Contract Management

This presentation focused on the many steps that are involved in the project process. Session highlights included:

- Needs assessments and its influence on future projects.
- Formulating 5 year plans.
- Finances and feasibility and whether a project is the right thing for your community.
- Choosing an architect and working with him/her during the construction process.
- Creating an RFP and project specs.
- Pulling permits and securing warranties.
- Keeping detailed construction documents.
Needs Assessments

1. Community Attitude & Interest Survey
2. Program Surveys
3. Internet Input
4. Staff Evaluations
  - Facility Condition Assessment
  - Facility Functionality Assessment
5. Community Trends
6. Board Input
7. Special Interest Groups

Prioritize Attitude & Interest Survey

- Place into a Five Year Plan
- Tax Review
- Debt review
- Capital Projects
- Operating Projects
- Programming

Capital Projects

- **Budget Cost to Complete**
  - Cost Per Square Foot
  - History of Construction Costs
  - Industry Standards
  - Cost of Similar Installations
  - Permit Fees
  - Architects Fees
  - Engineering Fees

Five Year Plan

- Parks Department
  - Playground
  - Tennis Courts
  - Shelters
  - Pathways
  - Landscape
  - Baseball Backstop
FIVE YEAR PLAN

<table>
<thead>
<tr>
<th>SPECIAL PROJECTS</th>
<th>PR</th>
<th>03</th>
<th>04</th>
<th>05</th>
<th>06</th>
<th>07</th>
<th>GENERAL INFORMATION</th>
<th>PROJECTED COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hoover Park</td>
<td>1</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Renovation</td>
<td>$750,000.00</td>
</tr>
<tr>
<td>Disc Golf</td>
<td>1</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>New Installation</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Skate Park</td>
<td>1</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>New Installation</td>
<td>$125,000.00</td>
</tr>
<tr>
<td>Greenhouse</td>
<td>1</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>New Installation</td>
<td>$200,000.00</td>
</tr>
<tr>
<td>211 School Site</td>
<td>1</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>New Installation</td>
<td>$1,300,000.00</td>
</tr>
</tbody>
</table>

$2,383,000.00

Five Year Plan

- **All Departments**
  - Recreation
  - Facilities
  - Golf
  - Nature & Conservation
  - Administrative
  - Parks

Financial Study

- Bonds - General Obligation
- Referendum
- Operational Cost
  1. Utilities
  2. Personnel
  3. Maintenance Cost
  4. Equipment Life Cycle Cost Analysis

Financial Feasibility Study

- Preliminary Design & Cost Estimate
- Architects Cost 6-12% of the Project
- Allowances & Contingency Cost 6-10%
- Facility Equipment & Furnishing Costs
CHOOSING AN ARCHITECT?
- REQUEST FOR PROPOSAL (RFP)
  - RFP sent to firms with experience and capabilities.
  - Given 2-3 weeks to develop concept plan.
  - Concept plan should include:
    - Cost or budget
    - Square footage
    - Function
    - Features
    - Layout of existing facility if renovation or addition
    - Listing of engineers on project with their experience
    - Colored rendering of concept
    - Professional fee structure
    - LEEDS Certification

ARCHITECT SELECTION
- Architects present plans and concepts to meeting with Park Board and Staff Project Team.
- Board and Staff review designs and select architect.
- Park Board negotiates final terms of design contract.
- Attorney review of contract
- Park Board signs contract with the Architectural Firm

REMEMBER ONE THING!!
OT & UB
Team Objectives

- Budget Cost
- Design Development
- Operational Staffing
- Operational Cost
- Preliminary Drawings
- Permit Process
  - Local Jurisdiction / Zoning
  - County
  - State
  - MWRD
  - Army Corp

GETTING STARTED

- Final Design
- Develop Construction Drawings and Specifications
- Final Budget
- Final Review of the Project
- Determine what permits are needed
- Start the permit process
- Obtain all permits before bidding the project

FINAL DESIGN

- Final chance to mold the facility
- Review with all line staff
- Think about how the patron will access and use the facility.
- Consider security issues.
  - Lockdowns
  - Cash
  - Safety
  - Evacuations

DEVELOP CONSTRUCTION BID DOCUMENTS

- SUMMARY OF WORK
- BID FORMS
  - Project cost
  - Alternates
  - Allowances
  - Unit prices (add/deduct)
  - Bonds
- GENERAL CONDITIONS
  - Standard form construction document
  - Review and revise contract to best suit project
  - Incentives / liquidated damages
  - Certified Payroll / Prevailing Wages
- TECHNICAL SPECIFICATIONS
  - Quality control and consistency
  - Coordination with drawings
- DRAWINGS
  - Presentation
  - Consistency
DEVELOP CONSTRUCTION BID DOCUMENTS

- **OTHER DESIGN CONSIDERATIONS**
  - Code compliance
  - ADA compliance
  - LEEDS
  - Occupied facility
    - Swing space
  - Construction
  - Move in and out
  - Staging areas
  - Dust protection
  - Noise protection
  - Effect on patron and programs
  - Equipment start ups and testing
  - Start up reports
  - Warranty
  - As Built / maintenance manuals
  - Submittals
CONSTRUCTION DRAWINGS AND SPECIFICATIONS

- Review BOTH specifications and drawings for what you want
- Verify finishes
- Verify equipment
- Review with all staff including line staff and maintenance
- Verify you are getting all the information that you need to operate

PERMIT PROCESS

- Obtain final approvals and permits from all Agencies involved in the project
  - Local
  - Zoning
  - County
  - State
  - MWRD
  - Army Corp
  - Soil Conservation
- Modify final construction drawings

BID PROCESS

- May wish to Pre Qualify bidders because of a special type of project.
  - Skate Park
  - Pool Construction
  - Special Facilities
- Any project over $20,000 must be let for public bid.
- Publish Bid Notice at least 10 days before the bid opening

BID PROCESS

- Develop contractors bid list.
- Pre bid meeting with all bidders and architect.
  - Review site
  - Set limits of construction
  - Review special considerations and questions
- Pre bid meeting minutes sent out as an addendum
**BID PROCESS**
- Bidding period should be at least 3 weeks
- Public bid opening
- Bids reviewed by architect and staff.
- Bid tabulation and recommendation given to Park Board
- Bids are awarded by Park Board to lowest qualified contractor

**EXECUTE CONTRACT**
- Compile project budget
- Create project schedule
- Turn bid documents into contract documents
  - Standard AIA documents
  - All specifications and drawings
  - Labor and material payments bonds
  - Performance bonds
  - Addendum’s
  - Unit prices
  - Certificate of insurance

**Contractor Pre construction Meeting**
- Construction Timeline
- Weekly Constructions Meetings
- Who is Responsible
- Specifications
- Cut Sheets
- Waivers
- Change orders
- Final Approval Process
- Payouts

**PROJECT ADMINISTRATION**
- The Project Manager
  - Leadership
    - Authority and responsibility
    - Liaison
    - Supervisor
    - Mentor
    - Resolve conflicts
    - Negotiator
  - Management
    - Style
      - Positive personality
      - Can do attitude
      - Organizes
    - Risk allocation
    - Allocate resources
    - Communications
      - Monitor and disseminate project information.
PROJECT MANAGEMENT

IN SHORT

MANAGEMENT BY 2X4 DOES NOT WORK

THE PROJECT MANUAL
- Contract
- Change orders
- Request for information (RFI)
- Correspondence
- Meeting minutes
- Schedule
- Field notes/trip reports
- Photos
- Payment requisitions
- Budget

PROJECT ADMINISTRATION – PRE-CONSTRUCTION MEETING
- Initiate construction communication
  - Voice and data contact list
  - Chain of command
    - Administrative
    - Job site
  - Subcontractors
    - List & contacts
  - Means of information exchange
    - Transmittals
    - Request for information (RFI)

PROJECT ADMINISTRATION - PRE-CONSTRUCTION MEETING (CON’T)
- Special project procedures
  - Damage survey
  - Protection of existing construction
  - Jobsite safety
    - Emergency & after hours contacts
    - Hazardous materials/processes
      - MSDS
    - Hot work permits
    - Jobsite emergency evacuation procedures
      - Occupants
      - Workers
  - Worker conduct
  - Field measurements
**PRE-CONSTRUCTION MEETING (CON’T)**

**PROJECT SEQUENCE AND PROGRESS**

- Weekly progress meetings
  - Date and time
  - Meeting minutes
  - Work hours
  - Restrictions on sequence and progress
- Monitoring construction progress
  - Schedule vs. budget
  - Construction schedule
  - Superintendents log
  - Construction budget
    - Schedule of values & Application for payments
    - Release of liens
    - Change orders
- Site security

**THE FIELD VS. THE OFFICE**

**WHATS REALLY HAPPENING VS. WHAT THEY WANT YOU TO HEAR**

**AND AWAY WE GO**

- Site controls
  - Maintain emergency access
  - Occupant access
  - Contractor access
  - Field office
    - Parking
  - Temporary protection
  - Water infiltration
  - Dust and debris control
  - Temporary utilities
    - Water
    - Electricity
    - Voice and data
    - Sanitary

**INTERIOR CONTROLS**

- Occupant notification of work areas
- Work area access
- Continuity of work and occupancy
- Interior protection
- Occupant communication plan
  - Patrons
  - Management
**SUBMITTAL PROCESS**

- Administrative
  - Documents
    - Waivers of lien
    - List of subcontractors
    - Certificates of insurance
    - Bonds
    - Payouts
  - Procedures
    - Safety program
    - Hazard communication program
    - Property damage survey
- Technical
  - Shop drawings
  - Product data
  - Samples
  - Mock ups
  - Test and start up reports

**PROJECT OBSERVATION**

- Familiarity with contract documents
- Thoroughness
- Work and products are correct
- Project time line
- Safety

**PROGRESS MEETINGS**

- Attendees
- Review of prior meeting minutes
  - Ensure accuracy as you may have to defend yourself
  - Record of activities and discussions
  - Owner communications
  - Outstanding issues
  - Submittal update
  - Review updated scheduled
  - Work completed since last meeting, and work to be done next week
  - Identify any possible problem areas

**PROGRESS MEETING**

- **RULE NUMBER 1**

  You’re invited until your uninvited; lack of attendance is no excuse for not being aware of something
**SUBSTANTIAL COMPLETION ALMOST DONE!**

- Substantial completion is when the facility can be used for what it is intended.
- Equipment and system start up and testing
- Punch lists from architect, engineers, and owner.
- Inspections by all jurisdictions
- Occupancy permit
- The date of substantial completion is typically the start of the warranty period.
- The date of substantial completion is also the date that YOU must start maintaining the facility.

**PROJECT CLOSE OUT**

- Probably the most difficult part of the project
- Record documents
  - Certificate of occupancy
  - Letters of warranty
  - As-built drawings
  - Product data
  - Start-up and inspection records
  - Operation and maintenance manuals
  - Training
- Schedule punch list items
- Final payouts and waivers
CONCLUSION

- Successful Projects
  - Rewarding
  - A sense of accomplishment
  - In control
  - Rewarding for the community
- REMEMBER

OT & UB

QUESTIONS?

THANK - YOU

CONTACT
Dan Otto - DAOTTO@PARKFUN.COM
Doug Kettel - DOKETTEL@PARKFUN.COM