



NORTHERN MICHIGAN UNIVERSITY
MARQUETTE MICHIGAN

REQUEST FOR PROPOSALS
CONSTRUCTION MANAGEMENT SERVICES

FOR

NORTHERN MICHIGAN UNIVERSITY
HARDEN HALL LIBRARY RENOVATION

NMU BID #7667

Issued by:
Northern Michigan University

PROPOSAL DUE DATE
Wednesday, June 1, 2022
SEALED: 2:00 PM E.S.T.

ISSUING OFFICE

U.S. MAIL ADDRESS
NORTHERN MICHIGAN UNIVERSITY
PURCHASING DEPARTMENT
ROOM 136 SERVICES BUILDING
1401 PRESQUE ISLE AVENUE
MARQUETTE, MI 49855

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SECTION I – GENERAL INFORMATION

I-1 Purpose

Northern Michigan University is requesting proposals for Construction Management Services to assist during design and administer construction for the renovation of Harden Hall.

Harden Hall Renovation:

The project consists of renovating of the existing first, second and third floor levels of the University's Harden Hall, aka, the Lydia M. Olson Library. The project embraces an existing architectural mid-century modern styled building completed in 1971. The building is structurally sound and has been well maintained with only minor remodels and refinishing on the second and third floor levels. The first floor has had multiple renovations over the years. Functions such as Archives, All Campus Tutoring and the Writing Center on the first floor are planned to move to the second floor. The Beaumier U.P. Heritage Center will be relocated from Gries Hall to the second floor of Harden Hall with its storage on the first floor. The library offices will be relocated to space on both the second and third floor. The student radio station, WUPX, and student newspaper, The Northwind, will be relocated from Gries Hall to the first floor of Harden Hall.

All these relocations will require selective demolition of interior partition walls, interior doors, windows and frames, floor and ceiling finishes, and mechanical/plumbing/electrical systems. Demolition also includes the removal of two approximately 30 feet by thirty feet bays of the third level to provide a new stair and open connection between the second and third floor. Both floors will then be completely renovated including architectural, mechanical, plumbing and electrical systems. Fire suppression will be extended and installed throughout the second and third floor.

Improvements to the west exterior façade are being explored to have the building be more consistent in appearance to the adjacent facilities. There are also two existing internal stairs that will be infilled creating more available floor area on the third floor. Asbestos containing materials are present in the building and will be removed by the university before construction commences.

With the need for the building to be operational during construction, this project will be divided into four phases over two years required coordination of office and furniture/shelving moves.

Initial programing and floor plans are included in Appendix A. Concepts for the exterior façade improvements are still under development.

Design

The design team for this project is as follows:

- AKA Architects
 - OPN Architects
 - Peter Basso Associates
- Lead Firm – Architect of Record
Architectural Firm
Mechanical, Electrical, Plumbing, Fire Protection

Funding

The budget for this project is \$12.5 million with construction budget of approximately \$8.1 million. The project is intended to be self-funded. Some areas on the first floor may be renovated as part of a separate project if the \$12.5 million cannot support their renovation costs. Pre-construction services shall be included for all planned renovations shown.

I-2 Scope of Services

PART I PRE-CONSTRUCTION PHASE SERVICES

Section A – Pre-Design Services

- Conceptual Estimates
- Construction Phasing/Logistics
- Overall Project Schedules
- Attend Meetings as Necessary to Execute Services

Section B – Design Phase Services

- Review Construction Schedule and Develop Construction Phasing Plan
- Cost Models @ Schematic, Design Development and 50%, 75% and 90%, Bid Stages of Construction Documents
- Value Engineering
- Constructability Analysis
- Contract Document/Specification Coordination
- Attend Meetings as Necessary to Execute Services
- Identification of “Early Buy-Out” Items

Section C – Bid Phase Services

- Advertise and promote bid opportunity to ensure maximum trade participation.
- Assist with Identification of Vendor Sources
- Coordinate and Obtain Bids for “Early Buy-Out” Items
- Prepare and Issue Scope of Work Documents for Various Bid Packages
- Issue/Receive/Review/Make Recommendation of Award/Issue Construction Contracts

PART II CONSTRUCTION PHASE SERVICES

Section A – Construction Phase Services

- Establish Onsite and Home Office Organizational System
- Hold All Contracts
- Manage Schedule and Budget
- Conduct Progress Meetings
- Issue/Process Request for Information
- Issue Bulletins/Receive/Review & Issue Change Orders if Necessary
- Provide Timely Budget Monitoring and Reporting
- Review Contractor Applications for Payment
- Monitor and Manage Construction Contingency
- Assist in Obtaining Necessary Onsite Supervision & Inspection Services
- Review and Process Shop Drawings and Samples
- Material Handling
- Material Installation
- Maintain Records and “As-built” Drawings
- Maintain Project Filing System
- Monthly Status Report/Meeting

- Schedule Management and Updates
- Progress Photographs
- Jobsite Safety Compliance
- LEEDs Submissions as required

Section B – Start Up/Occupancy Services

- Punch List and Completion
- Schedule Staff Training
- Coordinate with Commissioning Agent
- Coordinate with Test & Balance Agent
- Turn Over Project Records

PART III POST CONSTRUCTION SERVICES

Section A – Warranty Phase Services

- Three, Six, and Nine Month Follow-up/Resolution Issues Sessions
- Documentation and Support as Needed to Resolve Outstanding Issues

SECTION II

II-1 Project Description: See section I-1.

II-2 Pre-proposal Meeting

There will be a pre-proposal meeting conducted on **Wednesday, May 18, 2022 at 1:00 p.m. EST** in **Room 131 of the Services Building** or participation can be **via Zoom** at <https://nmu.zoom.us/j/93885855328?pwd=ZmVsdHEvdzBGcVVEanBCeFlxVEd3dz09>

Meeting ID: 938 8585 5328

Passcode: 987589

Dial by your location

+1 646 558 8656 US (New York)

Meeting ID: 938 8585 5328

Passcode: 987589

II-3 Submission of Proposal/Issuing Office

This Request for Proposal is issued by the Purchasing Department, Northern Michigan University, hereafter referred to as the Issuing Office.

TIME AND PLACE OF BID RECEPTION

Sealed proposals for Bid No. **7667** should be emailed only to purchase@nmu.edu. No in-person or mailed bids accepted. Proposals are due **Wednesday, June 1, 2022, at 2:00 p.m. EST**. Bids received after this time will not be considered.

The bidder's email shall be addressed as follows:

Lower Right Hand Corner: Northern Michigan University
Purchasing Department

1401 Presque Isle Avenue
136 Services Building
Marquette, Michigan 49855

Lower Left Hand Corner: BID: #7667
Northern Michigan University
Request for Proposal
CM Services for Harden Hall Library Renovation

Addenda Received: #___ (identify addenda numbers on outside of envelope).

The point of contact for this Request for Proposal is:

Technical Information:

Kathy Richards
Associate VP of Engineering & Planning/Facilities
Phone: 906-227-1237
E-mail: kathrich@nmu.edu

Proposal Process Information:

Joe Ombrello
Purchasing Manager
Purchasing Department
Phone: 906-227-1172
E-mail: jombrell@nmu.edu

All proposals submitted become the property of the University; they will not be returned and may be subject to disclosure under the STATE OF MICHIGAN FREEDOM OF INFORMATION ACT ("FOIA") or other legal process. As such, proposals may be released to third parties, without prior notice to Construction Manager, as required to comply with legal requirements. Construction Manager must identify "Proprietary" information at time of submittal, however the University cannot guarantee protection if FOIA is invoked.

II-4 **Selection and Contract Award**

Construction Managers (CM) are requested to submit the proposal in two parts, as described in this request. Proposals will be evaluated based on their Technical Proposal – Part I and Cost Proposal – Part II. Submissions must include a completed AIA 305 – 2020: Contractors Qualifications Statement

The Contract will be awarded by Northern Michigan University to that CM, if any, whose proposal (Parts I & II) has been determined to be in the University's best interest. The University intends to negotiate a contract with the CM based on the proposal (Parts I & II) and execute the following AIA Contract:

1. *AIA A133 – 2019: Owner/Construction Manager as Constructor Agreement – Cost of Work plus Fee w/ GMP*
2. *AIA A133 Exhibit A: Owner Construction Manager as Constructor Agreement – Ex. A: GMP Amendment*

Form Description: *AIA A133 is the standard form of agreement between Owner and Construction Manager and may be used on construction management projects where the*

basis of payment is the Cost of the Work plus a Fee with a Guaranteed Maximum Price. A133–2019 is not intended for use in competitive bidding. This document is intended for use on construction projects where a Construction Manager, in addition to acting as an advisor to the Owner during the design period, assumes financial responsibility for the construction of the Project. The Construction Manager provides the Owner with a Guaranteed Maximum Price proposal which the Owner may accept, reject, or choose to negotiate. Upon the Owner's acceptance of the Guaranteed Maximum Price by execution of the Guaranteed Maximum Price Amendment, the Construction Manager becomes contractually bound to provide the actual labor and materials for the Project. The Construction Manager's services under this document are divided into two phases: the Preconstruction Phase and the Construction Phase, portions of which may proceed concurrently.

The University reserves the right to cancel the project at any time or delete any phase of services without penalty of default.

Each CM shall submit with their Proposal a narrative describing the conditions and assumptions made by the CM in arriving at its price for the work. The University anticipates discussions will occur to clarify the conditions and assumptions made to understand their effect on the proposed cost of the work. The University may require revisions to the proposed cost as a result of these discussions. Low price will not guarantee a contract award and the University reserves the right to take any other factors into account in making its decision.

II-5 Rejection of Proposals

The University reserves the right to reject any or all proposals, in whole or in part, received as a result of this Request for Proposal.

II-6 Incurring Costs

The University is not liable for any cost incurred by the CM prior to acceptance of a proposal and the award of a contract.

II-7 Addenda to the Request for Proposal

Should it become necessary to amend any part of this Request for Proposal, an addendum will be provided to all Construction Managers. CMs are advised that no oral interpretation or clarification of this Request for Proposal will be binding on the University. Questions must be presented and answered via written correspondence to all bidders.

II-8 Economy of Preparation

Proposals should be prepared simply and economically, providing a straightforward, concise description of the CM's ability to meet the requirements of the Request for Proposal. Emphasis should be on completeness and clarity of content.

II-9 Construction Manager (CM) Responsibilities

The CM will be responsible for all services required by the Request for Proposal whether the work is performed by in-house staff, or subcontracted. The University will consider the CM to be the sole point of contact with regard to all contractual matters, including payment of any and all charges resulting from the contract. A complete list of all personnel and staffing plan must be submitted with the proposal.

II-10 Responsibilities of Proposers

It is the responsibility of each proposer, prior to submitting a Proposal, to: (a) determine whether a site visit is needed (b) examine the Proposing Documents thoroughly; (c) visit the site if necessary and, record conditions at the site (through logs/notes, photographs, video or any other means), (d)

study and correlate the CM's observations with the Proposing Documents; and (e) submit written questions or inquiries about the Proposing Documents or the Work immediately after discovering any conflicts, ambiguities, errors or omissions in the Proposing Documents.

It is also the responsibility of each proposer, in the preparation of its Proposal, to take those steps that are reasonably necessary to (a) ascertain and satisfy itself of the physical conditions under which the Work will be performed and the condition of existing facilities, including those which are not a part of the Work, but which could be affected by performance of the Work, and (b) account for all general, local and prevailing conditions at or near the site that may, in any manner, affect the cost, schedule, progress, performance or furnishing of the Work. Examples of such conditions include, but are not limited to: (1) the nature and location of the Work; (2) conditions related to the transportation, disposal, handling and storage of materials; (3) the availability and suitability of labor, materials, water, electric power, telephone, sanitary services and roads; (4) daily and monthly weather variations, including any related subsurface conditions, or similar conditions; (5) the character, quality and quantity of surface and subsurface conditions at the site, including but not limited to groundwater table variations, and the location, configuration and condition of existing facilities and Underground Utilities; (6) the character of equipment and facilities needed preliminary to and during Work performance; (7) conditions related to maintaining to the interrupted operation/occupancy of existing services or facilities; and (8) the extent to which the nature, characteristics and use of any adjacent or nearby lands, rights-of-way and easements, and facilities (in all cases, inclusive of personal property and fixtures) may affect the CM's activities.

II-11 Conditions at the Site

To ascertain local site conditions, the CM will study the documents provided with and identified in this Request for Proposal (including all Attachments) and shall visit the site. If, in the CM's judgment, additional investigations of subsurface conditions are needed to accurately price the cost of subsurface work, the CM will provide with its Cost Proposal a written description of and an estimated cost for such additional services.

II-12 Willingness to include NMU student participation into Project

NMU has a Construction Management program. CM shall indicate the opportunities they will provide to NMU's Construction Management students to be involved in the project during each phase.

SECTION III – TECHNICAL PROPOSAL FORMAT – PART I

(Technical proposals must be submitted in the format outlined in this Section)

III-1 Business Organization

State the full name and address of the organization and, if applicable, the branch office, consultants or other subordinate elements that will provide or assist in providing the contract services. Indicate whether the organization operates as an individual, partnership, corporation or joint venture. If the organization is a corporation, include the state in which it is incorporated. If the organization is a joint venture, provide the above information for each joint venture partner.

III-2 Construction Management Plan

Organization & Communication: Provide a project organization chart showing all key personnel and outlining the authority and communication lines between them and designate the level of participation during each phase of service for all key members of the CM team. Provide examples to illustrate use of electronic media to promote communication and solve problems on a construction project.

Pre-Construction Advantage: Describe what advantages the University can expect from involving your organization in pre-construction services.

Records Management: Provide a plan for the management of the project's documentation. Identify the documents to be tracked, the means of tracking them and the proposed method of keeping the University current on the status of project documents throughout the construction period.

Work Packaging and Bidding: The University encourages the participation of local firms in the bid process on its construction projects. Describe the organization's plan for identifying qualified trade Constructors and material suppliers in the Upper Peninsula area to bid on work packages. Submit a statement indicating a willingness to involve local participation in the bid process to the greatest extent practical. NOTE: All bids packages will be received, time stamped and provided to the CM prior to bid opening. If the CM desires to self-perform work on this project, a bid for the selected bid package must follow the same submissions process and all other bidders. All subcontract bids to be opened by University and CM and awarded by the CM. General Conditions items may be completed by the CM, but should be identified when the proposal is submitted.

Scheduling: Provide a summary level critical path schedule for the project showing the firm's intent in sequencing the construction. The schedule should show 'Notice to Proceed' being issued. At a minimum, show activities for permitting, procurement, mobilization, construction and demobilization as appropriate. Describe how the initial, detailed project schedule will be developed and the procedures to be used to monitor and control the schedule during construction. Specifically discuss the techniques that may be employed to recover schedule and the conditions under which each will be used. Propose durations (in days after the Owner's issuance of a Notice to Proceed) for substantial and final completion of construction.

A GENERAL PROJECT SCHEDULE IS TO BE DETERMINED. HOWEVER, IT IS ANTICIPATED THAT THIS PROJECT WILL BEGIN SPRING OF 2023 AND BE COMPLETED AUGUST OF 2024.

The University may determine at any time that funding is not available for this project. In this event the CM will be reimbursed for all services rendered to date of cancellation.

Cost Estimating: Provide a format for a parameter estimate based on a guaranteed maximum price and budget.

Quality Program: Submit a written safety plan naming the CM's principal safety representative in the field.

SECTION IV – COST PROPOSAL FORMAT – PART II

IV-1 Cost Proposal

Cost Proposals shall include all costs to complete the CM's pre-construction and construction services required and those identified in the technical proposal, Part I.

Cost Proposals shall be broken down into the phases as noted below per the Sample Cost Matrix:

- Phase 200 and 300 - Pre-construction services.
- Phase 400 and 500 – Pre-construction services.
- Phase 600 thru 700

- Part IV Post Construction Services

DESCRIPTION OF CONSTRUCTION MANAGEMENT SERVICES

1.0 PRE-CONSTRUCTION PHASE

Design Review

The University seeks to enter the construction phase with highly accurate construction documents that minimize Requests for Information (RFI's) and change orders. The CM will be part of the design team and shall and shall participate in all design meetings and reviews. The CM will present detailed recommendations on the relative feasibility of the Means and Methods of Construction, labor and material availability, and factors related to Construction Cost at completion of Design Development, 50% Construction Document, 75% Construction Document, 90% Construction Document and Bid Document completion. The CM will attempt to identify all discrepancies arising in the Design Documents, especially those related to cost, constructability, schedule consistency, and coordination of the Work of Subcontractors and Suppliers. The CM will meet with the University and the Design Professional to discuss its findings. The results of the meeting will be provided to the University in a report with notations and recommendations on the Drawings, Specifications, and other documents as necessary.

Preliminary Cost Estimates – The CM will develop and provide detailed preliminary construction cost estimate(s) for all trades/disciplines (soliciting help as required from sub-trades or other resources as required to give as an accurate as possible representation of the project's construction cost) along with one update at the end of design development and one update during the construction document phase. These estimates will be utilized to meet the budget, commonly known as value engineering.

The CM will spot check cross-references and complimentary plans and sections and identify whether (a) the Drawings and Specifications are sufficiently detailed and coordinated to minimize requests for information during construction, (b) brand-named materials and equipment are available and are performing well in similar installations, and (c) the University is susceptible to differing site conditions disputes given the information provided in the Contract.

The CM will advise the Design Professional on (a) the site use and improvements, excavation and foundation considerations and selection of materials, building systems and equipment; (b) the feasibility of the Means and Methods, labor and material availability and factors related to Construction Cost, and (c) the clarity, consistency, constructability and coordination of the Drawings and Specifications.

The CM's design review will be expected to (i) reduce the number of RFI's and change orders during construction, without transferring any responsibility for the design of the Project to the CM, and (ii) render more likely that the actual bids to construct the Project, will meet, without exceeding, the Project budget.

Prior to bidding, the CM will review the progress construction documents for clarification and constructability. A formal review with the owner/design team is required to address noted issues prior to bid issuance.

Schedule Review

The CM will perform a pre-construction scheduling review of the drawings and Specifications when the Drawings and Specifications are 80% complete. This review will investigate and establish for each proposed Sub-agreement: (a) alternate sequences of Work; (b) required sequences of Work; (c) not-earlier-than and no-later-than Contract Times for interim and completion milestones; and (d)

finalized Division 1 Specifications. A schedule showing the CM's intent in scheduling the work will accompany the Contract Price Proposal.

2.0 CM SUBMITS Guaranteed Maximum Price

When the Design Professional has completed the design documents and has so notified the CM and University, the CM shall submit to the University a guaranteed maximum price for which it would be willing to construct the Project.

The Guaranteed Maximum Price will have both fixed cost components and variable cost components adding to one total price. The Construction Manager will identify in its Guaranteed Maximum Price Cost Proposal each and every condition upon which its Guaranteed Maximum Price is based. Fees as submitted with this Request for Proposal shall be used in this Guaranteed Maximum Price. The Guaranteed Maximum Price Contract Cost Proposal breakdown will be broken down by Construction Specifications Institute (CSI) Divisions. The Guaranteed Maximum Price Contract Cost Proposals will indicate unit costs, material costs, labor costs, unit installation rates, hourly labor rates, and cost items for General Conditions, overhead and profit, and total cost. Labor costs shall include all insurance, state and federal payroll taxes, and other payroll burdens. The cost of work being performed by Subcontractors will include Subcontractor field and home office overheads and profit. Address allowable mark-up percentages on both sub-contractor and CM work. Additionally, the Guaranteed Maximum Price Contract Cost Proposal will detail all allowances contained in the proposal. Include a one (1) year warranty period for contract claims resolution services following occupancy date with these services to be on a lump sum basis. Escalate costs to the construction start date.

The Guaranteed Maximum Price Contract Cost Proposal will be presented in the following format: (a) site cost (including all utilities); (b) area or building cost, as appropriate (including fixed equipment); (c) estimated construction cost totaled for each specification(s) Division; (d) costs of all alternates individually totaled; (e) the gross square foot cost of any building excluding all site work and utility lines 10 feet beyond building wall (f) Site Utilities (g) Subcontractors' site overhead (supervision, administration, construction equipment, facilities, etc.); and (h) Subcontractors' margin for home office overhead and profit.

If the Guaranteed Maximum Price offered by the Construction Manager upon completion of the design document is equal to or less than the Project Budget, the University and CM will enter into a contract, as soon after the CM offers such a guaranteed maximum price as is practicable, substantially in the form of AIA Document B801-1992 Edition.

If the Guaranteed Maximum Price exceeds the Project Budget, the University, at its sole option and within its sole discretion, may (i) reject the proposed Guaranteed Maximum Price and enter into a contract with any other party, or determine not to contract with any party for construction of the Project, and (ii) retain 25% of the fees allowed by the CM for its Pre-Construction Phase Services, which sum shall serve as liquidated damages agreed to by the CM and University for the fact that, because the Guaranteed Maximum Price exceeded the Project Budget, the University will have to incur additional costs in engineering and/or construction.

Revisions to the Construction Management Plan

If the Construction Manager and University determine to proceed upon the Construction Manager's Guaranteed Maximum Price:

Prior to beginning construction, the CM will update the Construction Management Plan submitted in its technical proposal. Updates to the Construction Management Plan will take into account (a) any

changes to the design made during the finalization of the one hundred percent (100%) Drawings and Specifications; (b) the Design Professional's final criteria, drawings, specifications and descriptions of the Project; (c) the CM's examination of any additional reports of subsurface conditions, drawings of physical conditions of existing surface and subsurface facilities and documents of physical conditions of Underground utilities obtained during the finalization of the Construction documents, whether obtained by the University or the CM, (d) significant issues concerning permitting, (e) any fast-tracking of the construction directed by the University; (f) the status of the procurement of long-lead time materials and equipment, and (g) funding issues, if any, identified by the University.

Before finalizing any revisions to the Construction Management Plan, the CM will meet with the University and review any significant findings, information obtained and special issues and constraints having a potential effect on the Contract Price and/or the Contract schedule. Based on the results of the reviews and evaluations undertaken, the CM will prepare and submit to the University a finalized Construction Management Plan.

The University and any of its representatives it may request will meet with the CM to discuss the finalized Construction Management Plan. If all of the University's concerns regarding the finalized Construction Management Plan have been resolved to the University's satisfaction and included in the Plan, the University will approve the finalized Construction Management Plan. The finalized Construction Management Plan will become the baseline against which the CM's performance will be measured during construction.

The CM will carry out the duties, obligations and responsibilities concerning the securing of necessary permits and approvals from those Public Authorities and public utilities within the jurisdiction. The CM will keep the University informed of any issues and difficulties encountered in these permitting activities.

Consultation

The Construction Manager should plan to attend regular weekly project team meetings throughout the design development and construction document phases of the project.

3.0 SUB-CONTRACTOR & MATERIAL SUPPLIER BIDDING DOCUMENTS & CONTRACT AWARD

The University will require the Construction Manager to submit all work for public bid. Bids for all work packages are to be received by NMU at a set date and time and then provided to the CM for bid opening, review and award. The requirement for prevailing wage applies and must be included in any RFQ associated with this project.

4.0 CONSTRUCTION

Communications

The CM will prepare and distribute monthly Project Control reports as directed by the University. Reports may include any or all of the following: (a) Schedule Status Reports comparing actual progress with scheduled progress, (b) Project Cost Reports showing the current Contract Price Breakdown and detailing the status of Contingency Allowances (if any), (c) a Cash Flow Report for the remainder of the Project, and (d) Change Order and Change Authorization Reports listing all University-approved Bulletins, Change Orders and Change Authorizations as of the date of the report and showing their effect on the Contract Price and the Contract Times and shop drawing and status as appropriate. In addition to the paper copies, all project data is to be submitted in an electronic format to be determined by the University.

Records Management

The CM will establish a Records Management System agreeable to the University and with its Standards, and manage all paper Project Records until the turnover of the Records Management System at Final Completion. A list of representative Project Records includes the following documents: correspondence; meeting minutes; Requests for Information; the Architect's observation reports; the CM's daily reports; Subcontractor Approval Requests; "or equal" and substitution documentation; Submittals; Progress Schedules; insurance certificates; Notice to Proceed; Punch Lists; test and inspection certificates; approvals; non-conformance reports; construction change documents; Progress Payments; bulletins, change order requests, quotes, change orders, equipment warranties; O&M manuals; Record Documents; and final payment documents.

It is expected that the electronic Records Management system will scan all Project documents in their entirety, without exception, and will store documents on a secure network server with redundant back-up. Appropriate, commercially available software will be used to retrieve electronic facsimiles of the originals and to maintain an electronic document database indexing all pertinent information on all Project documents. The CM will provide a web based system for archiving and viewing of all project documents with password protected access for all project participants

Permits

The CM will carry out the duties, obligations and responsibilities concerning the securing of necessary permits and approvals from those Public Authorities and public utilities with jurisdiction. The CM will keep the University informed of any issues and difficulties encountered in these permitting activities. Costs for permits will be indicated as a line item in the budget, but included in the Guaranteed Maximum Price amount.

Progress Meetings

The CM will conduct periodic Project Meetings at intervals appropriate to the progress of the Work, which will be attended by the University, the University's Design Professional, Construction Manager, Sub Contractors and suppliers as deemed appropriate to the University. Project meetings shall serve as a forum for the exchange of information, discuss issues and review construction progress. The CM will prepare and distribute minutes of the meetings to the University and any other attendees as may be directed by the University.

Sample Cost Matrix

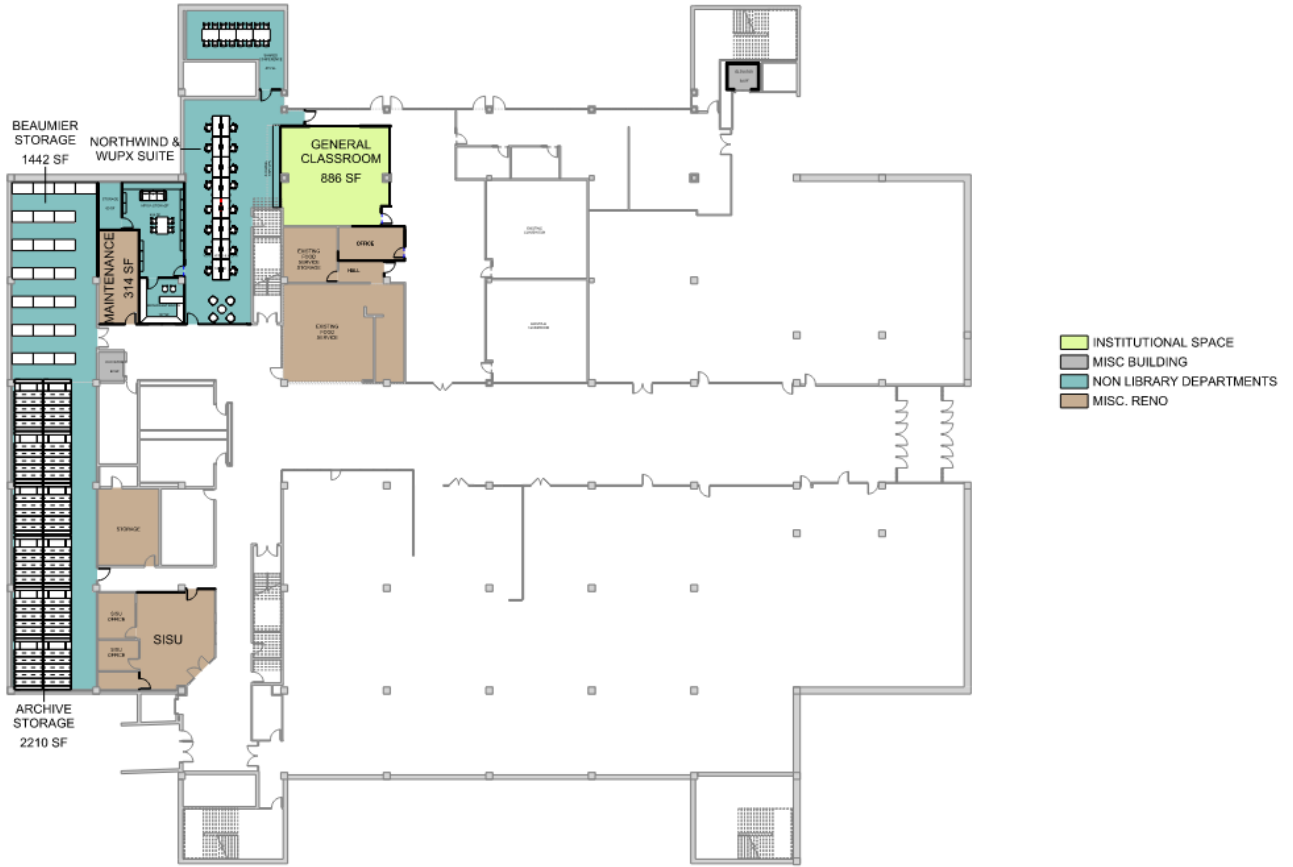
FEE AND GENERAL CONDITIONS WORKSHEET - PHASE 200 thru 700					
Cost Category	Fee & Overhead	General Conditions	Direct Costs	Bid Packages	Comments
<u>Home Office Expenses</u>					
Project Executive					
Home Office Overheads					
Business Development					
Training & Development					
Other					
Profit					
<u>Preconstruction Services</u>					
Project Manager/staff					
Estimating					
Scheduling					
VE					
Constructability Evaluation					
Other					
Other					
<u>Construction Phase Staff</u>					
Project Executive					
Project Manager					
Superintendent(s)					
Project Engineer					
Safety Manager					
Estimators					
Schedulers					
Consultants					
Other					
Other					

<u>Administration</u>					
Accounting					
QC/QA					
Risk Management					
Legal					
HR					
Labor Relations					
Builders Risk Insurance			BY NMU		
Subcontractor Bonds					
Supplier Bonds					
Other					
Other					
<u>Jobsite Operations</u>					
Trailers/Job Office					
Telephones					
Cell Phones					
Internet Service					
Copiers/Fax/Office Equip					
Office Supplies					
Vehicles, Fuel, Maintenance					
Travel Expenses					
Document Reproduction					
Postage & Couriers					
Site Signage					
Temporary Toilets					
Site Enclosure to include those to protect against weather					
Dumpsters					
Permits			BY NMU		
Materials Layout					
Field Engineering and Equipment					
Surveying & Layout					
Temporary Utilities					
Interim Cleaning					

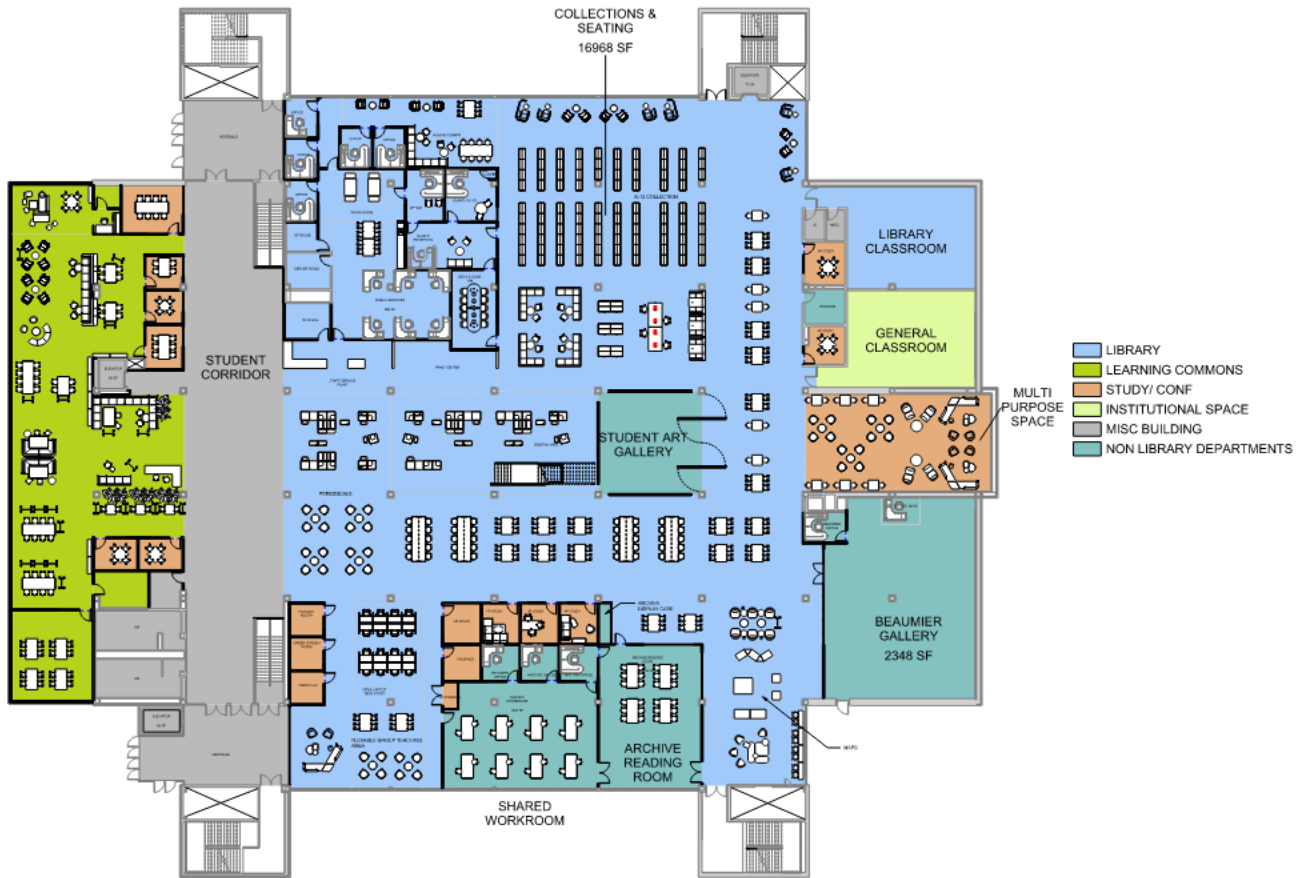
Final Cleaning					
Fire Protection					
Mobilization					
Demobilization					
Pre-Construction Fee - Phase 200 and 300	\$ -	\$ -	\$ -		
Pre-Construction Fee - Phase 400 and 500	\$ -	\$ -	\$ -		
Construction Fee – Phase 600 and 700	\$ -	\$ -	\$ -		
Place dollar amount for each applicable item. If item is included in the matrix please insert in rows noted with "Other". If item is to be included in the subcontract bid packages please indicate by placing an "X" in the appropriate cell.					
TOTAL PRICE PROPOSAL					
(Fee + GC + Direct Costs)					

Appendix A – Harden Hall Library Renovation

1st Floor Plan Concept
Approx. 11,000 SF

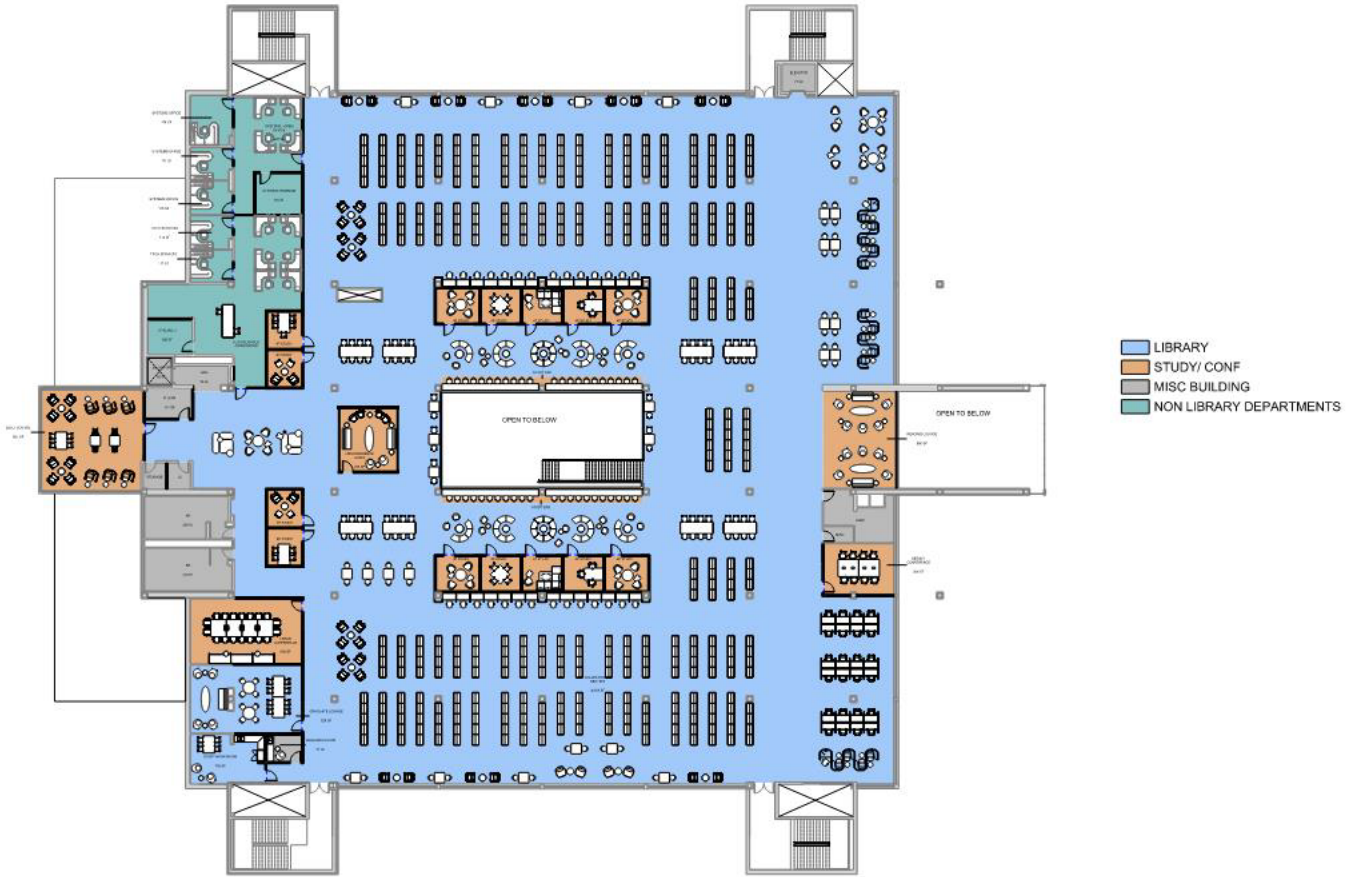


2nd Floor Plan Concept
 Approx. 50,500 SF



© 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100

3rd Floor Plan Concept
Approx. 43,000 SF



03/20/11 - THIRD FLOOR PLAN.dwg
3/22/11