

PARIS JUNIOR COLLEGE

REQUEST FOR PROPOSAL

FOR

CONSTRUCTION MANAGEMENT
SERVICES

(CM AT RISK)

(ONE STEP PROCESS)

PARIS JUNIOR COLLEGE PROJECTS

GREENVILLE AND SULPHUR SPRINGS, TEXAS

PROPOSAL

#RFP 01

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NOTICE REQUEST FOR PROPOSAL

PARIS JUNIOR COLLEGE PROJECTS
Greenville and Sulphur Springs, Texas
Construction Management Services
(CM at Risk) (One Step Process)

Paris Junior College
Proposal #RFP 01

Paris Junior College will accept proposals from Construction Managers until 2:00 P.M. May 17, 2006 at the Paris Junior College Administration Building in Paris, Texas.

Attn: Pamela D. Anglin, Ed.D.
Proposal #RFQ 01
Paris Junior College
President
2400 Clarksville Street
Paris, Texas 75460

for construction management services for the above mentioned projects consisting of the following:

1. **Two separate projects for a total of \$11,500,000.00 construction cost:**

Project 1 – New \$7,000,000, 42,000 SF Multi-Purpose/Academic Building and associated parking as phase one of a new 172 acre master planned campus located in Greenville, Texas. The building exterior materials will consist of brick with some cast stone accents, Low-E glass, pre-finished sun screening, and a metal roof. The interior will consist mainly of Gypsum Board walls, suspended ceilings, and VCT, Terrazzo/Tile flooring, with carpet tile for classrooms. The Master Plan will form a pedestrian oriented campus landscaped in native, prairie style foliage. Refer to the attached Greenville documents for the Overall Master Plan, Phase 1, the program for the building, and other site information.

Project 2 – New \$4,500,000, 26,000 SF Multi-Purpose/Academic Building and associated parking as phase one of a new 44 acre master planned campus located in Sulphur Springs, Texas. The building exterior materials will consist of brick with some cast stone accents, Low-E glass, pre-finished sun screening, and a metal roof. The interior will consist mainly of Gypsum Board walls, suspended ceilings, and VCT, Terrazzo/Tile flooring, with carpet tile for classrooms. The Master Plan will form a pedestrian oriented campus landscaped in native, prairie style foliage. Refer to the attached Sulphur Springs documents for the Overall Master Plan, Phase 1, the program for the building, and other site information.

The college may choose to award the campuses individually or as a single contract. Work will begin in January 2007 and is expected to continue through May 2008. The work will be located in Greenville and Sulphur Springs, Texas.

The Request for Qualifications may be obtained beginning April 27, 2006, by calling the architect's office:

Jonathan Oltmann
SHW Group, Inc.
4000 McEwen Road North
Dallas, Texas 75244-5083
Phone: 972-701-0700

Paris Junior College reserves the right to waive any informalities and to reject any or all proposals. A Pre-Proposal Conference will be held at the Paris Junior College Administration Building located at 2400 Clarksville Street Paris, Texas 7546, at 11:00 A.M. on May 11, 2006. Attendance is strongly recommended

Paris Junior College

**PARIS JUNIOR COLLEGE NEW GREENVILLE AND SULPHUR
SPRINGS CAMPUS
CONSTRUCTION MANAGER
SELECTION SCHEDULE**

- First Advertisement 04-14-06
- Second Advertisement 04-20-06
- Request for Proposal Release 04-27-06
- Pre-Proposal Conference 05-11-06, 11:00 a.m.
- Latest Date for Questions 05-12-06
- Receive Qualification 05-17-06, 2:00p.m.
- Review Qualifications / Select Short List Candidates 05-22-06
- Notify Short Listed Firms of Interviews 05-23-06
- Receive Sealed Fees 06-02-06, 2:00p.m.
- Interview Firms on Short List, Select One Firm 06-05-06 & 06-06-06 (tentative)
- Board Approval of Firm and Fee 06-26-06

PARIS JUNIOR COLLEGE NEW GREENVILLE AND SULPHUR SPRINGS CAMPUS

PROJECT SCHEDULE GREENVILLE CAMPUS

- Programming Jan 15 -March 15, 2006
- Schematic Design April 15 - June 30, 2006
- Design Development June 30 – Oct 15, 2006
- Construction Documents Oct 15 – Feb 15, 2007
- Drawings Available Feb 15, 2007
- Out for Bid Feb 15, 2007
- Pricing, Approval of GMP April 1, 2007
- Construction Starts On April 1, 2007
- Move-In Summer/Fall Semester 2008

PROJECT SCHEDULE SULPHUR SPRINGS CAMPUS

- Programming Jan 15 -March 15, 2006
- Schematic Design April 30 – July 10, 2006
- Design Development July 10 – Oct 20, 2006
- Construction Documents Oct 20 – Feb 20, 2007
- Drawings Available Feb 20, 2007
- Out for Bid Feb 20, 2007
- Pricing, Approval of GMP April 5, 2007
- Construction Starts On April 5, 2007
- Move-In Summer/Fall Semester 2008

PARIS JUNIOR COLLEGE NEW GREENVILLE AND SULPHUR SPRINGS CAMPUS

PROJECT DESCRIPTION

GREENVILLE – New \$7,000,000, 42,000 SF Multi-Purpose/Academic Building and associated parking as phase one of a new 172 acre master planned campus located in Greenville, Texas. The building exterior materials will consist of brick with some cast stone accents, Low-E glass, pre-finished sun screening, and a metal roof. The interior will consist mainly of Gypsum Board walls, suspended ceilings, and VCT, Terrazzo/Tile flooring, with carpet tile for classrooms. The Master Plan will form a pedestrian oriented campus landscaped in native, prairie style foliage. Refer to the attached Greenville documents for the Overall Master Plan, Phase 1, the program for the building, and other site information.

SULPHUR SPRINGS – New \$4,500,000, 26,000 SF Multi-Purpose/Academic Building and associated parking as phase one of a new 44 acre master planned campus located in Sulphur Springs, Texas. The building exterior materials will consist of brick with some cast stone accents, Low-E glass, pre-finished sun screening, and a metal roof. The interior will consist mainly of Gypsum Board walls, suspended ceilings, and VCT, Terrazzo/Tile flooring, with carpet tile for classrooms. The Master Plan will form a pedestrian oriented campus landscaped in native, prairie style foliage. Refer to the attached Sulphur Springs documents for the Overall Master Plan, Phase 1, the program for the building, and other site information.

Paris Junior College

PARIS JUNIOR COLLEGE NEW GREENVILLE AND SULPHUR SPRINGS CAMPUS

REQUEST FOR QUALIFICATIONS AND SEALED FEES

Pursuant to the provisions of the Texas Education Code Section 51.782, it is the intention of Paris Junior College to select via a Request for Proposal process a Construction Manager at Risk for the construction of the **New Greenville Campus** and **New Sulphur Springs Campus** for Paris Junior College. The selected Construction Manager is to assist the College and its Architect (SHW Group LLP) with cost estimating, value engineering, constructability reviews, scheduling, and to build the project thereafter as the Construction Manager at Risk. The scope and schedule for the project as currently defined are described by the attached materials.

Proposals are to include the information requested in the Questionnaire below in the sequence and format prescribed. In addition to and separate from the requested information, organizations submitting may provide supplementary materials further describing their capabilities and experience.

Proposals (8 copies) are to be submitted to:

Pamela D. Anglin, Ed. D.
President
Paris Junior College
2400 Clarksville Street
Paris, Texas 75460

no later than:

2:00 p.m., May 17, 2006

On the 22nd of May, the College and its Architect will review the proposals and select a short list of firms for interviews. Selected firms will be notified by May 23, 2006. Interviews with the Committee will be scheduled on June 6 and June 7, 2006. The selection process will follow the stipulations of the Texas Education Code Section 51.782, the relevant sections of which have been summarized beginning on page 9.

Queries about the Project and Request for Qualifications should be addressed to:

SHW Group LLP
4000 McEwen Road North
Dallas, Texas 75244-5083
(972) 701-0700
Attn: Jonathan R. Oltmann

There will be a Pre-Proposal Conference in the Paris Junior College Administration Building, 2400 Clarksville Street, Paris, Texas, at 11:00 a.m., May 11, 2006.

PARIS JUNIOR COLLEGE NEW GREENVILLE AND SULPHUR SPRINGS CAMPUS

REQUEST FOR QUALIFICATIONS QUESTIONNAIRE

Please provide the following information in the sequence and format prescribed by this questionnaire. Supplemental materials providing additional information may be attached, but the information requested below is to be provided in this format.

1. Firm Information:

Name of firm:

Address of principal office:

Phone, Fax:

Form of Business Organization (Corporation, Partnership, Individual, Joint Venture, Other?):

Year founded:

Primary individual to contact:

2. Organization:

2.1 How many years has your organization been in business in construction in its current capacity?

2.2 How many years has your organization been in business under its present name? Under what other or former names has your organization operated?

2.3 If your organization is a corporation, answer the following: Date of incorporation, State of incorporation, President's name, Vice-President's name(s), Secretary's name, Treasurer's name.

2.4 If your organization is a partnership, answer the following: Date of organization, type of partnership (if applicable), names of general partner(s).

2.5 If your organization is individually owned, answer the following: Date of organization, name of owner.

2.6 If the form of your organization is other than those listed above, describe it and name the principals.

3. Licensing:

3.1 List jurisdictions and trade categories in which your organization is legally qualified to do business and indicate registration or license numbers, if applicable.

3.2 List jurisdictions in which your organization's partnership or trade name is filed.

4. Experience:

4.1 List the categories of work that your organization normally performs with its own forces. Would you propose to do any work with your own forces or to bid all work to subcontractors?

4.2 List any subcontractors in which your organization has some ownership and list the categories of work those subcontractors normally perform.

4.3 Claims and suits. (If the answer to any of the questions below is yes, please attach details.)

4.3.1 Has your organization ever failed to complete any work awarded to it?

- 4.3.2 Are there any judgements, claims, arbitration proceedings or suits pending or outstanding against your organization or its officers?
- 4.3.3 Has your organization filed any lawsuits or requested arbitration with regard to construction contracts within the last five years?
- 4.4 Within the last five years, has any officer or principal of your organization ever been an officer or principal of another organization when it failed to complete a construction contract? (If the answer is yes, please attach details.)
- 4.5 Current work:
List the major construction projects your organization has in progress, giving the name and location of project, owner, architect, contract amount, percent complete and scheduled completion date.
- 4.6 Work over last 5 years:
List major projects (particularly educational facilities) constructed by your organization over the last 5 years. For each project, provide the name, nature of the project/function of the building, size (SF), location, cost, completion date, owner and architect, and the manner in which your organization was selected (bid or RFP or other method).
- 4.6 Experience with Paris Junior College

5. Financial Information:

- 5.1 Attach a financial statement, preferably audited, including your organization's latest balance sheet and income statement showing the following items:
- Current assets (e.g., cash, joint venture accounts, accounts receivable, notes receivable, accrued income, deposits, materials inventory, and prepaid expenses.)
 - Noncurrent assets (e.g., net fixed assets, other assets.)
 - Current liabilities (e.g., accounts payable, notes payable, (current), accrued expenses, provision for income taxes, advances, accrued salaries and accrued payroll taxes.)
 - Noncurrent liabilities (e.g., notes payable.)
 - Capital accounts and retained earnings (e.g., capital, capital stock, authorized and outstanding shares per value, earned surplus and retained earnings.)
- 5.2 Name and address of firm preparing attached financial statement and date thereof.
- 5.3 Is the attached financial statement for the identical organization names under item 1 above? If not, explain the relationship and financial responsibility of the organization whose financial statement is provided (e.g., parent, subsidiary.)
- 5.4 Will the organization whose financial statement is attached act as guarantor of the contract for construction?
- 5.5 Provide name, address, phone for bank reference.
- 5.6 Surety: Name of bonding company, name and address of agent. **A bond to 100% of the construction cost will be required upon submission of the GMP. Proof of ability of bond will be required prior to selection.**

6. Experience with, Concepts for working as a Construction Manager at Risk:

- 6.1 Describe your organization's concepts for working in a team relationship with the owner and architect during the design and construction of major projects. Describe your organization's methods for estimating costs, and for scheduling during the design/documents phases. Which (one or more) of your projects listed above best exemplify these concepts and experience?
- 6.2 Cost Estimate:

Attach a sample conceptual cost estimate prepared during the design phase of a project, and a sample of the final cost estimate/breakdown used to fix the contract amount for the construction of the same project. (The identity of the project may be concealed. The intent is to see the nature and format of the cost information provided.)

6.3 Fees:

It is anticipated that the College will enter into a fixed sum contract with the construction manager. The proposed fee quote will be required with the written proposal. This sum will include overhead, profit, supervision, pre-construction services, and all other costs except those associated with direct labor (if any) on the project. Describe the method of payment your firm would desire, including when various fees would be due.

6.4 Savings:

Describe your organization's concept for the disposition of savings realized during construction. Is the full amount or a percentage thereof returned to the owner? And specify this percentage.

6.5 Contingencies:

Respond to each of the following items by separate paragraph:

Pre-Construction Services

- Describe your organization's concept for cost contingencies during all design phases. What is the maximum amount of design contingency your organization proposes for each phase?

Construction

- What is the maximum amount of construction contingency your organization proposes for this phase?
- How do you propose to document changes to your contingency during construction?
- How are buy-out funds documented during the construction phase?
- Should buy-out funds be allocated to the contractors, owners or a general construction contingency fund to be used by both the contractor and the owner?
- What is your organization's concept for the disposition of contingency funds after the completion of the project?

6.6 Cost Information:

Your firm would be required to make all cost information during design and construction available to owner and architect. Describe how this information would be furnished and how the owner and architect would be assured that it is complete and accurate.

6.7 General Conditions:

Include an itemized cost breakdown per project of all General Conditions that will be applicable to each of the projects. Include all site costs for the job personnel as well as all reimbursable overhead items. Include all bonds and insurance costs. The total amount shall be provided in both percent (%) and dollar amount for each project. These figures will not be used in the evaluation, but will be available to discuss during negotiations. This information shall be included in Step Two on the Proposal Tabulation Form listed in Appendix C.

The following items are to be included in your "Fee" percentage rather than as General Conditions:

Field office staff bonuses

Off-site staff costs

Vehicle mileage to the project site for field office staff

Safety Supervisor inspections
Personal computers/computer charges
Mobile or two-way communication devices
Vehicle rental, repair, insurance, and maintenance
Project scheduling services (except for time of field office staff)
Project accounting services (except for time of field office staff)

6.8 **Bonding:**

Is it your intent or a requirement of your company or a requirement of your surety to bond or insure any subcontractors on this project? If you answer "Yes," please list subcontractors by trade that you would propose.

7. **Personnel:**

Given the scope and schedule of the project, identify the specific Project Manager, Office Engineer, Superintendent, and Estimator who would work on the project. Provide a resume and references for each individual.

8. **Owner/Construction Manager Agreement:**

The Owner/Construction Manager Agreement shall be AIA Document A121/CMc-AGC Document 565 (2003 Edition,) the General Conditions of the Contract for Construction (1997 Edition,) subject to any changes or modifications agreed upon by the owner and contractor. Please note any major exceptions/issues you would raise relative to these documents.

9. **References:**

For 6 of the projects listed above (re: item 4.5), identify a representative of the owner and a representative of the architect (provide name, phone/fax numbers) whom we could contact as references regarding your organization's services. Ideally, some of the references should be for educational projects of comparable scope.

PARIS JUNIOR COLLEGE NEW GREENVILLE AND SULPHUR SPRINGS CAMPUS

CRITERIA FOR SELECTION

Per the Texas Education Code, title 2. Public Education, Chapter 44, Fiscal Management, Subchapter B, Purchases; Contracts, 44.031, Purchasing Contracts, Paris Junior College may consider the following in determining to whom to award the contract for Construction Manager at Risk services for ***Paris Junior College – New Greenville Campus and New Sulphur Springs Campus.***

- (1) the purchase price;
- (2) the reputation of the vendor and of the vendor's goods or services;
- (3) the quality of the vendor's goods or services;
- (4) the extent to which the goods or services meet the College's needs;
- (5) the vendor's past relationship with the College;
- (6) the impact on the ability of the College to comply with laws and rules relating to historically underutilized businesses;
- (7) the total long-term cost to the College to acquire the vendor's goods or services; and
- (8) any other relevant factor that a private business entity would consider in selecting a vendor.
 - (a) The relevant experience of the vendor.
 - (b) Past performance of the vendor.
 - (c) Vendor's safety record.
 - (d) Proposed personnel for the project.
 - (e) Methodology for the project.
 - (f) Acceptance of proposed contract terms.

Extrapolated from this list, the following criteria will be considered in selecting the construction manager. The Selection Criteria Evaluation Form used in ranking of offerors is attached in Appendix B.

EXPERIENCE

- (2) the reputation of the vendor and of the vendor's goods or services;**
 - (3) the quality of the vendor's goods and services;**
 - (4) the vendor's past relationship with the College;**
- How substantial is the firm's recent experience in the construction of projects of comparable size and complexity?
 - How substantial is the firm's experience in providing construction services for educational facilities of comparable size, complexity?
 - Is the firm knowledgeable about, experienced in the North East, Texas construction market?
 - How substantial is the firm's recent experience in providing pre-construction services for projects of comparable size and complexity?
 - Has the firm worked for the College in the past? If so, was that work satisfactory to the College?

COLLEGE'S NEEDS

(5) the extent to which the goods or services meet the College's needs;

- Does the description provided by the firm of its pre-construction services evidence both understanding and capabilities of the process in general and as it applies to this specific project for ***Paris Junior College – New Greenville Campus and New Sulphur Springs Campus.***
- Does the construction manager appear to have the capability to meet the College's schedule objectives?

COST ISSUES

(1) the purchase price;

(6) the total long-term cost to the College to acquire the vendor's goods or services;

- Is the format/nature of cost estimates prepared by the firm during the design phases informative/useful for the College/Architect? Are the initial and final estimates consistent in nature and format?
- If savings are realized during construction, what percentage of those savings is returned to the College? 100? Less?
- What is the firm's concept for the disposition of any unused contingency included in the project cost? 100% to the College? Less?

ORGANIZATION, LICENSING, FINANCIAL INFORMATION, PERSONNEL, REFERENCES, SAMPLE CONTRACT

(7) any other relevant factor that a private business entity would consider in selecting a vendor.

- How long has the firm been in business providing the type of services sought by the College?
- Does the firm's organizational structure, licensing and financial information indicate that the firm is capable of undertaking the ***Paris Junior College – New Greenville Campus and New Sulphur Springs Campus?***
- Do the personnel proposed for the project appear to have the appropriate experience, capabilities?
- Did the references listed (both Owner's and Architect's) have a favorable experience with the organization? Would you work with them again? How comparable was their project to ***Paris Junior College – New Greenville Campus and New Sulphur Springs Campus?***
- Are the AIA Document A121/CMc-AGC Document 565 (1991 Edition,) the General Conditions of the Contract for Construction (1997 Edition,) and the Supplemental Conditions to the General Conditions to the Contract for Construction as indicated in Appendix E acceptable?

44.34 NOTIFICATION OF CRIMINAL HISTORY OF CONTRACTOR

- (a) A person or business entity that enters into a contract with a school college must give advance notice to the College if the person or an owner or operator of the business entity has been convicted of a felony. The notice must include a general description of the conduct resulting in the conviction of a felony.

- (b) A school college may terminate a contract with a person or business entity if the college determines that the person or business entity failed to give notice as required by Subsection (a) or misrepresented the conduct resulting in the conviction. The college must compensate the person or business entity for services performed before the termination of the contract.
- (c) This section does not apply to a publicly held corporation.

Added by Acts 1995, 74th Leg., ch. 260, ss. 1, eff. May 30, 1995.

ATTACHMENT 1

PRE-CONSTRUCTION SERVICES (Minimum Required)

- Establish project **GOALS AND PRIORITIES**
- Prepare an **OPERATING SYSTEM**
 - Establish procedures for decision making, review, etc.
 - Outline responsibilities of the Owner, the architect, construction manager, contractors and third parties.
- Develop an **OVERALL MANAGEMENT PLAN AND CPM MANAGEMENT** of critical design and construction dates in order to accomplish the stated objective.
- **DESIGN COST PLANNING**
 - Prepare computerized estimating system.
 - Develop, implement, and monitor cost model for continuous budget control.
 - Provide design change order control system for elected modifications.
- **SCHEMATIC DESIGN**
 - Prepare conceptual estimate.
 - Hold technical review sessions with Owner and Architect.
 - Analyze the potential for use of systems components.
 - Consult with the Owner and Architect on means and methods of construction.
 - Review schematic design documents.
 - Submit to the Owner and the Architect special inputs relative to time and cost control.
 - Prepare “trade-off” studies relative to value engineering.
 - Revise a critical data schedule.
 - Prepare a professional construction CPM network for the issuance of bid packages.
- **DESIGN DEVELOPMENT**
 - Prepare a detailed estimate based on available design drawings in a CSI or subcontractor bid format.
 - Review the design development documents with the Owner and the Architect.
 - Revise and update the critical data schedule.

ATTACHMENT 1

PRE-CONSTRUCTION SERVICES

Page Two

- Develop and arrange pre-bid packages.
 - Prepare a site use study to be used for allocation of space for storage.
 - Parking and temporary facilities.
 - Cash flow analysis for both the design and construction phases.
-
- **CONSTRUCTION DOCUMENTS**
 - Prepare and update estimates in the CSI format at the 50% and 75% working drawings stage.
 - Review the drawings and specifications relative to bid packages.
 - Develop bid package requirements.
 - Schedule and conduct pre-bid conferences.
 - Review and analyze bids.
 - Update project budget and schedule consistent with actual bids.
 - Develop a detailed CPM network schedule.
 - Provide a Guaranteed Maximum Price for the project.**

***Contractor will provide signed document stating “the contractor warrants and represents that the contract documents are sufficient to have enabled the contractor to determine the GMP.”*

ATTACHMENT 2

CONSTRUCTION PHASE SERVICES (Minimum Required)

- Manage the **GMP DOCUMENTATION**, including:
 - Detailed quantity surveys, pricing.
 - Procurement strategy and implementation.
- **Establish the BUDGET BY BID PACKAGE**
- Prepare a detailed **SCHEDULE** derived from detailed quantities for each bid package to satisfy milestones.
- **SITE UTILIZATION STUDY**
 - Coordinate mobilization and plan logistical requirements.
 - Project office and material staging locations.
 - Ingress, egress.
 - Security requirements of owner.
- **Prepare SUBCONTRACTOR BID OR PROPOSAL PACKAGES, including:**
 - Project Manual, outlining the requirements of the construction.
 - Schedule (by bid or proposal package interface).
 - Detailed scope of work.
 - Detailed document listing.
 - Proposal forms for each bid or proposal package.
 - Form of contract and purchase order forms.
 - Insurance requirements.
 - Bonding requirements.
 - Prequalification of bidders/proposers.
 - Other special requirements.
- **CONDUCT PRE-BID MEETINGS for each bid or proposal package, addressing:**
 - Project requirements.
 - Document review for specific questions.
 - Sequence/schedule review.
 - Site restrictions.
 - Other questions raised during discussions.
- **RECEIVE BIDS:**
 - Generate interest in vendors/contractors.
 - Advertise or solicit for bids/proposals.
 - Conduct bid/proposal openings.
 -

ATTACHMENT 2

CONSTRUCTION PHASE SERVICES

Page Two

- Receive bids on all portions of the work, with the exception of work specifically approved by the Owner in advance when appropriate to schedule or logistics.
 - Prepare tabulations for each bid or proposal package.
 - Review proposals for compliance with contract documents.
 - Review apparent low vendor's qualifications, past experience and liquidity.
- **CONDUCT PROPER AWARD OF CONTRACTS/PURCHASE ORDERS:**
 - Conduct pre-award meetings.
 - Review schedule of values.
 - Review subcontractors' general conditions.
 - Review scope of work.
 - Identify shop drawing requirements.
 - Perform document review and specifications review.
 - Review contractors' personnel:
 - Project Managers
 - Superintendents
 - Foremen
 - Establish quality requirements and standards.
 - Review sequence and Schedule.
 - Identify accounting requirements.
 - Review insurance requirements.
 - Review safety and security requirements.
 - Recommend award of contracts in written form for review and approval to the Owner/Architect indicating both the amount of the subcontract and any additional scope added by the Construction Manager.
- **PREPARE AND ISSUE AS CONSTRUCTION MANAGER (or for the Owner):**
 - Contracts.
 - Rental agreements.
 - Budget adjustments for all transactions.
 - Computerized accounting for tracking and projections.
- **PROVIDE COORDINATION AND MANAGEMENT OF SUBCONTRACTORS**
 - Establish site organization, including work and storage areas.
 - Establish jobsite management organization and jobsite procedures.
 - Maintain daily log for jobsite record.
 - Provide general conditions work to meet project requirements.
 - Prepare and issue change orders and contracts.
 - Prepare subcontractor change orders and contracts.
 - Monitor construction cost and projections.
 - Prepare and maintain cash flow projection for Owner.

ATTACHMENT 2

CONSTRUCTION PHASE SERVICES

Page Three

- Monitor and maintain quality control.
 - Shop drawing control
 - Equipment and material control.
 - Provide and monitor overall progress and short interval scheduling.
 - Prepare billings and progress payments.
 - Conduct subcontractor coordination meetings.
 - Provide coordination between subcontractors.
 - Prepare and receive requests for information.
 - Prepare agendas and conduct weekly safety and progress meeting.
 - Prepare and distribute weekly safety and progress meeting minutes.
 - Establish subcontractor progress payment procedure for processing and payment.
 - Monitor subcontractor pay applications.
- **MONTHLY REPORT:**
 - Summarize project financial status.
 - Review and summarize past month's construction performance.
 - Project the coming month's construction activities.
 - Present status report on change orders – delays and time extensions.
 - Identify problems that threaten construction quality, cost and schedule.
- Provide **CHANGE ORDER CONTROL:**
 - Implement system for change orders.
 - Establish consistent pricing method for each trade for all changes.
 - Allocate change order responsibilities.
 - Review change order requests from subcontractors.
 - Negotiate change orders with subcontractors.
 - Submit recommendations to Owner/Architect.
- Provide **CONTROL FOR THE EXPENDITURE OF CONTINGENCY AND ALLOWANCE FUNDS:**
 - Implement a transparent, accountable system for use of contingency and allowance funds.
 - Allocate responsibilities related to contingency and allowance funds.
 - Review change requests from subcontractors that affect contingency and allowance funds.
 - Negotiate amounts with subcontractors.
 - Submit recommendations to Owner/Architect.
- Establish a **QUALITY MANAGEMENT PROGRAM:**
 - All members of the team participate in the quality control effort.

ATTACHMENT 2

CONSTRUCTION PHASE SERVICES

Page Four

- Project Scope Review:
 - Intended purpose.
 - Are the project needs met?
 - Existing conditions reviewed.
 - Future needs.
 - Incorporate Restrictive Conditions in documentation to include:
 - Social environment, influence of neighbors, environmental impact.
 - Natural conditions, grounds and peripherals.
 - Research on legal requirements.
 - Research on existing structures, facilities.
 - Review of Design Development for:
 - Complete construction documents in the order they are to be purchased and constructed.
 - Complete documents for pre-purchased equipment.
 - Design compatibility with future operation and maintenance.
 - Constructability.
 - Coordinate schedule and assist independent testing and inspection agencies selected by the college, involving the following work:
 - Underground piping
 - Soils
 - Concrete
 - Masonry and Mortar
 - Rebar
 - Miscellaneous steel
 - Structural steel
 - Mechanical systems
 - Electrical
 - Life safety systems
 - Fire Proofing
 - Energy management systems
 - Others as required
 - Work with area superintendents of subcontractors.
 - Prepare operations to minimize quality control problems.
 - Require formalized quality management program from subcontractors:
 - Ensure conformance to project's quality standards previously established.
 - Follow-up to assure correction of deficiencies on test reports.
- **ACCOUNTING FUNCTIONS:**
 - Insurance requirements
 - Schedule of values review
 - Labor cost reports
 - Material cost reports
 - Unit cost reports

ATTACHMENT 2

CONSTRUCTION PHASE SERVICES

Page Five

- Monthly detail cost sheet
 - Monthly job costs
 - Accounts payable
 - Monthly project billing
- **AUDITS:**

The Owner will retain the right to audit any or all accounting records of this project upon demand for up to 1 year after final completion of the work or final acceptance of the work by the Owner, whichever is later. The audits may include any or all payments made to subcontractors, companies or individuals, for all work associated with this project, to the extent required for a complete accounting of all costs. The accounting method must clearly show the breakdown of the following as a minimum:

 - Unit and material cost
 - Invoices
 - Specific wage rates (unburdened actual costs) for all trades
 - Documentation of actual burden and benefit costs for all personnel chargeable to the project.
 - Premium time mark-ups for all trades, if any
 - Contractor's fee
 - Materials mark-up
 - Subcontractors mark-ups
 - Insurance and bond costs
 - Equipment and tool rental costs
 - Actual or deferred performance based incentive payments (deferred bonus)
 - Any other documentation required

Audits may occur at regular or irregular intervals. The Construction Manager must be able to provide documentation required upon request within 24 hours during the duration of the project. Audits will use the proposal and bidding information as the basis for verification of costs at each audit. The Construction Manager is to provide certification and reconciliation of all project costs to Owner at the completion of the project.
- **JOB SAFETY OBJECTIVES:**
 - Conduct weekly safety meeting:
 - Implement project safety requirements.
 - Review subcontractor safety programs.
 - Subcontractor conformance, initiate knowledge of OSHA requirements:
 - Subcontractor responsible for costs and damages.
 - Submission of accident and injury reports.
 - Subcontractor safety programs.
 - Require subcontractor safety representative.

ATTACHMENT 2

CONSTRUCTION PHASE SERVICES

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- Require forty-eight hour reports.
 - Require weekly tool box safety meeting.
 - Maintain safety meeting minutes:
 - Inform subcontractors of procedures.
 - Enforce alcohol and drug programs by subcontractors.
 - Implement and maintain clean-up.
- **JOBSITE SECURITY FUNCTIONS:**
 - Monitor and control employee, vendor and public access to the jobsite.
 - Monitor and control material and equipment deliveries to the jobsite.
 - Monitor and control material and equipment being removed from jobsite through a material release form.
 - Monitor and control site traffic.
 - Monitor and perform periodic checks for alcohol and drugs.
 - Monitor and control tools.
 - Monitor material storage.
 - Monitor trailers and all equipment within.
 - Maintain proficiency first-aid and CPR programs.
 - Monitor compliance with college's No Smoking policy.
 - Monitor compliance with college's weapon-free zones.
 - Monitor and control employee, vendor access or interaction with students and staff.
 - Monitor and control compliance with College's harassment-free environment for students and staff.
 - Monitor and control employee, vendor theft.
 - **HUMAN RESOURCES:**

As construction managers, provide assistance and policies on Equal Employment Opportunity, minority and women-owned business enterprises, sexual harassment or discrimination, drug abuse program, labor relations, employment transfers or reassignments and assuring proper personnel for project requirements.

ATTACHMENT 3

POST CONSTRUCTION PHASE SERVICES

- **PROJECT POST CONSTRUCTION SERVICES:**

- Final acceptance by the Owner is predicated on completion and submission of all items indicated on the Final Acceptance Checklist indicated in Appendix D.
- Provide operating and maintenance manuals.
- Secure and assemble warranties or guarantees.
- Provide check-out of equipment.
- Instruct operating personnel in equipment operating and maintenance procedures.
- Assist in actual start-up of equipment.
- Implement close-out procedures and ensure requirements are met:
 - Subcontractors' and vendors' final payment
 - Resolution of claims
 - Final change orders
 - Lien releases
 - Final lien waivers
 - Consent of sureties
- Assist Owner in enforcement of warranties or guaranties.
- Conduct walk-through with Owner and Contractor one year after project completion.