



City of Bowie

2614 Kenhill Drive
Bowie, Maryland 20715

MEMORANDUM

To: City Council

From: David J. Deutsch *DJD*
City Manager

Date: August 24, 2007

Subject: Project Management Services New City Hall – R-55-07

City Council has authorized the construction of a new City Hall on land owned by the City in Town Center. Project management services will assist the City in the following areas of managing the construction of this new City Hall:

- Architectural and Engineering Firm Selection
- Project Design
- Project Permitting
- Construction Firm Selection
- Project Construction
- Project Closeout

Approach to City Hall Project

The City has established an internal project management team to oversee this project. This project management team consists of the City Manager, the Assistant City Manager, the Director of Community Services, the Finance Director, the Information Technology Director, the Planning Director, the Deputy Chief of Police, the Assistant Public Works Director and a Senior Planner.

The City desires to engage the services of a project manager to report directly to this project management team and coordinate all activities assigned by this project management team and to act as the City's representative for this project. Staff anticipates that the project manager will be able to use project planning and management techniques to help contain costs, provide quality assurance, perform value engineering and ensure adherence to project schedule.

The City intends to follow a design/bid/build format pertaining to the procurement of architectural and engineering services and in hiring a construction firm. A design/bid/build format is a traditional way to bid projects and is a less risky approach than other methods such as design/build. The City used a design/bid/build approach on the construction of the Senior Center, the Gymnasium and on the Parks Maintenance Facility.

We also intend to pre-qualify both the architect/engineering firm and the construction firm. Pre-qualification means that the City will go through an initial process to select firms that meet certain preset quality standards as a pre-requisite to submitting formal bids on these projects. Once these firms are pre-qualified, the City will seek more detailed proposals from these firms that will include pricing information. Quality firms appreciate this approach because it is time consuming and costly to prepare bid packages and this approach insures that they will be competing against other quality firms. Hopefully, this approach will help to insure that quality firms will be selected for this project.

Selection Process for Project Management Services

Legal notices were placed and bid packages were sent to various firms for project management services for the new City Hall project. Bids were opened on June 27, 2007 for project management services. A total of 17 bids were received from the following companies:

- ASG, Inc.
- AtSite Real Estate
- Barton Malow Company
- Construction Dynamics Group, Inc. (CDG)
- C2C. Inc.
- Dustin Construction
- Facility Planners Group, Inc.
- Heery International
- JFW, Inc.
- Johnson, Mirmiran, Thompson (JMT)
- KCI Technologies, Inc.
- MAG Construction Services, Inc.
- McKissack & McKissack
- Meridian Ventures, Inc.
- Owners Services Group, Inc. (OS)
- Schaefer Construction Mgt.
- URS Corporation

The City's project management team evaluated the proposals from these firms. The criteria used to evaluate these firms was as follows:

- Firm Experience/Capabilities 20 points
- Experience/Capabilities of Individuals Proposed for Project 20 points
- Technical and Management Approach 20 points
- Schedule/Available Resources/Timeliness 10 points
- Performance Record of Firm 5 points
- MBE/WBE/Green Building 5 points

Costs were not evaluated at this juncture because it was the desire of the project management team to narrow the field down to the top five firms based on quality of the submittal. Cost proposals were submitted in a separate sealed envelope.

Based on the quality review described above, the following five firms were selected for further evaluation.

- CDG
- Heery International
- JMT
- KCI Technologies, Inc.
- URS Group, Inc.

Cost proposals for each of these firms were opened at this time. Also interviews were conducted with each of these firms by the City's project management team. Cost represented a consideration of 20 points in the total evaluation.

Based on the costs submitted and the quality of the interviews conducted, the project management team narrowed the list down to two final firms. Second interviews were conducted with each of these firms and more precise cost data was presented. The two final firms and the price submittals for these firms were as follows:

- CDG \$1,010,000
- KCI Technologies, Inc \$1,202,481

After a careful review of the bid proposals submitted, it was determined that Construction Dynamics Group, Inc. (CDG) an Arcadis Company of Columbia, Maryland had submitted the most responsive, responsible bid in the amount of \$1,010,000. This represents 3.17% of total project costs of \$31,819,400 projected in the FY 2008 budget.

Scope of Project Management Services

Attached is a draft Scope of Services with CDG/Arcadis that is proposed for this job. It needs to be emphasized that this has not received final review and will be modified going forward. The purpose of including this document in a draft form is for City Council to get a perspective of the types of services that CDG would perform on this job. Of particular interest are the following services:

Design Management Services

Master Budget Preparation – The Master Budget will help to establish the capital budget for this project and in subsequent design phases be used to monitor expenditures against the plan. It is important that the building be designed within the budget parameters established by City Council. The project manager will work to ensure that the building is being designed within the budget parameters and not on a grander scale than provided for in the City's budget.

Master Schedule Preparation – The Master Schedule represents a comprehensive plan for accomplishing the project by a certain date. It will identify the important milestones for consulting, planning, design, permitting, procurement and construction. The project manager will help to keep the contract on time and on schedule. With construction costs escalating at approximately seven percent per year, it is critical to keep this project on schedule.

Establish Management Information System – Project management software will be used to provide document control on this project. The project manager will maintain electronic copies of all correspondence, review comments, contracts, requests for payment, design contract modifications, requests for information and all other documents associated with this project. This data will be shared with and available to the City project oversight team.

Design Review and Independent Cost Estimate at Design Development Stage – The project manager will manage the design process to insure quality assurances/controls are adhered to and to expedite the completion of the project. An independent cost estimate based on the drawings and specifications will be done at the design development stage (approximately 35%) to serve as a “check” estimate and to determine whether the project is staying within budget parameters. Cost estimates will also be reviewed at the 65% design stage and at the construction documents (95% design) stage.

Value Engineering – This is a process that takes place at approximately 35% of the design phase by an independent review team different from the architect/engineer selected to design the building. The purpose of going through a value engineering process is to: review the required functions of the construction elements; consider alternatives that will provide the functions and quality at a lower cost; verify that the alternatives will meet all City of Bowie requirements for operations and maintenance; develop recommendations for design; and incorporate cost modifications. Value

Engineering is mandated on federal projects and frequently yields savings in cost avoidance.

Constructibility Review – The project manager will conduct a constructibility review at the construction documents stage (95% design) to ensure conformance with City standards, guidelines and facility program; adequacy of contractual and general requirements; coordination among HVAC, electrical, plumbing and general and telecommunications contracts; potential for delay for items requiring long order times, extensive submittals or proprietary manufacturers. This will hopefully identify any issues prior to final completion of design.

Project Permitting Services

Project Permitting - The process of getting permits through Prince George's County is a challenging process that can take a substantial amount of time. As mentioned earlier, with construction costs escalating at a rate of seven percent per year, it is essential to get the City's permit through the County's system as expeditiously as possible. The project manager will keep a daily focus on this issue. Also, CDG proposes to try to obtain a grading permit in advance of receiving a building permit to keep this project moving as quickly as possible.

Construction Management Services

Full-time Onsite Construction Management – This will require that a construction manager be on the job site for the full duration of the development of the site and the construction of the building. In addition to the construction manager, a full time inspector will also be assigned when the building itself is actually under construction. These positions will work in conjunction with the project manager during the construction phase of the project.

Commissioning of Major Project Components – This is a process that provides for an independent test of major building components by an independent party to insure operational acceptability according to specifications. The Commissioning Agent will provide expertise to verify that the test run and the results observed match the design team's intent for the systems operation. Having these systems evaluated and tested prior to occupancy and any system deficiencies corrected prior to occupancy will hopefully eliminate problems that normally only surface once a building is occupied.

Other Issues

Staff would also recommend that third party quality inspections be performed as appropriate. This will require independent testing of items like soils testing, compaction tests, footing/re-bar inspections, concrete tests and inspections, structural steel inspections, structural weld inspections and asphalt tests and inspections. These costs have not been included as part of the proposal from CDG.

Also, in keeping with the City's Green Building Policy, staff recommends that the City seek LEEDS Certification for this project. We would recommend that a Silver Certification level be sought, similar to what is being sought on the City's Parks and Grounds Building currently under construction.

Budget for Project Management Services

The FY 2008 Budget contains \$2,105,000 for the City Hall Project. This budget amount is specifically allocated for architectural and engineering. Staff would anticipate selecting an architectural and engineering firm sometime around the end of the current calendar year. Therefore, we would anticipate that these funds would be allocated during the current fiscal year.

When staff reached the decision that it would be prudent to engage the services of a project manager from the beginning of this project rather than only during the construction phase of this project, the City's budget had already been submitted to City Council. The budget did show an anticipated construction management cost of \$500,000 for FY 2010. Because of the proposed expanded scope of these services, this cost has increased and has been accelerated to the current fiscal year.

Staff communicated with City Council on May 14, 2007 about the need for hiring a project manager from the beginning of this project, shared a copy of the proposed Request for Proposal, and received no adverse comments from City Council regarding proceeding in this direction.

Because this specific item was not included in the FY 2008 Budget for expenditure in the current fiscal year, a Budget Amendment Ordinance in the amount of \$1,010,000 will need to be approved by City Council to authorize the procurement of project management services. The FY 2010 budget will be reduced by \$500,000 because the contract will be an FY 2008 encumbrance. This Budget Amendment Ordinance is also included on your agenda for introduction. Funding to support project management services will be drawn from the General Fund Balance.

Staff Recommendation

Given the magnitude and complexity of this project and the importance of closely monitoring project costs, schedule and quality, staff believes that it is essential to use the services of a professional project management firm to manage this project. I concur with the above recommendation and request your approval of R-55-07.

DJD/JLF/adf

Attachments

RESOLUTION
OF THE COUNCIL OF THE CITY OF BOWIE, MARYLAND
ACCEPTING A PROPOSAL FOR PROJECT MANAGEMENT SERVICES
FOR THE NEW CITY HALL

WHEREAS, advertisements were placed and requests for bid proposals (RFP) were sent to various firms for Project Management Services for the New City Hall Project; and

WHEREAS, at the bid opening Wednesday, June 27, 2007, 17 proposals were received; and

WHEREAS, these proposals were analyzed by the City's Project Management Team, consisting of nine City staff members representing each City Department, on a quality basis to determine the five top firms based on quality criteria established in the RFP; and

WHEREAS, once these top five firms were identified, separate sealed price proposals were opened; and

WHEREAS, interviews were conducted by the City's Project Management Team of each of these five firms; and

WHEREAS, based on the submittals received and the interviews conducted, two firms were selected and requested to provide more detailed financial information for a second interview with the City's Project Management Team; and

WHEREAS, after concluding this comprehensive review process, it was determined that Construction Dynamics Group, Inc (CDG) an Arcadis Company located in Columbia, Maryland, had submitted the most responsive and responsible bid in the total amount of \$1,010,000; and

WHEREAS, funding for this project will be drawn from the General Fund Balance and a separate Budget Amendment Ordinance will be presented to City Council for action to authorize this expenditure.

NOW, THEREFORE BE IT RESOLVED, by the Council of the City of Bowie, Maryland, that the Council hereby accepts the proposal of CDG and authorizes the City Manager to sign a contract with CDG in the amount of \$1,010,000.

INTRODUCED AND PASSED by the Council of the City of Bowie, Maryland, at a Regular Meeting on September 4, 2007.

G. Frederick Robinson, Mayor

Attest:

Pamela A. Fleming, City Clerk

SCOPE OF SERVICES

PROGRAM AND CONSTRUCTION MANAGEMENT SERVICES AGREEMENT

Between
CITY OF BOWIE
and
ARCADIS U.S.

For

THE NEW CITY HALL AND POLICE HEADQUARTERS BUILDING

DRAFT

GENERAL

This Scope of Services defines the SERVICES to be provided by the ARCADIS U.S. (PM/CM) during the contract preparation for the Architect/Engineer selection, design management, Request for Proposal (RFP) for General Contractors, bid/award, construction, and close-out phases of the new City Hall and Police Headquarters Building (Project). Construction Dynamics Group, Inc. is an ARCADIS Company. The PM/CM will act as the City of Bowie representative with PRIVATE ENTITIES. The PM/CM will monitor Project cost, schedule and quality on behalf of The CITY OF BOWIE. The PM/CM will also administer the contract for the Project between CITY OF BOWIE and the PRIVATE ENTITIES, and provide project management, design review, value engineering, constructibility review, construction management, and related services to the extent provided for in this SCOPE OF SERVICES.

This SCOPE OF SERVICES will be performed in accordance with the terms and conditions of the AGREEMENT for Project and Construction Management Services between CITY OF BOWIE and ARCADIS U.S., dated _____.

Project DESCRIPTION

The PM/CM's services pertain to the design and construction of the new City Hall and Police Headquarters Building in Bowie, Maryland. The following is a brief description of the Project.

The intent is that the Project will construct approximately 80,000 gross square feet to include the Mayor's office and other offices for the City Government, Police Headquarters and space for future expansion. The project will also include associated parking and site work.

RELATIONSHIPS OF THE PARTIES

The PM/CM will report directly to the CITY OF BOWIE's Project Management Team (PMT), coordinate all activities assigned by the PMT, and act as the City's representative for this Project. The CITY OF BOWIE intends to enter into separate contracts with PRIVATE ENTITIES to provide design, procurement and construction services for the Project. In providing the PM/CM's SCOPE OF SERVICES described in

this AGREEMENT, the PM/CM shall endeavor to maintain, on behalf of CITY OF BOWIE, a positive and productive working relationship with the PRIVATE ENTITIES.

Nothing in this AGREEMENT shall be construed to mean that the PM/CM assumes any of the responsibilities or duties of the PRIVATE ENTITIES. The PRIVATE ENTITIES will be solely responsible for the design requirements and design criteria of the Project, construction means, methods, techniques, sequences and procedures used in the construction of the Project and for the safety of its personnel, property and its operations and for performing in accordance with the Contracts between CITY OF BOWIE and the PRIVATE ENTITIES. The PM/CM's services shall be rendered compatibly and in cooperation with the services provided by the PRIVATE ENTITIES under the Contracts between CITY OF BOWIE and PRIVATE ENTITIES. It is not intended that the services of the PRIVATE ENTITIES and the PM/CM be competitive or duplicative, but rather be complementary. The PM/CM will be entitled to rely upon the PRIVATE ENTITIES for the proper performance of services undertaken by the PRIVATE ENTITIES pursuant to the Contracts between CITY OF BOWIE and PRIVATE ENTITIES.

SERVICES AND DELIVERABLES

PM/CM'S services and deliverables will include the following:

PHASE A – DESIGN MANAGEMENT SERVICES

Task 1: Architectural and Engineering Firm Selection

Using the City of Bowie format, PM/CM will prepare Pre-Qualification and Request for Proposal (RFP) documents for solicitation of Architectural/Engineering services from qualified firms for the design of the City Hall and Police Headquarters Building. All bids will be received at the TOWN OF BOWIE CITY HALL. PM/CM will evaluate all proposals and make recommendations to the PMT for award of contract.

DELIVERABLE: RFP for Architectural and Engineering services, review of RFP and recommendation of award

Task 2: Master Budget Preparation

Based on the Program, PM/CM will develop a Master Budget to include all PRIVATE ENTITIES costs per the contracts between CITY OF BOWIE and PRIVATE ENTITIES, as well as other project costs as may be required and directed by THE CITY OF BOWIE. This Master Budget will help establish the capital budget for the facility program. In subsequent design phases, it will be used to monitor expenditures against plan.

DELIVERABLE: Master Budget

Task 3: Master Schedule Preparation

The Master Schedule will represent a comprehensive plan for accomplishing the Project by a certain date. It will identify the major

milestones and decision points for consulting, planning, design, permitting, procurement and construction. It will incorporate information the PM/CM believes is necessary to complete the project as well as other internal CITY OF BOWIE activities related to the Project. The scheduled completion date is _____200_.

DELIVERABLES: Master Schedule

Task 4: *Develop Project Management Plan*

PM/CM will customize a proven, integrated system of communications and procedures applicable to all parties to the design and construction program, designed to utilize each individual's expertise in the most effective manner. The Management Plan will define roles, responsibilities, procedures and lines of communication for all Project participants. PM/CM will update the Management Plan throughout the Project.

DELIVERABLE: Project Management Plan

Task 5: *Establish Management Information System (MIS)*

PM/CM will establish a system to keep all management parties informed regarding the planning, design, and financial status of the Project. Using this document control system, PM/CM will maintain electronic copies of all correspondence, review comments, contracts, requests for payment, design contract modifications, requests for information, etc. and convey in Monthly Reports the current status of Project tasks and parties responsible; and will identify and evaluate options, problem areas, variances and recommended solutions.

DELIVERABLES: Monthly Reports; Electronic Data Base Archive Copy

Task 6: *Conduct Monthly Design Progress Meetings*

PM/CM will chair and conduct Monthly Design Progress Meetings to be attended by CITY OF BOWIE PMT and PRIVATE ENTITIES. Design progress will be reviewed and any unresolved issues impacting the progress of the design will be discussed and addressed.

DELIVERABLES: Meeting Minutes

Task 7: *Perform Design Review at Design Development Stage*

PM/CM will manage the design process by the A/E team to insure quality assurance/controls are adhered to and expedite completion of the project. PM/CM will distribute design progress sets at the Design Development stage (approximately 35% design) for review by PM/CM staff and CITY OF BOWIE staff. PM/CM will review each design submission for conformance with the program, constructibility and coordination among design disciplines. PM/CM will compile review comments received from various

sources and prepare a Design Review report for transmission to PRIVATE ENTITIES.

DELIVERABLES: Design Review Reports

Task 8: Perform Independent Cost Estimate at Design Development Stage

PM/CM will perform an independent cost estimate based upon the drawings and specifications submitted by the PRIVATE ENTITIES at the Design Development Stage in order to serve as a "check" estimate and the basis for the project budget.

DELIVERABLES: Independent Cost Estimate

Task 9: Conduct Value Engineering Workshop

Following submission of the Design Development plans (approximately 35% design) and specifications and proposed Project Budget, PM/CM will perform a formal Value Engineering Study. Specific tasks include:

- Review the required functions of the construction elements
- Consider alternatives that will provide the functions and quality at a lower cost, allowing for life-cycle costs where appropriate
- Verify that the alternatives will meet all of CITY OF BOWIE's requirements for operations and maintenance (life cycle cost) and for aesthetics
- Identify the alternative costs
- Develop recommendations for the design

At the conclusion of the Value Engineering Study, PM/CM will present the findings of the study to the PMT and PRIVATE ENTITIES. Based upon alternatives selected by CITY OF BOWIE, PM/CM will lead negotiations with PRIVATE ENTITIES to incorporate corresponding cost modifications..

DELIVERABLES: Value Engineering Study Report

Task 10: Review Cost Estimates at Design Development (DD) and Construction Document (CD) Stages

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PM/CM will review Cost Estimates prepared by PRIVATE ENTITIES at the completion of Design Development (approximately 65% design) and Construction Documents (95% design).

DELIVERABLES: DD, & CD Estimate Reports

Task 11: Conduct Constructibility Review

PM/CM will review the documents at the 95% Construction Documents stage for:

- Conformance with CITY OF BOWIE standards, guidelines and facility program;
- Conformance with phasing requirements and coordination with CITY OF BOWIE requirements;
- Adequacy of Contractual and General Requirements;
- Completeness and clarity;
- Coordination among HVAC, Electrical, Plumbing, General/telecommunications contracts.
- Adaptability of assemblies and details to normal means and methods of construction, and to sequencing;
- Potential for delay, such as items requiring long order times, extensive submittals, or proprietary manufacturers.

The Constructibility Report will be delivered to the PMT and PRIVATE ENTITIES for review and formal comment prior to proceeding with the completion of the design.

DELIVERABLE: Constructibility Report and follow-up meeting with PRIVATE ENTITIES and CITY OF BOWIE

Task 12: Support Public Participation Program

CITY OF BOWIE may wish to inform the public of the progress of design and of the substantial benefits of the proposed improvements.

PM/CM will assist in the presentation of accurate technical and financial information.

DELIVERABLE: Attendance at scheduled meetings

Task 13: Project Management Oversight/Daily Coordination

An ARCADIS Principal-in-Charge will provide quality assurance services and oversight for the performance of PM/CM's services, including quarterly review meetings with the PMT. Additionally, this task provides an allowance for PM/CM's daily coordination activities not identified in any other specific task.

Task 14: LEED Commissioning (Design Phase)

LEED™ (Leadership in Energy and Environmental Design) – LEED is the U.S. Green Building Council's Green Building Rating System. This project shall incorporate LEED designs/standards, including Building Systems Commissioning. ARCADIS shall provide Building Systems Commissioning, independent from the Design Team, in accordance with

LEED standards. This will include Design Phase and Construction Phase commissioning.

During design, provide a Building Systems Commissioning Plan to ensure that fundamental building elements and systems are designed, installed, and calibrated to operate as intended. The Commissioning Plan shall include, as a minimum, the following:

- Commissioning roles and communications
- Description of the commissioning process
- Systems to be commissioned
- Pre-functional checklists and tests
- Functional Test and Verification Procedures
- Description of Commissioning records
- Construction Phase Application Forms
- Commissioning Schedule draft

The Commissioning Authority shall conduct a focused review of the design prior to construction documents phase, and when construction documents are close to completion. Provide detailed comments on the design at 15%, 30%, 60%, and 95% to ensure the systems selected are specified properly to enable successful testing and commissioning during construction. Review and verify energy performance calculations. Provide guidance on specification Division 17, Commissioning.

PHASE B – PROJECT PERMITTING

Task 1: Working jointly with the A/E Team, PM/CM will identify all permits required from the governing authority and secure the necessary permits to expedite the construction of the project. PM/CM will actively investigate/identify issues that may affect permit approval and employ cost effective solutions to expedite the issuance of the required permits

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DELIVERABLE: Project Permit

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Phase C - BID/AWARD MANAGEMENT SERVICES

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Task 1: Prepare Bid Documents and Submit for Bidding

Using THE CITY OF BOWIE format, PM/CM will prepare Pre-Qualification and Bid documents, to be combined with the A/E's drawings and specifications, for submission to General Contractors to solicit construction bids for "The Project".

DELIVERABLE: Pre-Qualification and/or Bid Documents

Task 2: Evaluate Bids/Recommend Award

As bids are received at the TOWN OF BOWIE CITY HALL, review and tabulate bids for trade contracts, PM/CM will evaluate all bids and make recommendations to CITY OF BOWIE regarding the award of the contracts.

DELIVERABLE: Bid Evaluation and Recommendation for Award

PHASE C - CONSTRUCTION MANAGEMENT SERVICES

Task 1: Provide Full - Time Site Representation

PM/CM will provide full-time (40 hours per week for 14 months) job-site representation by a Construction Manager with capabilities and support in quality control, coordination, scheduling, estimating, accounting and related computer capabilities.

Task 2: Coordinate Communications, Perform Document Control and Maintain Records

PM/CM will implement a management system including a comprehensive program for communications among CITY OF BOWIE, PRIVATE ENTITIES and PM/CM during construction.

The on-site Construction Manager will maintain complete records of and expedite the following:

- Contract documents and modifications
- CITY OF BOWIE's and PM/CM's instructions
- Submittals, shop drawings and approvals
- Inspections and Testing Reports, with requests for action on those varying from specifications
- Records of changed conditions
- PRIVATE ENTITIES' proposals and claims
- Meeting minutes; and
- Periodic Project reports.

PM/CM will maintain a master set of Project records for transmission to the CITY OF BOWIE at Final Completion. Such records will include:

- As-built drawings referencing all change documents;
- All communications and transmittals;
- Logs of all change documents, proposals, issues, submittals, claims;
- Obtain daily reports from PRIVATE ENTITIES
- Meeting minutes
- Testing records
- Written deficiency notifications to the General Contractor.

DELIVERABLES: Project Records and Monthly Reports

Task 3: Attend Pre-Construction Conference and Bi-Weekly Progress Meetings

PM/CM will attend meetings of the Project Team to review with the PRIVATE ENTITIES required administrative procedures and contractual terms. During the course of construction, the PM/CM will attend bi-weekly construction progress meetings for the purpose of reviewing construction progress, discussing open issues and representing the interests of CITY OF BOWIE.

Task 4: Monitor Quality Control and Perform Construction Inspection

PM/CM will coordinate a complete Quality Control Program, including maintaining records of any Special Inspections program, concrete compressive strength testing, soils testing and other material testing specified.

Specialty inspection will be provided by the PM/CM to provide inspection of trade portions of the work, including electrical, mechanical and the Police communications systems.

DELIVERABLES: Quality Control Program

Task 5: Monitor Schedule Compliance

On a monthly basis, PM/CM will review the PRIVATE ENTITIES schedule. Along with each construction schedule update, PM/CM will prepare a narrative status of the Project, highlighting activities requiring management attention. After defining any problems, PM/CM will recommend corrective action, including CITY OF BOWIE'S enforcement of contractual prerogatives regarding schedule adherence. The schedules and recommendations will be issued within our Monthly Reports to the PMT, and, once approved, will be transmitted to the PRIVATE ENTITIES.

DELIVERABLE: Narrative Schedule Status

Schedule Update

Task 6: Provide Financial Tracking and Cost Control

PM/CM's financial control system will enable PMT to plan and monitor the application of funds for all Project costs. PMT will receive a monthly report of the following:

- Monthly Cash Flow Projection - the anticipated funding required for each month of the Project life. As such amounts can vary widely from month to month, PMT must have a forecast to ensure availability of funds when needed.

- Project Payment Report - A summary of adjusted contract amounts, value in place, amounts invoiced and paid, retainage, and balance on contracts.
- Contract Cost Status Summary - A summary of contract amounts, approved change orders, pending change orders, and estimated cost to complete.

DELIVERABLE: Monthly Report

Task 7: *Implement Management Information System and Communicate with CITY OF BOWIE Project Management Team*

PM/CM will report and analyze the following at the intervals noted:

Monthly Reports

- Construction progress report, including photographs;
- Updated schedule;
- Narrative of open issues;
- Cash flow projection;
- Individual contract status report;
- Project payment summary;
- Change order summary; and
- Logs of outstanding documents, and the party responsible therefore (including Requests, Change Documents, and Submittals).

Daily Reports

- Photographs and video tapes (if required) detailing conditions, disputed areas, and general progress;
- Daily records of PRIVATE ENTITIES staffing, activities and weather;
- Quality control checklists

DELIVERABLES: Monthly Reports
Daily Reports

Task 8: *Change Order Processing and Claims Mitigation Review*

PM/CM will prepare independent estimates of the cost of changed work and negotiate with the PRIVATE ENTITIES on CITY OF BOWIE's behalf to arrive at fair pricing for the work. Claims mitigation is part of PM/CM's on-going issue resolution and documentation process.

DELIVERABLE: On going Change Order Review, Tracking and Processing

Task 9: As-Built Drawings

As-built drawings of their work will be required of PRIVATE ENTITIES. PM/CM will monitor the as-built drawing process during construction, receive required drawings at completion and forward those to PMT.

DELIVERABLE: Management of the As-Built Drawing Process

Task 10: Interim and Final Occupancy Permits

The PRIVATE ENTITIES will identify all State and County agencies requiring documentation, final inspection or testing concerning the completeness of each phase of the Project. PM/CM will monitor compliance with such requirements, to promote prompt issuance of the permits. PRIVATE ENTITIES will establish a schedule for interim County code inspections as the work progresses, which PM/CM will monitor. PM/CM will provide copies of Project documentation to code enforcement officials when necessary.

Task 11: Project Management Oversight

A Principal-in-Charge will provide quality assurance services and oversight for the performance of PM/CM's services, including periodic review meetings with PMT.

Task 12: Coordinate the Work of CITY OF BOWIE'S Separate Contracts

PM/CM will coordinate work performed by separate contracts to CITY OF BOWIE, including installation of furniture, fixtures and equipment (FFE), security, Police communication equipment, etc.

Task 13: Commissioning

In accordance with the Commissioning Plan, the Commissioning Authority will conduct a "Commissioning Scope Meeting" with the contractor and Design Team. The Commissioning Authority will perform a selective review of contractor submittals; verify installation, functional performance, training, and documentation during construction. A final Commissioning Report will be provided. Specific tasks include the following:

- Inspect critical system installation.
- Verify that the contractor's CPM schedule incorporates time for the commissioning process.
- Review the submittals for the systems to be commissioned for compliance with the design documents.
- Review the contractor's plan for providing commissioning support. (A majority of the testing will be done by the contractor, under the CA's observation).

- During acceptance phase, the CA will provide expertise to verify that the test run and the results observed match the Design Team's intent for the systems tested.
- Prepare a Commissioning Report for the City on the results of the testing which will include:
- Evaluation of the operational condition of systems at the time of testing
- Deficiencies and measures taken by the contractor to correct
- Uncorrected operational deficiencies that were accepted by the Owner
- Functional test procedures and results
- Documentation of field commissioning activities
- Estimated schedule for deferred testing
- Check the as-built drawings.
- Witness and report on the conduct and training for system operators

PHASE D – CLOSE-OUT MANAGEMENT SERVICES

Task 1: Operation and Maintenance Manuals

Prior to final completion, PM/CM will compile these materials (submitted by the PRIVATE ENTITIES) in an organized and indexed system to be turned over to the PMT. PM/CM will expedite the PRIVATE ENTITIES' review thereof. PM/CM will transmit the approved documents to the PMT.

DELIVERABLE: PRIVATE ENTITIES'S Operations and Maintenance Manuals

Task 2: Start-Up and Operation Demonstrations/Cutover

The PM/CM will endeavor to ensure that all building and communications systems are complete and that CITY OF BOWIE personnel have received operations training prior to occupancy. PM/CM will monitor the activation and adjustment of all systems. PM/CM will coordinate demonstrations required of PRIVATE ENTITIES to introduce the CITY OF BOWIE's personnel to the various building systems and Police communications systems. PM/CM will monitor final testing, adjustment and balancing, and final reports thereof. Activities for the CITY OF BOWIE'S move to the new facility will be included in the Project schedule. PM/CM will review the cutover plan prepared by PRIVATE ENTITIES for each technical system. Anticipated dates for the move will be highlighted in the Monthly Report for the PMT's planning purposes and for the CITY's procurement of moving contracts if necessary.

DELIVERABLE: Start-up Log

Task 3: Assemble Close-Out Documentation Required from PRIVATE ENTITIES

Coordinate and expedite various documentation and activities which must occur prior to final completion including:

- Certificate of Substantial Completion and Punchlist
- Completion of Punch List Work
- Final Waivers of Lien from PRIVATE ENTITIES
- Activation of Guarantees/Warranties
- Final Applications for Payment

Task 4: Final Payment

When the PRIVATE ENTITIES has notified PM/CM that all punch list items are complete, PM/CM will assist the PMT in a final inspection of the facility. When P/CM, the PMT and the PRIVATE ENTITIES agree that the work has been satisfactorily completed, PM/CM will make recommendations in writing to the PMT for final payment to the PRIVATE ENTITIES.

DELIVERABLE: Final Payment Recommendation

Task 5: Manage Warranty Compliance

CITY OF BOWIE will schedule and inspect all work that may be required under contractual warranties within one year of Substantial Completion of the Project. The PM/CM will train CITY OF BOWIE in the process of pursuing warranty claims but will not be required to maintain a presence on site to inspect, nor provide opinions of warranty issues under this contract. The PM/CM will represent the CITY OF BOWIE in this capacity on an as needed basis as an additional service (subject to the hourly billing rates established in the cost proposal).

Task 6: Final Report

PM/CM will produce a Final Report of the Project, in a monthly-report format, and will present it at a final conference. A function of the conference will be to ensure users' understanding of the building and of warranty requirements and procedures.

DELIVERABLE: Final Summary Report