



CITY OF LAWTON, ENGINEERING DIVISION

Mailing Address: 212 SW 9th Street Lawton, Oklahoma 73501 | PH: 580.581.3385 | FX: 580.581.3366

Office/Shipping Address: 2202 SW 3rd Street Lawton, Oklahoma 73501

November 10, 2021

(Addressee)

RE: Request for Qualifications Statements
Construction Management At-Risk (CMAR) Services
Project No. EN1502B Phase 1 McMahon Auditorium Addition and Renovation

Dear Sir/Madam:

The City of Lawton (Owner) seeks the services of a qualified Firm to serve as Construction Manager for the Phase 1 McMahon Auditorium Addition and Renovation, Project No. EN1502B. We hereby request your firm submit a Statement of Qualifications to the Owner for consideration of providing these services.

McMahon Auditorium is the community's Center for Performing Arts and is located at 801 NW Ferris Ave, Lawton, Oklahoma 73507. This project will consist of renovations to approximately 13,500 SF of existing auditorium and lobby space and construction of an approximately 4,800 SF addition on the east side of the existing building. Construction will take place on ground floor, mezzanine and balcony levels. Major components of the project include a new elevator, new HVAC and restroom additions and renovations.

The selected CMAR firm will assist the Owner and the Architect in accordance with AIA A133-2019 Standard form of Agreement between Owner and Construction Manager as Constructor, Exhibit B and AIA A201-2017 General Conditions of the Contract for Construction, Exhibit C.

The Owner intends to execute one contract for Construction Manager for Pre-Construction Services. At Owner's discretion, the contract may be extended to include CMAR services upon approval of a Guaranteed Maximum Price (GMP) by the City Council of the City of Lawton. The Owner reserves the right to terminate services under Article 10 of AIA133.

Please submit your firm's State of Qualifications in accordance with the requirements set forth in the attached document by 2:00 p.m. local time on _____, 2021.

Thank you for your time and attention to this matter. Please direct comments, questions and any requests for information regarding this request for proposal to my office at (580) 581-3385.

Respectfully,

Joseph Painter, P.E.
Director of Engineering
City of Lawton

Copy: File

Request for Qualifications
Construction Management At-Risk Services
November 10, 2021

1. Introduction

The City of Lawton (Owner) seeks the services of a Construction Manager for pre-construction project development activities and Construction Manager At-Risk services for construction and renovation work at our facility at 801 NW Ferris Ave, Lawton, Oklahoma 73507. These provisions shall govern the selection process and the activities of the CMAR.

The project is generally described as: Project No. EN1502B, Phase 1 McMahon Auditorium Addition and Renovation.

2. Construction Management At-Risk Services

- 2.1. The selected CMAR firm will assist the Owner and the Architect in accordance with AIA A133-2019 Standard form of Agreement between Owner and Construction Manager as Constructor and AIA A201-2017 General Conditions of the Contract for Construction, and as modified with mutual agreement between the Owner and CMAR firm.
 - 2.1.1. The Owner intends to execute one contract for Construction Manager for Pre-Construction Services on this project.
 - 2.1.2. At Owner's discretion, the contract may be extended to include CMAR services upon approval of a Guaranteed Maximum Price (GMP) by the City Council of the City of Lawton. The Owner reserves the right to terminate services under Article 10 of AIA133.
 - 2.1.3. The CMAR will provide Construction Services in accordance with AIA Document A133-2019, Standard Form of Agreement Between Owner and Construction Manager as Constructor where the basis of payment is the Cost of the Work Plus a Fee with a Guaranteed Maximum Price, or a similar form.
- 2.2. All services shall be provided in compliance with Oklahoma Statutes, including but not limited to the following provisions.
 - 2.2.1. The Architect and Construction Manager shall be separate, independent firms and shall have no common business interests.
 - 2.2.2. The process shall be in accordance with State Law and in conformance to the Best CM Practices for Public Projects developed and endorsed by the design and construction industry.
 - 2.2.3. The CMAR shall work in cooperation with the Owner and Architect to 1) develop a project package within the limitations of the budget and 2) provide guidance to the project team that maximizes both cost and value. 'Cost' relates to getting the most building for the least price. 'Value' relates to decisions that affect long term operating and maintenance costs to the Owner.
 - 2.2.4. Fees and Expenses
 - 2.2.4.1. Pre-Construction Fee, Construction Management Fee and General Conditions expense reimbursement will be set at the time of contract negotiations. Each item is a lump sum amount that does not change unless the project is materially expanded or reduced.

2.2.4.2. When it is not reasonable to anticipate such costs, the fee for Pre-Construction Services will be negotiated as a lump sum fee. The CM fee and General Conditions will be set according to estimates provided by the CM and may be expressed as percentages of the budgeted construction cost. These percentages will not be exceeded and will be converted to lump sum amounts when the Contract for Construction is converted to a lump sum amount.

2.2.5. Establishing the Guaranteed Maximum Price (GMP)

The GMP is set at the inception of the project and is represented by the Owner's stated construction budget. From the point of initial conceptual cost-estimating on, the GMP will include a contingency commensurate with the CM's risk. As work progresses through the design phases, the Owner expects the contingency to be reduced and more of the dollars allocated to the actual construction. This relates to maximizing the amount of building delivered and value to the Owner. Prior to issuing the project for bids, the CM will commit to the GMP.

If the total of all bids exceeds the GMP, the CM will review with the Owner and Architect. Unless the Owner agrees to increase the GMP, the CM shall make recommendations to reduce fees, expenses, and/or bid package requirements and recommend award or partial award of packages to maintain the GMP.

2.2.6. Upon issuance of a Contract the CM shall establish relations with as many trade contractors as possible using both personal relations and distribution through the normal construction publications. Emphasis should be put on identifying potential bidders local to the project. The Owner's implicit instruction to the CM is "the CM process shall not inhibit fair and open competition among the trades and suppliers."

2.2.7. The intent of the bidding process is to encourage participation by all interested qualified bidders. Where specialized, critical building components are a part of the project, the CM is to work with the Architect to identify the necessary qualifications of that particular trade and any requirements for post-bid submittals for evaluation. The Architect is to incorporate those specific requirements into the technical specifications (for example the Quality Assurance section of the spec). All such requirements so stated in the documents shall be subject to review and approval of the Owner. After bids are received, the CM shall evaluate the bid proposals and recommend to the Owner the need for qualifications review. Jointly, the CM, Architect and the Owner will determine the lowest responsible bidder. This procedure is to be used only after careful consideration by all parties involved and upon prior approval by the Owner.

2.2.8. Because subcontractors participate in a public bidding process directly to the Owner, the Owner shall approve any conditions of the contract and the form of agreement used by the CM. At the same time, the Owner understands that the CM is performing the work 'at risk' and has a vital stake in the contract documents used for that purpose.

AIA A201-2017 General Conditions shall govern subcontracts. Any supplemental conditions proposed by the CM shall be reviewed and approved by the Owner in advance. The Contractor-Subcontractor Contract shall be the AGC 604, either the short form or long form. Any modifications to this form proposed by the CM shall be reviewed and approved by the Owner in advance.

- 2.2.9. Through collaboration with the Architect, the CM is responsible for ‘packaging’ the work for bid to the various subcontractors. Each package should be scrutinized for clarity – both language and content – ensuring that the entire scope of work is accounted for without duplication. The Architect will supply the standard bid form language. The CM is responsible for editing the bid items for clear ‘basis of award’.

The bid packages and bid form should be drafted to correspond with the Architect’s completion of Design Development and updated at 35%, 50% and 95% Construction Documents. (The CM’s cost estimates should reflect the same format of packages). The Project Team will scrutinize the packages and bid forms at each milestone and agree on the final language prior to issuing the documents for bid.

2.2.10. Subcontractor Bonding Requirements

Pursuant to State law, Subcontractors are required to furnish a Bid Bond if their total bid, on a package-by-package basis exceeds \$50,000. However, once the bids are assigned to the CM, there is no statutory requirement for the subcontractor to bond to the CM.

The Owner expects the CM to handle bonds much the same way as a General Contractor would on bid day: some bonds are required while others are not. Because the subcontractors bid in good faith to the State, they deserve clarity on this requirement. Therefore, it is the policy of DCAM/CAP that:

1. Subcontractors will not bond any subcontract \$50,000 or less, as that would not be required for any contract the State holds. The Owner expects the CM to cover that contract in their bond, as part of their risk.
2. For large subcontracts contracts, such as mechanical or electrical, the CM is allowed to require bonds. The requirement shall be made clear in the bid documents. Alternatively, a separate line item on the bid form could designate the bond cost, if required. If the Owner and CM agree not to require the bond, the bond price is not awarded to the CM.
3. For all other bid packages, the CM shall present their plan for bonding to the Owner for approval. The requirements shall be made clear in the bid documents.

2.2.11. Small Acquisitions – Building Specialties and Items Normally Installed by the GC

Pursuant to State law, contracts less than \$50,000 may be initiated following receipt of written bids.

CM shall review small purchases with the Owner and Architect for approval of such acquisitions. The CM will then prepare bid packets and will solicit a minimum of three quotes for the purchase. Quotes are to be submitted directly to the CM. The Owner, Architect and CM will jointly review the quotes for recommendation of award and contract amendment.

2.2.12. Bid Notices and Distribution of Bid Documents

The Public Competitive Bidding Act requires public bid notices to clearly state the location where documents may be obtained and the related cost to the bidder. Additionally, the notice must indicate that the documents are available for examination at the offices of the awarding public agency.

It is the intention of the Owner that documents should be readily available for a reasonable cost. The Owner will retain the appropriate number of copies for public inspection and the Architect will distribute the documents to Trade Publication(s). Project funds may be used for printing sets for distribution by the CM and sets or partial sets may be obtained from a public

reprographer. The CM may provide services under their contract to manage the bid document distribution process in lieu of the Owner, but the public advertisement will be placed by the Owner. The CM will work with the Architect and the Owner to develop a comprehensive plan for document distribution in advance of soliciting bids.

- 2.2.13. The Project will be “open book” whereby Owner may attend all meetings of the CMAR firm relating to the Project and have access to all CMAR fees, estimate numbers, and records relating to the Project. All fees for Pre-Construction services and General Conditions shall be developed and categorized by the CMAR in accordance with Exhibit B, Designated Services and Method of Payment.

2.3. Pre-Construction Services:

- 2.3.1. CM will assist Project Design Team and participate with Owner and Architect during Project development.
- 2.3.2. CM will provide evaluation and value planning that offers cost savings suggestions and best value recommendations.
- 2.3.3. CM will provide scheduling as it pertains to estimating and construction duration.
- 2.3.4. CM will provide routine constructability reviews.
- 2.3.5. CM will provide periodic construction cost estimates during each design phase (Schematic Design, Design Development, and Construction Documents).
- 2.3.6. CM may be requested to manage a subcontractor design assist process during the pre-construction phase.
- 2.3.7. CM will issue drawings for subcontractor bidding
- 2.3.8. CM will collect 3 bids for each trade.
- 2.3.9. CM will validate subs are qualified for project.
- 2.3.10. CM will submit GMP to Owner.

2.4. Construction Phase Services:

At Owner’s discretion, the CM contract may be extended to Construct the project as CMAR.

3. Written Statement of Qualifications Content

The following items shall be included in your firm’s written response to this RFQ:

- 3.1.1. Project Understanding and Approach - provide a statement of your firm's understanding of the project as well as your firm's approach to completing a project of this nature. Said statement shall include demonstration of experience working on building renovation projects while maintaining and accommodating the Owner’s continued occupancy and use of the building during construction.
- 3.1.2. Completed Form “CMAR SERVICES QUALIFICATIONS STATEMENT”, Exhibit A.
- 3.1.3. Insurance - provide a Certificate of Insurance indicating your firm's insurance coverage or a statement indicating current coverage. Minimum requirements for other insurance coverage shall be as follows:

Workmen 's Compensation:

Employer Liability \$ 500,000

Comprehensive General Liability and Bodily Injury:

Bodily Injury \$ 125,000 each occurrence

Property Damage \$ 100,000 each occurrence

Combined Single Limit \$1,000,000 aggregate

Comprehensive Automobile Liability:

Bodily Injury \$ 125,000 each occurrence

Property Damage \$ 100,000 each occurrence

Combined Limit	\$1,000,000 aggregate
<u>Builder's Risk:</u>	100% of Construction Cost, to be determined

The written Statement of Qualifications shall be limited to 25 pages, excluding report cover, separation tabs and resumes.

4. Selection Process

All qualification statements submitted shall be reviewed by the City of Lawton to determine the qualifications of each firm. Firms will be ranked by the City of Lawton based on the responses to this RFQ. Based on this review, the City of Lawton intends to select a firm based upon the qualifications and experience of the firm. The City of Lawton reserves the right to compile a short list of qualified candidates for interview. Selection of the most qualified firm may be determined in part based on interviews as described in section 5.

Selection of the most qualified firm will be based on the written Statement of Qualifications content, interviews if conducted and reference checks.

The City Engineer will negotiate a contract with the highest rated qualified firm from this review. In the event a reasonable fee cannot be negotiated with the selected firm, the City Engineer may negotiate with other qualified firms in order of their ranking.

Final selection and approval shall be made by the City Council, and after approval by the City Council, a contract will be prepared for execution.

5. Interview

After receiving written RFQ response the City of Lawton may elect to meet with your project team. The City of Lawton's Design Professional will participate in the interview process in an advisory capacity. The purpose of this meeting will be to:

- a. Meet the project team and review in more detail the experience of the team.
- b. Discuss the firm's strategies for controlling and minimizing project costs.
- c. Discuss the firm's strategies for project scheduling and delivering the project on schedule.
- d. Discuss the firm's strategies for addressing project challenges.
- e. Review the firm's experience on building renovation projects while maintaining and accommodating the Owner's continued use of the building during construction.

6. CM Selection Schedule

- _____ 2021 RFQ distributed
- _____ 2021 Written Statements of Qualifications due
- _____ 2021 Interviews with firms placed on short list
- _____ 2021 Final Selection of CM Firm by City Council

7. Owner's Project Team

Owner's Representative: Joseph Painter, P.E., Director of Engineering
 Project Manager: R. Scott Vaughn, P.E.
 Architect: David Oman, VP, CH Guernsey & Company

EXHIBIT A

CMAR SERVICES QUALIFICATIONS STATEMENT

The City of Lawton (hereinafter referred to as Owner) is soliciting information in this statement to assist in the initial states of selecting a firm to provide Construction Manager At-Risk services for the McMahon Auditorium Addition and Renovation, Phase 1 project in Lawton, Oklahoma. Receipt and acceptance of this completed statement does not commit the Owner to award an interview or a contract to any firm.

Firm/Company Contact Information	
Name	
Address	
Telephone	
Website	
Indicate contact person whom Owner can call upon concerning your proposal or setting dates for meetings.	

Principal(s) of the Firm/Company (CV or Resume is encouraged)	
Contact Information:	
Name	
Telephone	
Email	
Experience:	
Length of Time With Firm/Company	
Length of Career in Field	
Number of Municipal Clients	

Additional Project Team Members and their Assigned Roles (CV or Resumes are encouraged)	
Contact Information:	
Name	
Telephone	
Email	
Experience:	
Length of Time With Firm/Company	
Length of Career in Field	
Number of Municipal Clients	

Additional Project Team Members and their Assigned Roles (CV or Resumes are encouraged)	
Contact Information:	
Name	
Telephone	
Email	
Experience:	
Length of Time With Firm/Company	
Length of Career in Field	
Number of Municipal Clients	

Where necessary, attached additional pages to this Statement.

EXHIBIT A
CMAR SERVICES QUALIFICATIONS STATEMENT

Firm/Company Qualifications (Note: If a firm has more than one location, respond for the office or branch proposed to work on this)	
General Information:	
Date Founded/Opened	
Total Number of Employees	
Attach organizational chart	
List three (3) completed projects and give brief descriptions of each, including construction management, bidding process, location of project, timeline, and total construction costs.	
Potential workload and any potential concerns with capacity during 2022-2023 calendar years.	
Describe management process with subcontractors with respect to materials, labor and products to ensure consistency with what is identified in the design and specifications.	
Describe experience with quality control to ensure compliance with technical specifications and conformance with all federal, state, and local codes and/or regulations applicable to the project.	
Describe experience with project budget oversight and payment application.	
Description of service philosophy	
Detail of services that may be provided to Owner	
Project Experience:	
What office would be servicing OWNER	
List at least three (3) projects to include the company name, contact person(s), contact telephone number, contact email address, and length of relationship.	
List a minimum of three (3) references that are knowledgeable regarding your Firm/Company's recent performance on projects, including the company name, location where services were provided, contact person(s), contact telephone number, contact email address, and a complete description of services provided, including dates of services.	
What sets your organization apart from other construction service firms? Give examples.	
Qualifications:	
Does the Firm/Company anticipate any mergers, transfer of organization ownership, management reorganization, or departure of key personnel within the next twelve (12) months that may affect the organization's ability to carry out its proposal?	
Is your Firm/Company, its affiliates and/or subsidiaries subject to any contract that creates a conflict of interest with and/or prohibits you, your firm/company, its affiliates and/or subsidiaries from providing construction services to OWNER?	
Identify what procedures your Firm/Company utilizes to identify and resolve conflicts of interest.	
List of previous engagements with OWNER	
Provide a statement of the Firm/Company's financial responsibility and resources to undertake a contract of this magnitude.	
Is Firm/Company authorized and/or licensed to do business in Oklahoma?	
Provide copies of professional/business licenses	

EXHIBIT A
CMAR SERVICES QUALIFICATIONS STATEMENT

Has the Firm/Company or any of its principals been debarred or suspended from contracting with any public entity? If "Yes", identify the public entity and the name and current phone number of a representative of the public entity familiar with the debarment or suspension, and state the reason for or circumstances surrounding the debarment or suspension, including but not limited to the period of time for such debarment or suspension.	
Has the Firm/Company ever had a bond or surety canceled or forfeited?	
Has the Firm/Company ever been declared bankrupt or filed for protection from creditors under state or federal proceedings? If "Yes", state the date, court, jurisdiction, cause number, amount of liabilities and amount of assets.	
Has the Firm/Company ever received any disciplinary action, or any pending disciplinary action, from any regulatory bodies or professional organizations? If "Yes", state the name of the regulatory body or professional organization, date and reason for disciplinary or impending disciplinary action.	
Has the Firm/Company ever failed to complete any contract awarded? If "Yes", state the name of the organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.	
Has any officer, principal or partner proposed for this assignment ever been an officer, principal or partner of some other organization that failed to complete a contract? If "Yes", state the name of the individual, organization contracted with, services contracted, date, contract amount and reason for failing to complete the contract.	
Litigation Disclosure: <i>Failure to fully and truthfully provide the information requested may result in the disqualification of your Statement from consideration or termination of the contract, if awarded.</i>	
Have you or any member of your Firm/Company or Team to be assigned to this engagement ever been indicted or convicted of a felony or misdemeanor greater than a Class C in the last five (5) years?	
Have you or any member of your Firm/Company or Team to be assigned to this engagement been terminated (for cause or otherwise) from any work being performed for any Federal, State, or Local Government, or private entity?	
Have you or any member of your Firm/Company or Team to be assigned to this engagement been involved in any claim or litigation with any Federal, State, or Local Government, or private entity during the last ten (10) years?	

EXHIBIT A

CMAR SERVICES QUALIFICATIONS STATEMENT

Any and all costs associated with the preparation of any statement and/or submittal shall be borne by the Firm/Company. Firm/Company acknowledges that all information submitted would be retained by Owner and is subject to the Oklahoma Open Records Act. This Statement does not commit Owner to award an Interview opportunity, does not commit Owner to enter into a contract, or provide reimbursement of any costs associated with this overall selection process. Final award of any contract is subject to Owner approval.

TO THE BEST OF MY KNOWLEDGE, THE ABOVE INFORMATION IS TRUE AND CORRECT.

Name of Firm/Company

Printed or Typed Name of Principal

Title of Principal

Signature of Principal

Date

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: PRECONSTRUCTION	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
ARCHITECTURAL SELECTION						X
STRUCTURAL, MECHANICAL AND ELECTRICAL					X	
SPECIAL CONSULTANT SELECTION					1	2
SURVEYOR SELECTION					X	
SITE SELECTION RECOMMENDATIONS						X
REVIEW DESIGN CONCEPTS	2					1
DEVELOP BID PACKAGES/SUB-	X					
SITE USE RECOMMENDATIONS	2				1	
MATERIAL SELECTION	2				1	
BUILDINGS SYSTEMS RECOMMENDATIONS	2				1	
BUILDING EQUIPMENT RECOMMENDATIONS (MOVEABLE)	2				2	1
BUILDING EQUIPMENT RECOMMENDATIONS (FIXED)	2	2			1	
CONSTRUCTION FEASIBILITY	1				2	
PROJECT MASTER SCHEDULING	X					
BID PACKAGE RECOMMENDATIONS	X					
LIFE CYCLE COSTING ANALYSIS	2				1	
INFORMAL AND FORMAL VALUE ENGINEERING	2				1	1
ENERGY USE ANALYSIS AND	2				1	
PRELIMINARY TOTAL COST FEASIBILITY	X					
LABOR AVAILABILITY REVIEW	X					
MATERIAL EQUIPMENT AND CONTRACTOR	X					

Responsibility: x = Total 1 = Primary 2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: PROJECT BUDGETING AND COST CONTROL	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
TOTAL PROJECT COST BUDGET						X
CONSTRUCTION COST BUDGET	X					
CONSTRUCTION COST BUDGET	X					
PRELIMINARY COST MODEL	X					
SCHEMATIC DESIGN PHASE ESTIMATES	X					
DESIGN DEVELOPMENT PHASE	X					
BID PACKAGE/SUBCONTRACT ESTIMATES	X					
CASH FLOW PROJECTIONS	X					
PHASE FUNDING MODELING	X					
MATERIAL SURVEYS	X					
TRADE CONTRACTOR ESTIMATES	X					
CHANGE ORDER ESTIMATES			X			
SET-UP COST ACCOUNTING			X			
SET-UP REPORTING METHODS			X			
SET-UP PAYMENT PROCEDURES			2			1
SET-UP CHANGE ORDER PROCEDURES			1		2	1
CONTINUAL PROJECT COST			1		2	1

Responsibility:

x = Total

1 = Primary

2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: SUB-CONTRACTING SELECTION AND PURCHASING	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
SET PRE-QUALIFICATION CRITERIA	X					
RECOMMEND CONTRACTOR SELECTION METHODS	X					
RECOMMEND CONTRACTOR AWARD SELECTION METHODS	1					2
DEVELOP CONTRACTOR INTEREST	X					
PREPARE BIDDING SCHEDULES	X					
CONDUCT PRE-BID CONFERENCE AND ISSUE PLANS	X					
RECEIVE BIDS	X					
ANALYZE BIDS	X					
RECOMMEND AWARD	1				2	
VERIFY UNIT COSTS	X					
NEGOTIATE UNION RATES AND MANPOWER COSTS REQUIRED		X				
CONDUCT PRE-AWARD CONFERENCE			X			
PREPARE CONTRACTS	X					
SUPPLIER AND SUBCONTRACTOR	X					
ORIGINATE RFI'S AFTER SCREENING			X			
PREPARE CHANGE ORDERS			2		1	
VERIFY CORRECTNESS OF QUANTITIES AND PRICES OF			1		2	
COORDINATE OWNER-SUPPLIED FIXED EQUIPMENT			2		1	1

Responsibility: x = Total

1 = Primary

2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: CONTRACT DOCUMENTS COORDINATION	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
FEASIBILITY REVIEW AND	X					
CONSTRUCTIBILITY REVIEW AND RECOMMENDATIONS	X					
SUBCONTRACTOR WORK SCOPING	X					
RESPONSIBILITY FOR: SAFETY			X			
SAFETY PROGRAMS			X			
TEMPORARY FACILITIES			X			
COMMON USE EQUIPMENT			X			
COMMON USE SERVICES			X			
REVIEW FOR: JURISDICTIONAL OVERLAP	X					
INCLUSION OF ALL WORK	X					
PHASE CONSTRUCTION COORD.	X					
IDENTIFY LONG LEAD ITEMS	X					
OBTAIN AGENCY APPROVALS					2	1
ASSIST IN OBTAINING PERMITS (AS NEEDED)			X			

Responsibility:

x = Total

1 = Primary

2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: CONSTRUCTION PHASE STAFF	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PROJECT MANAGER (AS REQUIRED)			X			
PROJECT SUPERINTENDENT (AS REQUIRED)			X			
ASSISTANT PROJECT SUPERINTENDENT			X			
MECHANICAL COORDINATOR (AS REQUIRED)			X			
ELECTRICAL COORDINATOR (AS REQUIRED)			X			
OFFICE ENGINEER (AS REQUIRED)			X			
ENGINEERING AND LAYOUT (AS				X		
FIELD ENGINEER-LINE AND GRADE (AS				X		
DRAWING CHECKER (AS REQUIRED)			X			
TIME KEEPER/CHECKER (AS REQUIRED)			X			
SCHEDULING ENGINEER (AS REQUIRED)			X			
PROJECT COORDINATOR			X			
COST ENGINEER (AS REQUIRED)			X			
CLERK-TYPIST (AS REQUIRED)			X			
RODMAN AND HELPERS (AS REQUIRED)				X		
SAFETY ENGINEER (AS REQUIRED)			X			

Responsibility:

x = Total

1 = Primary

2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: TRAVEL AND LODGING	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
STAFF TRAVEL COST		X				
STAFF TRANSPORTATION		X				
PROJECT STAFF MOVING EXPENSES		X				
PROJECT STAFF SUBSISTENCE COSTS			X			
PHASE: TEMPORARY FACILITIES						
SAFETY EQUIPMENT AND FIRST AID			X			
HANDRAILS AND TOE BOARDS			X			
OPENING PROTECTION			X			
FIRE EXTINGUISHERS			X			
WATCHMAN SERVICE				X		
OFFICE OR TRAILER RENTAL			X			
WATERBOY CUPS			X			
TEMPORARY STAIRS			X			
PROJECT SIGNS			X			
BULLETIN BOARDS			X			
CONSTRUCTION FENCING			X			
BARRICADES AND COVERED WALKWAYS (AS				X		
SAFETY NETS (AS REQUIRED)				X		
TEMPORARY TOILETS			X			

Responsibility:

x = Total

1 = Primary

2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: ON-SITE UTILITIES AND SERVICES	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
TEMPORARY TELEPHONE INSTALLATION AND EXPENSE			X			
TEMPORARY POWER SERVICE			X			
POWER SERVICE			X			
TEMPORARY WATER AND HEATING			X			
HEATING ENERGY CHARGES				X		
TEMPORARY WIRING				X		
LIGHT BULBS				X		
DAILY CLEAN-UP			1	2		
WEEKLY TRASH-REMOVAL			1	2		
FINAL CLEAN-UP			1	2		
DUMP PERMITS AND FEES				X		
DEBRIS HAULING/REMOVAL				X		
FLAGMAN/TRAFFIC CONTROL (AS REQUIRED)				X		
FUELS FOR INITIAL TANK FILLING				X		
TEMPORARY ROADS				X		
ROADWAY MAINTENANCE				X		
DUST CONTROLS				X		
TEMPORARY EROSION CONTROL				X		
TEMP. WATER /SEWER EXPENSE & WATER EXPENSES - SITE GRADING &				X		
TWO-WAY RADIO EQUIPMENT (AS REQUIRED)			X			
TRASH CHUTE AND HOPPERS (AS REQUIRED)				X		

Responsibility: x = Total 1 = Primary 2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: TEMPORARY HEATING	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
REMOVE SNOW AND ICE (AS REQUIRED)				X		
TEMPORARY ENCLOSURES (AS				X		
PIPING COST IN BUILDING (AS			X			
FUEL COST FOR HEATING (AS				X		
POWER COST FOR HEATING (AS REQUIRED)			X			
FURNACE RENTAL (AS REQUIRED)			X			
HEATER RENTAL (AS REQUIRED)			X			
BOILER RENTAL (AS REQUIRED)			X			
OPERATOR-TEMPORARY SYSTEMS (AS REQUIRED)			X			
OPERATION FIRE WATCH (AS				X		
CLEANING COST (AS REQUIRED)				X		
MAINTENANCE COST (AS REQUIRED)				X		
EXTENDED WARRANTY COST (AS REQUIRED)				X		
FILTER CHANGE (AS REQUIRED)				X		
TEMPORARY OFFICE HEATING (AS REQUIRED)			X			
TEMP WEATHER PROTECTION & HEATING FOR SUBCONTRACTORS				X		

Responsibility:

x = Total

1 = Primary

2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: REPRODUCTION/PRINTING AND DATA PROCESSING	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
COST STUDY DOCUMENTS					X	
SYSTEMS STUDY DOCUMENTS					X	
BID PACKAGE SETS (SEE PARAGRAPH	X					
BIDDING INSTRUCTIONS	X					
CONSTRUCTION DOCUMENTS ORIGINAL					X	
POSTAGE AND EXPRESS COSTS (CM/GC ISSUES			X			
AS-BUILT SUB-DOCUMENTS	X					
AS-BUILT DOCUMENTS	2				1	
ACCOUNTING FORMS		X				
FIELD REPORTING FORMS			X			
SUBCONTRACT AGREEMENT FORMS	X					
SCHEDULE REPORT FORMS			X			
ESTIMATING FORMS	X					
COST REPORTING FORMS	X					
VALUE ANALYSIS STUDIES PRINTING	X					
DATA PROCESSING (MAIN OFFICE)		X				
REFERENCE MATERIALS			X			
SHOP DRAWING PRINTING				X		
ON-SITE FAX AND COPIER			X			
DATA PROCESSING (ON-SITE)			X			
MAINTENANCE MANUALS (FROM SUBS) AND OPERATIONS MANUALS (FROM				X		

Responsibility: x = Total 1 = Primary 2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: QUALITY CONTROL	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
FIELD INSPECTOR (AS REQUIRED)			X			
INSPECTORS' OFFICE (AS REQUIRED)			X			
INSPECTORS' TRANSPORTATION (AS			X			
INSPECTORS' EQUIPMENT (AS			X			
SPECIAL INSPECTIONCONSULTANTS						X
SPECIAL TESTING CONSULTANTS						X
CONCRETE SUBSTRUCTURE-					X	
CONCRETE TESTING						X
MASONRY TESTING						X
COMPACTION TESTING						X
WELDING TESTING						X
PIER INSPECTION/TESTING						X
SOILS INVESTIGATION					X	
SPECIAL TESTING SERVICES (EXCEPT AS						X
PROJECT PHOTOGRAPHS			X			
WARRANTY INSPECTIONS		1			2	
AIR AND WATERBALANCING				X		
OPERATOR ON-SITE TRAINING			X			
PREPARE OPERATION/MAINTENANCE			2	1		

Responsibility:

x = Total

1 = Primary

2 = Secondary

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: INSURANCE AND BONDS	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
BUILDERS RISK INSURANCE			X			
GENERAL LIABILITY, INCLUDING AUTOMOBILE			X			
PRODUCT LIABILITY			X			
EXCESS LIABILITY COVERAGE			X			
WORKERS COMPENSATION (FIELD			X			
FICA INSURANCE (FIELD OFFICE STAFF)			X			
FEDERAL UNEMPLOYMENT (FIELD			X			
STATE UNEMPLOYMENT			X			
CONSTRUCTION MANAGER'S PAYMENT			X			
CONSTRUCTION MANAGER'S			X			
STATE/LOCAL BONDS				X		
* SUBCONTRACTOR BONDS				X		

Responsibility: x = Total 1 = Primary 2 = Secondary

* ONLY AS MUTUALLY AGREED UPON BETWEEN THE PRINCIPAL REPRESENTATIVE AND THE CM.

APPENDIX B
Designated Services and Method of Payment

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CMAR				REQUIRED OF ARCH	REQUIRED OF OWNER
PHASE: OFF-SITE SERVICES	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
CORPORATE EXECUTIVES (AS	X	X				
PRINCIPAL IN CHARGE (AS REQUIRED)	X	X				
PROJECT EXECUTIVE (AS REQUIRED)	X	X				
LEGAL - BASIC SERVICES (AS REQUIRED)	X	X				
ACCOUNTING (AS REQUIRED)		X				
PURCHASING (AS REQUIRED)	X					
SAFETY OFFICER (AS REQUIRED)		X				
EEO OFFICER (AS REQUIRED)	X	X				
SECRETARIAL AND CLERK- TYPIST (AS REQUIRED)	X	X				
BENEFITS AND VACATIONS FOR ABOVE	X	X				

Responsibility:

x = Total

1 = Primary

2 = Secondary