**TAB Building - Clinic Expansion**

**Washington University School of Medicine**

**Intent to Respond**

**WUSM (Owner) invites your firm to provide us with a proposal for Design-Build Services (DB) for the expansion of the Taylor Avenue Building (TAB) for various clinics located on the Washington University School of Medicine Campus in St. Louis, Missouri. Attached, please find the Request for Proposal along with attachments noted.**

If it is the intent of your firm to respond to this Request for Proposal (RFP), please complete and fax (or e-mail) this form to the Owner’s Representative:

Steven Sobo, Director Capital Projects

Phone (314) 362-5251

Fax (314) 362-8342

sobos@wusm.wustl.edu

No later than May 9, 2014, this form must be completed and returned promptly to ensure your firm is included on the mailing list to receive addenda and other miscellaneous information regarding this project.

* Our firm **does** intend to respond to this RFP.
* Our firm **does not** intend to respond to this RFP.

Company: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Phone: (\_\_\_\_) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Fax: (\_\_\_\_) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

E-Mail: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Presentation Team Members** (No more than 4 Members):

Name/Role: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**May 7, 2014**

**Request For Proposal for**

**Design-Build Services:**

**Expansion of the TAB Building**

**for**

**Washington University School of Medicine**

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* **Washington University Standard Form of Agreement Between Owner and Contractor**
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1. Request for Proposal
2. PROJECT DESCRIPTION
3. The proposed project is a two-story expansion on the south side of the Taylor Avenue Building of approximately 19,000 BGSF (14,200 NASF). The building is expected to not exceed two stories, but the Owner intends to rely on the selected Design-Build firm to finalize the height and exact location on the available site.
4. The proposed expansion will be located on open space (surface parking and landscaped areas). Note that although subsurface conditions are unknown at this time, in years past this was an Electrical Contractor’s warehouse/shipping/receiving building. The site is bounded by the Taylor Avenue building on the North; Taylor Avenue on the West; a WUSM parking lot, alley and the Clayton/Taylor Parking Garage on the South; and a BJC parking lot on the East in the heart of Washington University Medical Center (WUMC) in St. Louis, Missouri. See the attached Campus Map and Site Plans.
5. The project is envisioned to be a two-story building with no basement. The remainder of the building will be designed and fit out for clinics, clinical research and associated clinic support functions.
6. It is anticipated that the entire building will be built to business occupancy codes and will incorporate current seismic codes. If any part of the building is to be designed to a higher level of ability to withstand seismic events, this will be determined during design.
7. The Owner anticipates this building to be designed and constructed incorporating a life-cycle and cost-benefit analysis for various building components and MEP systems.
8. All construction drawings, at a minimum, are required to be on the current version of AutoCAD, formatted to the Owner’s standards. The Owner requires 3-D modeling for various design documents. All respondents should indicate their capabilities and their proposed software for their compliance path.
9. **SCOPE OF WORK**

Design-Build Firm will assemble a team of architects, engineers, sub-contractors, and consultants necessary to design and construct a building for this type of occupancy and construction.

1. General Overview

This Request for Proposal for Design-Build services generally covers the following:

1. Various pre-construction activities associated with the project.
2. Architectural/engineering, evaluation, development and construction of the various utilities needed to serve the new structure.
3. Preparation of the existing site to receive the new building, including any existing infrastructure relocations that may need to be made.
4. Demolition of existing site structures.
5. Analysis and advice on the selection of MEPFP designs, materials and construction techniques that best serve the project cost and schedule, including utility relocations.
6. Locate existing utilities (water, sewer, electric, natural gas, fiber, etc.)
7. Life cycle cost analysis for various alternative equipment or material selections.
8. Coordination of pre-commissioning and commissioning activities.
9. Minimization of site disturbance.
10. Preliminary review of planning and permitting requirements to meet local planning, zoning, and permitting requirements.
11. Identification of long lead and pre-purchase items.

The initial contract (Part 1) for this project will consist of pre-construction activities associated with the development of the project, fees, GC and cost opinion. Part 2 of the contract would include construction. Part 2 is dependent on the following: 1) A budget for the project that we feel is fair and reasonable, 2) A positive assessment of your firm after pre-construction that leads us to believe that we can partner with you and that you truly understand the Design-Build role that we need for this project.

1. Special Construction Issues & Constraints
2. Safety

Interim life safety issues and environmental controls will be of primary importance to the owner during construction. The Design-Build firm will conduct reviews with the Environmental and Safety and Infection Control teams no less than monthly during each phase of the project, and safety will be a standard agenda for all meetings.

1. Ongoing Operations

All existing services to occupied areas of the campus will be maintained during the construction of the project. All utility tie-ins and shut-downs will be coordinated with the Facilities Engineering Department on Campus. A minimum two-week notification is required on most shut-downs, with four weeks on major systems.

1. Site Access

Limited site access for parking and delivery of materials will be of concern during this project. What can you do to prevent these issues from adversely affecting the project? What can the Owner do or consider?

1. Lean Construction

Much has been made in the press about the construction industry following Lean Construction policies or techniques. What does Lean mean to you; on what projects have you utilized these policies and what results have you obtained? What should it mean to the Owner?

1. Project Delivery Method

The Owner is interested in exploring other ideas that would benefit this design-build approach, including elements of Building Information Modeling (BIM) and 3D modeling.

1. LEED Certification

Provide a listing of LEED-Certified projects you have been involved in and how many LEED-Certified projects your firm has completed.

1. Preliminary Project Schedule

 Issue RFP Date: May 7, 2014

 Notice to Participate responses due Date: May 9, 2014

Proposal due Date: June 12, 2014

Design-Build Short List determined Date: June 19, 2014

Interviews, if required Date: June 25, 2014

Notice of Selection Date: July 2, 2014

Start of Project Date: July 21, 2014

Anticipated building occupancy Date: April, 2015

1. **NATURE AND EXTENT OF AGREEMENT**

The Owner desires to enter into an agreement for Design-Build services for delivery of the work as generally described in these documents.

In general, the scope of the Design-Build services shall include, but not be limited to:

1. Design Phase Activities

 The scope of Design services shall include, but not be limited to:

* 1. Finalization of site massing for the planned building, incorporating all project requirements.
	2. Code Review.
	3. Conceptual Design Definition.
	4. Complete parking design /circulation for the project.
	5. Schematic Design.
	6. Design Development.
	7. Presentation of building exterior design concepts to Owner for our review and selection.
	8. Construction Documents.
	9. Bid Review and Value Analysis.
	10. Construction Administration.
	11. Material and Finish Selections for Built-In Construction.
	12. Coordination of Equipment Selection and Owner’s Equipment.
	13. Coordination of all Telephone and Data Communications Work.
	14. Utilization of Electronic Management System for posting of all project documents, from project inception to closeout, as approved by the owner. Documentation includes plans, specifications, RFI’s, shop drawings, COR’s, O&M’s, changes, record drawings, etc.
	15. Interior Design Services as described below:
1. Interior design services to be provided by the consultant include interior space concept development and finish materials/color selections for all “built-in” work. These finishes and materials will need to be approved for maintenance and durability. At a later date, the owner will engage a firm to provide furniture and furnishings selection and specifications, existing furniture inventory and move coordination. The Owner, through its procurement department, will specify and purchase most of the equipment, casework and furniture directly from manufacturers.
2. The Design-Build firm is to provide furniture, furnishings and equipment drawings with each item labeled and drawn to scale.
3. The Design-Build firm, along with the selected engineering firm, is responsible for coordinating all furniture, furnishings and equipment with respect to size, location, power requirements, data requirements and heating, ventilation and air conditioning requirements.
4. Pre-Construction Activities
5. Develop and maintain Project Execution Plan, which shall communicate the goals and objectives of the Project Delivery Team.
6. Develop and maintain major Owner/Design-Builder task-based schedule.
7. Develop design and construction Critical Path Method schedule, indicating methods and sequencing of construction activities and including cost-loading.
8. Develop Site Utilization and Materials Management plan which will be reflected in the Design-Build schedule and is acceptable to WUSM and the City of St. Louis.
9. Develop and manage scope and cost model to insure project remains within budget at a minimum at end of schematic design, 50% and 90% construction document levels.
10. Submit a full set of policies and procedures including all aspects of construction administration, safety, quality, cost, schedule, facility commissioning and closeout.
11. Perform “Constructability” and “Value Engineering” reviews of the design documents at Schematic, Design Development, 50% and 90% Construction Document level, and manage the process of comment incorporation. The schematic level estimate will be used to obtain funding from the owners for construction and, therefore, will require a high level of skill in its development.
12. Work with Owner’s on-line document preparation and distribution services’ company to reduce reimbursable expenses and verify distribution to all parties as required during the course of the project.
13. Provide analysis of different construction methods in each major trade group for potential quality, cost and schedule enhancements, including any analysis needed for LEED-Certification.
14. Develop General Requirements and Special Conditions specifications for contract administration of trade contracts based upon the Owner’s documents and review with Owner.
15. Develop Interim Life Safety Procedures and other items indicated in the attached documents to be closely coordinated with existing campus operations.
16. Develop and mobilize the Design-Build organization and its office space (on-site trailers).
17. Develop and maintain a street-cleaning program for the alley to the south and Taylor Avenue, focusing on the cleaning and removal of construction debris, rocks and mud on a daily basis, at the end of each construction day.

### Bidding and Award Activities

1. Define the scope of bid packages from the design package, designate their scope, and correlate each to the other.
2. Implement procedures to assure time, cost and quality control during construction.
3. Provide construction schedule (CPM) for issuance with bid packages.
4. Identify bidders and review with the Owners for approval.
5. Generate bid documents as required for each bid package.
6. Develop a strategy to achieve the maximum MBE/WBE participation in the project and review with Owner for approval.
7. Schedule and conduct pre-bid conferences in conjunction with the Design-Builder and Owner.
8. Distribute on-line bid documents and coordinate bidder inquiries with the Owner and Design Team.
9. Monitor bidder activity.
10. Receive, review, analyze bids, and submit recommendations for contract awards.
11. Update Design-Builder schedule.
12. Construction Phase Activities
13. Maintain on-site staff for construction management administration.
14. Develop and maintain a detailed schedule (CPM) including delivery, approvals, construction inspection, testing, commissioning, and occupancy.
15. Conduct job meetings, and record and distribute meeting minutes.
16. Prepare and submit change order documentation for approval of the Owner. It is expected that the Design-Build Firm will review the proposed change request for correctness and validity prior to submission.
17. Maintain a system for receipt, review, tracking and approval of shop drawings, material submittals and document clarifications.
18. In all matters involving project cost, document tracking, etc., the Design-Build Firm shall propose a software platform which shall be approved or rejected by the Owner.
19. Maintain records and submit weekly reports and formal monthly reports to the Owner, in a format acceptable to us. Reports shall contain photographic, tabular, schedule, safety, and narrative progress information.
20. Provide cost control through progress payment review and verification, according to the approved schedule and contract amounts.
21. Develop detailed systems’ final commissioning plan for Owner’s Project Manager.
22. Coordinate the activities and work of the various trades.
23. This project anticipates utilization of an electronic document management system for posting of all project documents from project inception to closeout. Documentation includes plans, specifications, shop drawings, COR’s, O&M’s, warranty-tracking, changes, record drawings, etc.
24. Perform quality control and quality assurance checks on an ongoing basis.
25. Perform pre-punch of completed areas and present deficiency list to the Owner, indicating that the building is ready for final inspection/punch out. Pre-punch list issues should not be utilized to indicate work yet to be completed.
26. Track and document MBE/WBE participation, by reporting both by contract values as a percentage of contracts, and craft man-hours as a percentage of total man hours, for both trade-contracted and self-performed work.
27. Warranty Activities
28. Coordinate and monitor the resolution of remaining “punch-list” items prior to occupancy.
29. Coordinate, monitor and resolve all warranty complaints to the satisfaction of the Owner.
30. **PROJECT DOCUMENTS**

Documents will be available electronically on a project website.

1. **PROPOSAL FORMAT**

Based upon the project documents, please provide the following information with the proposal:

1. Company Background

Provide information describing the type of firm, its ownership, whether the work will be managed as a joint venture, and if so, the name, qualifications, etc. of the teaming partner, current financial statement, bonding status, including total and current absorbed bonding capacity, bond rate, a statement from the bonding company, indicating that they will bond the project, and copies of insurance certificates demonstrating coverage.

1. Experience

List and describe your firm’s knowledge and experience in a minimum of three (3) projects of similar scope which are either underway, or were completed within the last six (6)years. Include project name and description, names of key owner personnel with current phone numbers, construction values, dates completed, and your company’s principal team members. Also, include a listing of LEED projects and their certification level achieved or anticipated.

1. Safety

Submit the following reports for your company:

1. OSHA 300 Logs last 6 years
2. Lost History Reports or DAR last 3 years
3. EMR Rate last 6 years
4. OSHA Violations last 6 years
5. Current Work Load and Team

Identify current and projected workloads, percentages of completion, construction values, completion dates and names of the company’s project managers, and clients’ points of contact. Provide resumes of proposed team members.

1. Management Plan

Provide a detailed Management and Project Execution plan, including:

1. Project team organization for Part 1 and Part 2 of the proposed contract.
2. Key personnel, supported by resumes, indicating their years with the company, education, registrations, current assignments and positions.
3. MBE/WBE participation. It is the Owner’s desire to obtain maximum MBE/WBE participation in the work, at both the Design-Build firm’s services and trade package level. Provide specific details of how this will be achieved.
4. Approach to project delivery planning and execution. Discuss activities during each phase of the process. Include specific references to design, pre-construction and construction activities, and coordination of project interface activities with other jurisdictions.
5. Approach to the delivery of design-build services, including technical reviews, estimating and value engineering, constructability reviews, development of alternatives, inspections, field engineering, site organization and materials management.
6. Strategy for bid/trade package organization.
7. Approach to managing the full range of project administration support services. Describe experience, methods and systems for the administration of construction contracts.
8. Utilization of a CPM. It is a requirement of this project for the Design-Build Firm to utilize a CPM to develop a Project Master Schedule. Describe how your firm utilizes the CPM during construction.
9. Description of methods and procedures for developing and publishing project reports and records.
10. Description of an effective Commissioning plan used on a prior project. This includes participating in design, start-up, monitoring installation, balancing and punch list corrections prior to occupancy and final payment.
11. Schedule and Phasing

The anticipated occupancy date for this project is April, 2015. Provide a proposed Design and Construction schedule for the project based on this date, as well as milestones you think are important to realize completion of the project.

1. Cost Proposal

Proposals shall be broken down into two components:

1. Part 1
2. Pre-Construction Phase: all work as described within the RFP. This is a lump sum fee.
3. Design Phase as a percentage of direct cost of construction.
4. Part 2
5. Construction Phase: fee stated as a percentage of construction value.
6. General conditions stated as an estimated cost and itemized per the General Conditions Matrix attached.
7. Recommended construction contingency as a percentage of direct cost of construction.
8. Additional Information

Describe distinguishing aspects of your firm and team, which you believe appropriate, including samples, brochures, etc.

1. **SUBMISSION DATE**

Deliver five (5) sealed copies of your proposal, along with an electronic copy, to WUSM Capital Projects, Attn: Steven Sobo, 600 South Taylor, St. Louis, MO 63110, by June 25, 2014, no later than 1:00 p.m.

#### PRESENTATION

Presentations by selected Design-Build firms will be held June 25, 2015. The specific location and sequence of presentations shall be stipulated at a later date. Presentations will be scheduled for sixty (60) minutes and will include the members from the support team, as identified in your proposal.

#### EVALUATION CRITERIA

The services being sought under this RFP are considered to be professional in nature. Factors to be considered in the evaluation include:

1. Safety – the firm needs to have a proven safety program and attention to zero-injury policies.
2. Experience — the firm needs to have previously and successfully completed similar scale projects.
3. Team Members
4. Cost Estimating — the firm needs to demonstrate successful complex cost estimating projects, value engineering and control of GMP’s.
5. Scheduling — the firm needs to be able to have successfully completed complex project scheduling, and be capable of recommending approaches which reduce the project schedule duration without increasing construction costs.
6. Approach to Project — the firm needs to present an approach to the project, involving: teaming, leadership attitude, communication, and management. People skills, commitment, and attitude are critical
7. Fee/General Conditions
8. **SUBSTANCE ABUSE**

All contractors expected to perform work on this project will be required to provide proof of membership in the St. Louis Construction Industry Substance Abuse Consortium within 60 days of contract award.

In addition, all contractors will be expected to comply with the conditions established by the Owner concerning substance abuse.

1. **ADDITIONAL PROPOSAL CONDITIONS**
2. The Owner reserves the right to accept or reject any or all proposals, with or without cause and to waive technicalities, or to accept the proposal which, in its sole judgment, best serves the Owner’s interests, or to award a contract to the next most qualified proposer if a successful proposer does not execute a contract within thirty (30) days after notice of an intent to award a contract.
3. The Owner reserves the right to request clarification of information submitted and to request additional information of one or more applicants.
4. Any submitted proposal shall remain a valid proposal for ninety (90) days after the proposal due date, or until the Owner executes a contract, whichever is sooner.
5. No proposals will be accepted after the time set for receipt of the proposals. Proposals submitted via facsimile, telegraph or mailgram shall be rejected.
6. The Owner reserves the right to negotiate adjustments in any and all elements of the Design- Builder’s submittal.
7. Where the RFP requires the proposer to submit a number of days, or to submit a milestone chart, the days used shall be calendar days, unless otherwise specified.
8. It is the responsibility of each proposer to examine the entire RFP, seek clarification in writing, and review its proposal for accuracy before submitting. The Owner may request clarification from any Design-Builder relative to their proposal submission.
9. The Design-Build firm is not permitted to contact anyone other than the Project Manager regarding this RFP, proposal evaluation, or selection process, from the time the RFP is issued until the time of notification of intent to award is announced.
10. The Owner assumes no responsibility or obligation to the respondents, and will make no payment for any costs associated with the preparation or submission of a proposal.
11. It is the Owner’s goal to promote MBE/WBE participation. Describe how your firm will raise interest and participation from minority and women’s businesses in St. Louis.
12. **QUESTIONS**

Any questions you have prior to the deadline must be submitted in writing or by email to: WUSM Capital Projects, Attn: Steven Sobo, at 600 South Taylor, St. Louis, MO 63110 (Email: sobos@wusm.wustl.edu).

 Questions received by email up to eight (8) calendar days before the due date will be answered by email within two (2) working days. A copy of all questions and answers will be sent to those firms who have stated their intent to respond to the RFP, by completing and faxing or e-mailing the form included in this RFP.

1. **Design-Build Firm General Requirements**

To provide selected clarification to certain tasks incumbent of the Design-Build firm without waiving any obligations for performance of other duties and responsibilities, the following ‘Design-Build General Requirements: Selected Clarifications” section has been included.

It is expected that the content of these clarifications will be incorporated in the documents aggregately referred to as the Contract Documents.

1. **LIST OF CLARIFICATIONS**
2. Cost Control
3. Project Accounting
4. Project Scheduling
5. Project Communications/Document Control
6. Site Logistics/Materials Management/Staging
7. Commissioning
8. Testing Quality Assurance and Control
9. Procurement
10. Parking
11. **Selected Clarifications**
12. Cost Control

The Design-Build firm will be responsible for controlling all costs associated with construction, and the management of construction, to within established budgets. In general, cost control measures include responsibilities in the areas of Constructability Reviews, Value Engineering, Trade Contractor Management, Contingency/Change Management and Financial Status Reporting.

1. Value Engineering Studies

The Design-Build Firm shall perform Value Engineering throughout the development of the project.

1. Trade Contract Management

The Design-Build Firm will be responsible for managing the cost of the trade contracts inclusive of the bid, award, and change management process. Below is an outline of Design-Build Firm responsibilities:

1. Bid/Award:

The Design-Build Firm will be responsible for managing the procurement of trade contracts, including, but not limited to, the following:

1. Recommending a Trade Package Delivery Strategy, including recommended bid packaging along with proposed trade contractors to be invited to bid. Trade Package Delivery Strategy is subject to the Owner’s approval.
2. Stimulating interest in project among qualified trade contractors to insure competition.
3. Solicitation of trade contractor lump sum proposals.
4. Procurement management of bid documents, inclusive of work package breakout, issuing of bid packages to bidders, fielding questions from bidders, and communications with Design Team for incorporating pertinent information for issuance of addenda.
5. Review of trade contractor lump proposals and recommendations for award. Trade Package award is subject to the Owner’s approval.
6. Solicitation of constructability input from trade contractors.
7. Solicitation of value engineering input from trade contractors.
8. Negotiation of contracts, taking into consideration approved trade contractor constructability and value engineering input.
9. Recommending award of trade contracts, subject to Owner’s approval.
10. Development of Trade Contract Value Schedules for the Construction Manager, as well as for the Design-Build Firm, providing the appropriate level of detail, such that “front end loading” is not allowed and progress is readily identifiable. Trade contract value schedules for the Design-Build Firm are subject to approval by the Owner.
11. Financial Status Reporting

The Design Build Firm will be responsible for reporting the financial status relative to the work included in the Contract on a monthly basis. Such reporting is to address the following, with detailed back-up as appropriate:

1. Trade Contract Status – commitments to date and spent to date, addressing original contracts, approved changes and pending changes, including those submitted to the Owner and those that have not yet been submitted by the Design Build Firm to the Owner.
2. General Condition Status – commitments to date, spent to date and forecast to completion.

2. Project Accounting

* 1. Sales Tax

The Owner is an organization exempt from sales tax under Missouri law. The Design-Build Firm shall review all invoices and costs to ensure that they include only permitted taxes.

* 1. Schedule of Values, Progress Payments

The schedule of values shall be prepared in such a manner as to complement the cost-tracking breakdown structure noted above. Each item of work and each subcontracted item of work will be shown on a single line of AIA Document G702/G703 “Application and Certificate for Payment” and is parallel to the Owner’s list of values. The Construction Manager’s applications for payment shall be made on AIA Document G702, Application and Certification for Payment supported by AIA Document G703 continuation sheet. Specifically, the continuation sheet shall be broken down by:

1. General Conditions Summary – with line item back-up.
2. Shell and Core (\*Current Value) – by CSI (Specification Section).
3. Fit-out (\*Current Value) – by CSI (Specification Section).
4. Common Space.
5. Design-Build Firm Fee.
6. Contingency – (\*Consumption Back-up).

A further breakdown of MBE/WBE billing will also be provided for each section (referred to as an SDI sheet), so that these businesses may be paid in an accelerated fashion.

Prior to submitting the Application for Payment to the Owner, the Design-Build Firm will be responsible for filling out the Application for Payment Review Checklist to verify that the Application for Payment is accurate and complete.

* 1. Reports

The following items will be included with each monthly progress report:

1. Estimate at Completion.
2. Progress Photos.
3. Safety/Infection Control Updates.
4. Status of On-Line Documentation.
5. An Updated Forecast Bar Chart, showing both the forecast schedule and the target schedule, submitted with the pay request for each month.
6. An Earned Value Report, showing the earned value against the target schedule values for the current month and job-to-date.
7. A Cash Flow Report (tabular and graphic), showing the original baseline, actuals to-date and projected, monthly cash flow for the remainder of the project.
8. A Forecast Manpower Report, tabular, showing monthly projections of manpower by major trade for the remainder of the project.
9. Contingency and Allowance Balance updates.
	1. MBE/WBE/DBE

Prepare a breakdown of payments made to MBE/WBE/DBE vendors/contractors on a monthly basis. Include the name, classification, type of work, and amount paid year to date. The above-mentioned SDI form will be utilized for this function.

MBE/WBE/DBE participation is to be reported by both contract values as a percentage of contracts, and craft man-hours as a percentage of total man-hours for both trade-contracted and self-performed work.

3. Project Scheduling

The Design-Build Firm will prepare and maintain a CPM schedule for the project. The initial schedule, upon approval by the Owner, will become the Target Schedule, against which all monthly progress will be measured. This Target Schedule will be cost-loaded such that the total cost equals the contract amount. The initial cash flow generated by the Target Schedule will be known as the Baseline. Each month, the Design-Build Firm will submit an updated forecast schedule with the monthly progress billing as a condition for billing approval. This monthly forecast schedule will show earned value as of the billing date, as well as updates to the resource loading, if approved changes increase or decrease the contract amount. The Design-Build Firm will also produce a tabular report, showing the earned value against the scheduled value for the month, as well as for job-to-date (an Earned Value report). In the event that progress falls behind scheduled-to-date values, the Design-Build Firm will prepare a recovery schedule that reflects a plan to assure the timely completion of the work. The recovery plan will be subject to approval by the Owner’s Representative. The schedule and report will be submitted in hard-copy form, as a bar chart, and as a tabular report, as well as on computer disk or CD-Rom.

1. General Guidelines for Schedule Development
2. Activities should be selected at an appropriate level of detail, so that progress and logic can be reasonably tracked and monitored. Percentage of completion, based on scope completed as of the billing date, should be updated via the schedule. Activities, or groups of activities, should tie back to the schedule of values.
3. Date constraints and open-ends should be clearly indicated and used only when absolutely necessary.
4. The updated forecast schedule, submitted monthly, will include the updated percentage of completion per the Progress Billing and projected cash flows for the remainder of the job. The projected cash flow should always include approved changes to the Design- Build Firm’s contract.
5. Activities requiring decisions or actions by the Owner should be included and clearly noted. The Design-Build Firm shall also incorporate any Owner activities that could affect the project, e.g. Owner-purchased equipment, casework installation, occupancy dates, etc.
6. The schedule shall include the loss of workdays due to weather.
7. The Design-Build Firm shall submit a written narrative which will accompany the monthly schedule submittal. This narrative will provide a brief overview of current progress, anticipated problem areas, workarounds, anticipated delays and impacts, and any corrective action taken or planned.
8. The schedule will be used as a progress comparison to the pay applications.
9. The schedule is intended to be a working tool for the Design-Build Firm to manage the project. As such, it is expected to be conscientiously updated and modified. The Owner reserves the right to demand weekly updates if the project falls behind schedule.
10. Reports
11. Target bar chart, cost-loaded and manpower-loaded, by major trade.
12. Initial baseline cash flow report, tabular, to reflect the baseline contract amount.

4. Project Communications/Documentation Control

a. Contract Control Software or Electronic Reporting System

The proposed project control software platform will be used to accommodate the following processes.

1. Submittals.
2. Change Order Requests – the entire Change Process will be managed via this system.
3. Daily Reports.
4. Meeting Minutes.
5. All Correspondence with the Owner.
6. All Transmittals to Sub-Contractors or Vendors.
7. Contracts and Purchase Orders.
8. Billing.
9. Insurance Certificates for Sub-Contractors.
10. Project closeout documents, e.g. O&M, warranty, as-built drawings.

During the pre-construction phase of the project, the Design-Build Firm will set up their portion of the system. The Design-Build Firm will need to assume all costs associated with obtaining and setting up the system as part of their fee. The Design-Build Firm will be required to have properly trained individuals to maintain the Project Management Control System. The Design-Build Firm will absorb any costs of training for its personnel at no cost to the project. The Owner will be provided full access to the system.

b. Submittals

Process for submittals will be:

1. Design-Build Firm will submit a schedule which complements the project’s needs, taking into consideration, schedule of construction, procurement process, and owner and design team review process.
2. Submittals will be directly submitted to the Owner for his files.
3. All Shop Drawings and Coordination Drawings will be submitted using the current version of AutoCAD.
4. Coordination Drawings

“Coordination Drawings” shall be prepared by Contractor to coordinate work among various trades and to facilitate installation. These types of drawings typically include dimensioned piping, ductwork or electrical raceway layouts.

1. Archiving

Design-Build Firm will be expected to maintain current during the life of the project and to be turned over to the owner at the end of the project, a Record Set of Documents, including, but not limited to:

1. Complete organized set of all Project Documentation.
2. Record set of Drawings.
3. System’s Certifications.
4. Start-Up Logs.
5. Inspection Test Reports.
6. Training.
7. Demonstrations and Warranties.

Record drawings are to be prepared in the current version of AutoCAD. Near the end of the project and prior to turning the project over to the Owner, the Design-Build Firm will work with the Owner to produce an updated set of plans showing as-built conditions.

5. Site Logistics / Materials Management / Staging

The Design-Build Firm will coordinate its operations with emphasis on Interim Life Safety Measures and Public Access. The Design-Build Firm will submit a material management plan for review which, as a minimum, will address the following issues:

1. Staging plan for material deliveries, including frequency of deliveries, time of day, lay-down areas, and approach to use of the project site.
2. Location of the Project Office – on a site approved by the Owner.
3. Material storage plan including both on-site and off-site operations.

The Design-Build Firm will contain operations to the limits of the project:

1. Use of public streets will be coordinated with the City of St. Louis and MODOT and any other public or private interest as may be effected.
2. Design-Build Firm will be jointly responsible to coordinate the deliveries of Owner-provided materials in a timely manner to meet project deadlines.
3. The Design Build Firm will bear all costs for investigation and development of any item in the above-noted plan.
4. Commissioning

The Design-Build Firm will provide a commissioning agent to perform the commissioning duties, as outlined in the project specifications. He or she will serve as the prime contact for all issues related to equipment start-up balancing and punch list corrections, and will work with the Owner’s Commissioning Agent.

1. Testing / Quality Assurance and Control

The Design-Build Firm will bear costs associated with the testing and/or certification required for this project. All other testing or certification as required by the Contract Documents will be the responsibility of the Design-Build Firm. The Design-Build Firm will schedule and accommodate the Owner-directed tests to meet the requirements of the project documents. Tests directed by the Owner shall not relieve the Design-Build Firm from its responsibility to meet quality assurance goals, as indicated in the project documents. Any re-testing required by failure to meet Quality assurance goals will be borne by the Design-Build Firm, as indicated in the Construction Management Agreement. All reports and results from certification and testing shall be directed to the Owner, with copies to the Owner.

Any special testing that the Owner requires beyond what is indicated in the project documents will be paid for by the Owner.

1. Procurement

The Design-Build Firm will be solely responsible to break down the individual Design Packages into bid packages to meet its needs in preparing a cost proposal and to guarantee continuity and completeness between the elements in the Design Package and other Design Packages issued during the Project. Bid packages shall be created with the intent to:

1. Distribute work throughout the St. Louis construction market and maximize their participation
2. Maximize MBE participation.

Design-Build Firm is required to meet with the Owner to review his process for procurement and as a minimum shall review the following issues:

1. Bid evaluation process.
2. Advertising.
3. Bid Package scopes.
4. Process for addressing questions during the bid period.
5. Design-Build Firm’s program to maximize MBE/WBE participation.

The review shall not relieve the Design-Build Firm from its responsibility to guarantee continuity and completeness between the elements of the Design Package and other Design Packages.

1. Parking

Parking on the project site will be prohibited with the exception of four (4) individuals as directed by the Owner and managed by the construction management company. All others will be expected to park on the upper levels of the WUSM Clayton Garage at an expected cost of $6/day. Monthly parking passes are available at a reduced rate through the WUSM Transportation Office.

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| **GENERAL CONDITIONS AND FEE MATRIX**  |
|  |  |  |  |  |  |  |  |
|   | **I. PRE-CONSTRUCTION SERVICES** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Design Development/Coordination Participation & Meetings Attendance | **X** |   |   |   |   |   |
| 2. | MEPFP Design Development / Coordination Participation & Meeting Attendance | **X** |   |   |   |   |   |
| 3. | Equipment Evaluation and Design Coordination | **X** |   |   |   |   |   |
| 4. | Project Website Participation & Usage | **X** |   |   |   |   |   |
| 5. | Preparation of Estimates for Each Phase of Design (SD, DD, 85% CD, 100% CD (GMP)) | **X** |   |   |   |   |   |
| 6. | Schedule Preparation for Each Phase of Design (SD, DD, 85% CD, 100% CD) | **X** |   |   |   |   |   |

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| --- | --- | --- | --- | --- | --- | --- | --- |
| 7. | Document Review for Each Phase of Design (SD, DD, 85% CD, 100% CD) | **X** |   |   |   |   |   |
| 8. | Constructability Review for Each Phase of Design (SD, DD, 85% CD, 100% CD) | **X** |   |   |   |   |   |
| 9. | Value Engineering Review for Each Phase of Design (SD, DD, 85% CD, 100% CD) | **X** |   |   |   |   |   |
| 10. | Site Logistics Planning | **X** |   |   |   |   |   |
| 11. | Material Storage Planning | **X** |   |   |   |   |   |
| 12. | Existing Conditions Investigation & Planning | **X** |   |   |   |   |   |

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|   | **II. CONSTRUCTION MANAGEMENT SERVICES (CONSTRUCTION PHASE)** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
|   | **MANAGEMENT SERVICES** |   |   | **X** |   |   |   |
| 1. | Project Website Participation & Usage |   |   | **X** |   |   |   |
| 2. | Design Coordination Participation & Meeting Attendance |   |   | **X** |   |   |   |
| 3. | MEPFP Design Coordination Participation & Meeting Attendance |   |   | **X** |   |   |   |
| 4. | Facilities Engineering/Hospital Operations Coordination Participation & Mtg Attendance |   |   | **X** |   |   |   |
| 5. | Equipment (Planning & Const. Phase) Equipment Coordination Participation & Mtg. Attendance |   |   | **X** |   |   |   |
| 6. | Construction Activities and Trade Contracts Supervision and Management |   |   | **X** |   |   |   |
| 7. | Bid Package Creation, Coordination, Distribution and Bidding |   |   | **X** |   |   |   |
| 8. | Trade Contract & Material Purchase Procurement |   |   | **X** |   |   |   |
| 9. | Safety Program & Substance Abuse Policy Implementation & Management |   |   | **X** |   |   |   |
| 10. | Quality Program Implementation & Management |   |   | **X** |   |   |   |
| 11. | Project Cost Controls - Accounting, Management & Tracking of GMP, CO, VE & Constructability |   |   | **X** |   |   |   |
| 12. | Project Controls - Management/Tracking of Communications, Documentation, Monthly Report |   |   | **X** |   |   |   |
| 13. | Project Schedule - Establish, Maintain & Update a Cost-Loaded, Manpower Loaded Schedule |   |   | **X** |   |   |   |
| 14. | Project Schedule - Establish, Maintain & Update and Earned Value Analysis |   |   | **X** |   |   |   |
| 15. | Facility Commissioning & Project Closeout - Manage, Conduct and Execute |   |   | **X** |   |   |   |
|  |  |  |  |  |  |  |  |
|   | **MANAGEMENT SUPERVISION** |   |   |   |   |   |   |
|   | **PROJECT SITE SUPERVISION (LOCATED ON SITE FULL TIME)** |   |   |   |   |   |   |
| 1. | Project Director |   | **X** |   |   |   |   |
| 2. | Project Manager |   | **X** |   |   |   |   |
| 3. | Project Field Engineer  |   | **X** |   |   |   |   |
| 4. | Project Field MEPFP Engineer |   | **X** |   |   |   |   |
| 5. | Project Cost Engineer |   | **X** |   |   |   |   |
| 6. | Project Field Safety Engineer |   | **X** |   |   |   |   |
| 7. | Project Assistant/Secretarial Help |   | **X** |   |   |   |   |
| 8. | Project Payroll/Time Keeper |   | **X** |   |   |   |   |
| 9. | Project Foreman |  | **X** |  |  |  |  |
| 10. | Field Superintendent  |   | **X** |   |   |   |   |
| 11. | Field Trade Superintendent |   | **X** |   |   |   |   |
|   | **CORPORATE OFFICE SUPERVISION (ON SITE PART-TIME, OR IN HOME OFFICE)** |   |   |   |   |   |   |
| 1. | Home Office - Project Director |   |   | **X** |   |   |   |
| 2. | Home Office - Project Manager |   |   | **X** |   |   |   |
| 3. | Home Office - Project Engineer |   |   | **X** |   |   |   |
| 4. | Home Office - Secretarial & Support Services |   |   | **X** |   |   |   |
| 5. | Home Office - Payroll, Time Keeper |   |   | **X** |   |   |   |
| 6. | Home Office - Accounting & Purchasing |   |   | **X** |   |   |   |
| 7. | Home Office - Information Services & Support |   |   | **X** |   |   |   |
| 8. | Home Office - Executive & Legal Services |   |   | **X** |   |   |   |
| 9. | Home Office - Estimating  |   |   | **X** |   |   |   |
| 10. | Home Office - Drafting, Detailing |   |   | **X** |   |   |   |
| 11. | Home Office - Safety  |   |   | **X** |   |   |   |
| 12. | Home Office - E.E.O Officer/MBE/WBE Coordinator |   |   | **X** |   |   |   |
|  | **(NOTE: Hourly/Salary Costs to Include Insurance, Taxes and Fringes)** |   |   |   |   |   |   |
|  |  |  |  |  |  |  |  |
|   | **III. GENERAL CONDITIONSTEMPORARY FACILITIES** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Field Office or Trailer Rental |   | **X** |   |   |   |   |
| 2. | Storage Trailer Rental |   | **X** |   |   |   |   |
| 3. | Safety Equipment - Hardhats, Glasses, Harnesses, Nets, Barricades, etc. |   | **X** |   |   |   |   |
| 4. | First Aid Supplies |   | **X** |   |   |   |   |
| 5. | Hot Work Permits, Fire Extinguishers & Fire Watch |   | **X** |   |   |   |   |
| 6. | Security Guard/Watchman Service |   | **X** |   |   |   |   |
| 7. | Safety Handrails, Cables and Toe Boards |   | **X** |   |   |   |   |
| 8. | Temporary Stairs, Fencing and Enclosures |   | **X** |   |   |   |   |
| 9. | Temporary Partitions & Covered Walkways (include a quantity takeoff) |   | **X** |   |   |   |   |
| 10. | Project Signs |   | **X** |   |   |   |   |
|  |  |  |  |  |  |  |  |
|   | **SITE UTILITIES & SERVICES** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Telephone Service Installation |   | **X** |   |   |   |   |
| 2. | Telephone/Fax/Internet Service & Expense |   | **X** |   |   |   |   |
| 3. | Cellular Phone Service & Expense |   | **X** |   |   |   |   |
| 4. | Cellular Phone/Telephone/Fax/PC Equipment |   | **X** |   |   |   |   |
| 5. | 2-Way Radio Equipment & Service |   | **X** |   |   |   |   |
| 6. | Temporary Power Installation |   | **X** |   |   |   |   |
| 7. | Temporary Electrical Utility Consumption |   | **X** |   |   |   |   |
| 8. | Temporary Water Service & Expense |   | **X** |   |   |   |   |
| 9. | Field Ice & Water - Labor, Cups, Ice |   | **X** |   |   |   |   |
| 10. | Temporary Sewer Service & Expense |   | **X** |   |   |   |   |
| 11. | Temporary Toilets |   | **X** |   |   |   |   |
| 12. | Daily and/or Weekly Cleanup |   | **X** |   |   |   |   |
| 13. | Final Cleanup |   | **X** |   |   |   |   |
| 14. | Dump Permits & Fees |   | **X** |   |   |   |   |
| 15. | Debris Hauling/Removal |   | **X** |   |   |   |   |
| 16. | Trash Chute & Hoppers |   | **X** |   |   |   |   |
| 17. | Traffic Control & Flagging |   | **X** |   |   |   |   |
| 18. | Temporary Roads |   | **X** |   |   |   |   |
| 19 | Roadway Cleaning, Maintenance & Dust Control |   | **X** |   |   |   |   |
|   |   |   |   |   |   |   |   |
|   | **WEATHER PROTECTION** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Snow & Ice Removal - Labor & Equipment |   | **X** |   |   |   |   |
| 2. | De-Watering - Labor & Equipment |   | **X** |   |   |   |   |
| 3. | Weather Protection - Enclosures, Temporary Protection |   | **X** |   |   |   |   |
| 4. | Temporary Heating & Cooling Installation |   | **X** |   |   |   |   |
| 5. | Temporary Heating & Cooling Equipment |   | **X** |   |   |   |   |
| 6. | Temporary Heating & Cooling Service & Expense |   | **X** |   |   |   |   |
| 7. | Use of Permanent HVAC System (Warranty Extension) |   | **X** |   |   |   |   |
| 8. | Filter Change |   | **X** |   |   |   |   |
| 9. | Cleaning Cost |   | **X** |   |   |   |   |
| 10. | Maintenance Cost |   | **X** |   |   |   |   |
| 11 | Extended Warranty Cost |   | **X** |   |   |   |   |
|   | **QUALITY CONTROL** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Commissioning |  |  |  |  | **X** |  |
| 2. | Field Inspector/Inspectors Office |   |   |   |  | **X** |   |
| 3. | Special Inspection Consultants |   |   |   |  | **X** |   |
| 4. | Special Testing Consultants |   |   |   |  | **X** |   |
| 5. | Concrete Testing |   |   |   |   | **X** |  |
| 6. | Masonry Testing |   |   |   |   | **X** |  |
| 7. | Compaction Testing |   |   |   |   | **X** |  |
| 8. | Welding Testing |   |   |   |   | **X** |  |
| 9. | Soils Investigations |   |   |   |   | **X** |   |
| 10. | Special Testing Services |   |   |   |   | **X** |   |
| 11. | Supplies & Materials (Field Office) |   | **X** |   |   |   |   |
| 12. | Project Photographs |   | **X** |   |   |   |   |
| 13. | Warranty Inspections Coordination |   | **X** |   |   |   |   |
| 14. | MEPFP Testing & Balancing |   |   |   |   |   | **X** |
| 15. | Project Site Orientation(s) & Training |   | **X** |   |   |   |   |
|  |  |  |  |  |  |  |  |
|   | **ON-SITE EQUIPMENT** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Field Supervision Pick-up Trucks |   |  |   |   |   | **X** |
| 2. | Small Tools Purchase, Rental & Usage - Drills, Saws, etc. |   | **X** |   |   |   |   |
| 3. | Consumables - Blades, Bits, Tape, Paint, etc. |   | **X** |   |   |   |   |
| 4. | Equipment Rental - Air Compressors, Generators, Jack-Hammers, Welders, etc. |   | **X** |   |   |   |   |
| 5. | Lrg. Equipment Rental - (Incl. Delivery, Operator & Expense) - Lull, Forklift, Lifts, etc. |   | **X** |   |   |   |   |
| 6. | Material Skips, Hoppers & Rigging - Delivery, Rental & Expense |   | **X** |   |   |   |   |
| 7. | Landings & Platforms - Fabricate/Supply, Labor, Erection, Removal & Expense |   | **X** |   |   |   |   |
| 8. | Material Hoist & Tower Crane Rental - Delivery, Operator, Erection, Removal & Expense |   | **X** |   |   |   |   |
| 9. | Crane Raising/Jumping Cost |   | **X** |   |   |   |   |
| 10. | Crane Rental - Delivery, Operator, Erection, Removal & Expense |   | **X** |   |   |   |   |
| 11. | Crane Safety Inspections |   | **X** |   |   |   |   |
| 12. | Temporary Elevator Rental - Delivery, Operator, Erection, Removal & Expense |   | **X** |   |   |   |   |
| 13. | Temporary Elevator Operation - Labor, Service & Expense |   | **X** |   |   |   |   |
| 14. | Temporary Elevator Operator - (Prior to Commissioning) |   | **X** |   |   |   |   |
| 15. | Safety Inspections, Fuel, Repairs, Maintenance |   | **X** |   |   |   |   |
|  |  |  |  |  |  |  |  |
|   | **TRAVEL** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Full-Time Project Field Office Staff - Mileage |   | **X** |   |   |   |   |
| 2. | Full-Time Project Field Supervision Staff - Mileage |   | **X** |   |   |   |   |
| 3. | Full-Time Project Field Office Staff - Moving Expense & Subsistence Cost | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** |
| 4. | Home Office - Part-Time Project Staff - Mileage |   |   | **X** |   |   |   |
| 5. | Home Office - Corporate Supervision - Mileage |   |   | **X** |   |   |   |

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|   | **REPRODUCTION, PRINTING & POSTAGE** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Feasibility & Cost Study Documents |   |   |   |   | **X** |   |
| 2. | MEPFP System Study Documents |   |   |   |   | **X** |   |
| 3. | Design Document Issues (By Phase) |   |   |   | **X** |   |   |
| 4. | Construction Document Issue |   |   |   | **X** |   |   |
| 5. | Bid Package Documents/Bidding Instructions |   | **X** |   |   |   |   |
| 6. | Shop Drawing Copying & Printing |   | **X** |   |   |   |   |
| 7. | As-Built Documentation Submission (hard copy, autocad) |   | **X** |   |   |   |   |
| 8. | Final As-Built Documents Issue (Drafting & Printing) |   |   |   | **X** |   |   |
| 9. | Presentation Charts & Graphics |   | **X** |   |   |   |   |
| 10. | Reference Materials |   | **X** |   |   |   |   |
| 11. | Preparation & Distribution of Operations & Maintenance Manuals |   | **X** |   |   |   |   |
| 12. | Postage & UPS/FedEx Costs |   | **X** |   |   |   |   |
| 13. | Courier Expense |   | **X** |   |   |   |   |
| 14. | Field Office Copier Equipment Purchase/Rental & Expense |   | **X** |   |   |   |   |
| 15. | Special Forms |   | **X** |   |   |   |   |
|  |  |  |  |  |  |  |  |
|   | **PERMITS, SERVICES AND FEES** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Layout |   | **X** |   |   |   |   |
| 2. | Surveying & Staking |   | **X** |   |   |   |   |
| 3. | Parking Fees |   | **X** |   |   |   |   |
| 4. | Parking Meter Permits & Fees |   | **X** |   |   |   |   |
| 5. | Storage Yard Rental |   | **X** |   |   |   |   |
| 6. | Parking Lot Rental |   | **X** |   |   |   |   |
| 7. | Curb & Butter Permits |   | **X** |   |   |   |   |
| 8. | Sign Permits |   | **X** |   |   |   |   |
| 9. | Sidewalk Permits |   | **X** |   |   |   |   |
| 10. | Landscape Permits |   | **X** |   |   |   |   |
| 11. | Building Permits |   | **X** |   |   |   |   |
| 12. | Plan Check Fees |   | **X** |   |   |   |   |
| 13. | Water Service Fee |   | **X** |   |   |   |   |
| 14. | Sanitary Service Fee |   | **X** |   |   |   |   |
| 15. | Storm Service Fee |   | **X** |   |   |   |   |
| 16. | Gas Service Fees |   | **X** |   |   |   |   |
| 17. | Power Service Fees |   | **X** |   |   |   |   |
| 18. | Tap Fees |   | **X** |   |   |  |   |
| 19. | Contractor Licenses |   | **X** |   |   |   |   |
| 20. | Royalties |   | **X** |   |   |   |   |
| 21. | Zoning Fees/Consultants |   | **X** |   |   |  |   |
| 22. | Use Fees |   | **X** |   |   |   |   |
| 23. | Construction Equipment Permits & Licenses |   | **X** |   |   |   |   |
| 24. | Professional Organization Fees | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** | **N/A** |

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|   | **INSURANCE, TAXES AND BONDS** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Builders Risk Insurance |   |   |   |   |  |  **X** |
| 2. | Performance and Payment Bonds |   | **X** |   |   |   |   |
| 3. | Error & Omissions |   |   |   | **X** |   |   |
| 4. | Auto Insurance |   | **X** |   |   |   |   |
| 5. | General Liability |   | **X** |   |   |   |   |
| 6. | Complete Operations Liability |   | **X** |   |   |   |   |
| 7. | Excess (Umbrella) Liability Coverage |   | **X** |   |   |   |   |
| 8. | Workman's Compensation  |   | **X** |   |   |   |   |
| 9. | Home Office Staff - Insurance |   |   | **X** |   |   |   |
| 10. | Home Office Staff - Taxes |   |   | **X** |   |   |   |
|  |  |  |  |  |  |  |  |
|   | **OTHER COST** | **PRE-CONST** | **GEN. COND** | **BASIC FEE** | **ARCH ENG** | **OWNER** | **COST OF WORK** |
| 1. | Land Costs |   |   |   |   | **X** |   |
| 2. | Title/Development Cost |   |   |   |   | **X** |   |
| 3. | Financing/Interest Cost |   |   |   |   | **X** |   |
| 4. | Impact Fees |   |   |   |   | **X** |   |
| 5. | Preliminary Soils Investigations |   |   |   |   | **X** |   |
| 6. | Owner Change Contingency |   |   |   |   | **X** |   |
| 7. | Building Operation After Commissioning |   |   |   |   | **X** |   |
| 8. | Building Maintenance After Commissioning |   |   |   |   | **X** |   |
| 9. | User Group Moving Coordination and Moving Costs |   |   |   |   | **X** |   |
| 10. | Design & Engineering Costs & Expenses |   |   |   | **X** |   |   |
| 11. | Architectural & Engineering - Cost for Bid Package Design Coordination |   |   |   | **X** |   |   |
| 12. | Project Taxes |   |   |   |   |   | **X** |
| 13. | Construction - Labor, Material, Equipment & Subcontractors |   |   |   |   |   | **X** |
| 14. | Unknown/Unforeseen Existing Conditions Extra Work |   |   |   |   |   | **X** |
| 15. | Costs of Emergency Work |   |   |   |   |   | **X** |
| 16. | C.M. General Overhead Cost |   |   | **X** |   |   |   |
| 17. | Costs Over GMP |   |   | **X** |   |   |   |