Submittals: Shop drawing requirements should be included on the master project schedule. The Construction Manager should manage the submission of shop drawings, review for completeness and general conformance and monitor approval by the Architect. Copies of approved shop drawings are distributed to interfacing trades to ensure proper coordination of work.

m. Administration of the Construction Contracts. SUPERVISION:

Observe the installation of materials and equipment into the project to assure that they are handled, stored, and installed properly and that they are in compliance with the contract documents. Report to the District regarding these activities. Collaborate with the District's independent inspection and testing

consultants and other vendors. Coordinate contractors' daily logs and reports. Identify problems encountered in accomplishing the work and recommend appropriate actions to the trades to resolve these problems with a minimum effect on the timely completion of the project. Arrange and coordinate temporary site-related general conditions items. Coordinate the work of prime contractors, and maintain a record of on-site conditions and activities. Maintain on a daily basis an onsite project log. This project log should contain such things as contractor and subcontractor manpower, material deliveries, project milestones, visitors to the site, and general project progress.

Administration of the Construction Contracts: MANAGEMENT/ ADMINISTRATION:

Services should include, but are not limited to: management and document control of RFI's, submittals, change orders, certified payrolls and releases, and payment applications. The Construction Manager should also provide recommendations to the District with regard to enforcement of the Construction Contracts and Prime Contractor performance and any corrective actions deemed necessary. The responsibilities of the Construction Manager should be established prior to commencement of services and included in the Construction Management Agreement.

n. Change Order Review.

The Construction Manager should evaluate all change order requests for validity of scope, costs and time, and provide a written summary and formal recommendation to the District for approval of change orders.

o. Contractor Claims.

The Construction Manager should endeavor to prevent Prime Contractor claims, however, in the event a claim is unavoidable, the Contract Documents typically define dispute resolution procedures. It is the Construction Manager's responsibility to review contractor claims for conformance with the Contract Documents and to investigate the facts surrounding the matter. Based on the facts, the Construction Manager should provide the District and Architect with a formal recommendation for acceptance or denial of the claim. Depending on the value or source of the claim, the Construction Manager may also need to consult with the District's legal counsel prior to formally responding to the claim.

p. Verified Reports.

Under multiple prime arrangements, the Construction Manager would normally assist the Architect in completing and submitting verified reports. The Construction Manager should forward to the Architect a list of Prime Contractors on the project, their contract values and work scopes. The Construction Manager will advise the Architect upon completion of the work and execution of Prime Contractor's final change orders. The Architect will generally complete the forms based on the information provided by the Construction Manager. These forms are forwarded to the Construction Manager for verification. The Construction Manager will distribute the verified reports to the Prime Contractors for signature and return all reports to the Architect. The Architect and Construction Manager should agree on a specific processing method prior to the commencement of construction.

q. Project Meetings.

The Construction Manager will conduct and document the project meetings. Topics that should be addressed in the weekly progress meetings include: construction-related matters, policy and procedure issues, schedule look-aheads, RFI's, submittals and change orders. The Architect should prepare and distribute meeting minutes to all attendees as soon as possible following the meeting.

r. Insurance Certificates.

The Construction Manager should receive all Prime Trade Contractor's insurance certificates and review for compliance with the Contract Documents. The Construction Manager should notify the Contractor of non-compliant certificates and ensure that correct documents are obtained prior to the commencement of work. Certificates are generally routed to the District with copies being maintained in the Construction Manager's files. A log should be maintained and updated by the Construction Manager so that expiration dates can be tracked and new certificates obtained from the Prime Trade Contractor prior to the continuance of work.

Post Construction and Project Close-Out Services:

a. Relocation.

If required, schedule, coordinate and manage District move-in activities, including arrival and installation of F&E and staff relocation. The District shall advise the CM of delivery lead times, and provide equipment cut sheets and any special space or utility requirements in advance for coordination and scheduling purposes.

b. User Training.

System training should start at least 30 days prior to substantial completion, and should be complete no later than 30 days after substantial completion. A Schedule of Training Activities, including dates and times, should be developed and recorded, with District sign off as each training item is completed. Coordinate and schedule with the Architect and contractors all final testing of equipment and assure that the contractor's obligation in providing the proper testing is fulfilled. If needed, it is preferred that a 30-day burn-in period is maintained in order to ensure adequate performance of the systems. Coordinate training sessions conducted by manufacturers for maintenance and operations staff. Coordinate with the contractor and the District to schedule the required training of the new equipment installed under the contract. The District should strive to set aside adequate time in advance to ensure all appropriate personnel receive necessary training. The contract documents will outline the mandatory training requirements.

c. Punchlists.

Prior to the official Punch List walk, the Construction Manager develops a list of deficient and incomplete work. This list is provided to the prime contractors for correction prior to the official Punch List walk. Any items remaining on this list are provided to the architect prior to the final punch list walk. This list demonstrates the Construction Manager's standard for quality control, and provides a foundation document for use in generating the Architect/Engineer's final punch list. Prior to the punch list walk, the District should identify a limited but appropriate list of representatives who will participate in the punch list process. In addition to the District Representatives, the Architect shall coordinate the consultants and Inspector. The punch list team, with participation of the CM, Architect/Engineers, and Inspector of Record reviews the quality of the work and develops the single, comprehensive punch list for the project. The CM should establish a system of distribution and prioritization for completion of the punch list, and will monitor the contractors' progress to ensure timely completion of items. The CM will provide written verification once punch list items are completed, eliminating unnecessary reinspection. Once the CM provides this verification, the Architect returns for a final inspection and sign off.

d. Submit As-Builts.

The specifications should be reviewed carefully to determine if there are any special as-built requirements.

The Construction Manager, Inspector and Prime Contractor will review the as-built documents on a regular basis to ensure their accuracy and completeness. The documents will have been maintained on a current basis throughout the construction process for use by all Trade Contractors. It is recommended that the contractor sign the documents to certify their accuracy. Once the as-built documents have been completed, copies will be forwarded to the District.

e. Project Closeout and Warranties.

As the project nears completion, the Construction Manager must ensure that the trade contractors prepare O&M manuals as required by the contract documents. These manuals should include warranties, project directory with 24-hour emergency phone numbers, equipment schedules, written acceptance of owner stock material(s), and system training sign off documents. Typically these are provided in 3-ring binders, tabbed and labeled for content. Final retention should not be released until all close out documents are received.

The Construction Manager, Architect and District shall establish reasonable acceptance dates based on use and occupancy at which time warranties, guarantees, utilities, insurance, building maintenance, supplies, etc. become the responsibility of the District.

Districts should verify that the CM firm will assist the District in obtaining warranty service from the appropriate contractor. The CM should monitor the first year and perform a six-month and twelve-month performance evaluation.

f. Final Lien Releases.

All required liens, waivers and releases must be received and reviewed prior to approval to release the contractors' retention, if required by Contract Documents.

g. OPSC/DSA Close Out.

The CM should compile a list of Agency-required close out items. Items submitted will be checked off the list; a list of incomplete items will be provided to the Architect and District.