

**REPORT FROM THE TEMPORARY BUILDING
CONSTRUCTION STUDY COMMITTEE**

TBCSC

MARCH 16, 2007

Temporary Building Construction Study Committee (TBCSC)

Committee Charge Summarized

- To review and study the process by which Building Committees operate and to determine if there are any suggested procedures or modifications to the process employed by the Town which should be considered for any future projects that may be undertaken.
- The Committee shall review current processes for Building Committees and hear from Chairs and members of current Building Committees about such processes.

Members

John M. Vazquez – Chair

Tom Flynn – Vice Chair

James Lee – Secretary

Jeff Roseman

Al Kelly

Mary Tinti (resigned)

Judy Ewing

Non-Voting Members

Jack Boyle (Deputy Supt. of Schools)

Sue Brand

Term Served

April 4, 2006 through March 2007

Executive Summary

The TBCSC held public meetings over several months to assemble a list of modifications and changes that had either already been instituted or recommended by Building Committees over the past several years. As a committee our work was concerned with making recommendations, providing templates of recommended reporting documents and referencing materials that already exist from prior committees, and from the document Procedural Guidelines for Building Committees, January 1990. The goal of this report is to provide a specific list of findings, recommendations and a follow up action plan. The actual act of institutionalizing these recommendations is left for the Town Officials to implement.

The projects that most prominently figured into this review were the High School Building Committee, the Elementary School Building Committee and the Tomlinson Middle School Building Committee projects. The work represented by these projects encompassed approximately \$200 million in construction over 7 years and concerned the construction of three schools (Ludlowe MS, McKinley ES and Burr ES) and the renovations to three schools (Fairfield Ludlowe HS, Fairfield Warde HS and Tomlinson MS). These projects represent a wide scope of types of renovations and new construction, and occurred over a sufficient length of time to allow them to be representative of most projects that may come before the Town for consideration.

In general, the document on procedural guidelines is still considered a valid document and one with continuing value for the Town. The guideline document though is in need of a complete review and updating as it is over 16 years old. It is not the intent of the TBCSC to rewrite the document but to provide recommendations for the areas that need to be addressed. The TFC should be charged with reviewing and updating the document.

The work of the TBCSC and the recommendations made herewith are of paramount importance to the Town to be implemented to ensure that Town projects are carried out according to law, best practices and are aligned with fiduciary responsibilities. The successful completion of all the projects stated above was in part due to the new practices that have already been incorporated and the success of future projects relies heavily upon the inclusion of recommendations being made based upon lessons learned in these projects.

The TBCSC would like to thank the First Selectman and the Board of Selectmen for the opportunity to participate in a review of the Building Committee process for the purpose of making recommendations for updating the official guidelines.

Summary of Major Recommendations and Findings

I. Establishment and Functioning of Building Committees

- Building Committee Composition
- Town Facilities Commission (Exhibit A)
- Expectations of Building Committees
- Fiscal Responsibilities of the Building Committee
- Reporting Practices of the Building Committee
- Financial Reporting Model (Exhibit B)
- Subcommittees of the Building Committee (Exhibit C)
- Feasibility Committees

II. The Communications Network in the Building Committee Process

- Liaison Roles as Non-voting Members to the Building Committee
- The Role of Taxpayers, Parents, the PTA and the Building Committee
- Rules of Engagement in the Occupied School Building Renovation Process (Exhibits D, E, F)
- Safety and Security Guidelines for School Construction (Exhibits G, H)
- Educational Specifications: Ed Specs (Exhibit I)
- Building Committee Role in the State Reimbursement Process (Exhibit J)
- Coordination with Town Agencies
- Constituent Roles and Responsibilities (Exhibit K)

III. Management of Building Construction Projects

- Role of Owner's Representative
- Options for Construction Management (Exhibit L)

IV. Project Completion

- Closeout and Disbandment
- Use of Contingency Funds
- The Role of the Town Facilities Commission in the Evaluation Process and Future Updating of the Guidelines

I. Establishment and Functioning of Building Committees

Building Committee Composition

The committee should include trained professionals in the fields of architecture, engineering, construction, finance, and law and when the project is a school the field of education. Members should be free from vested interest in the outcome, from bias upon the nature or location of the project, and from partisanship, except when it is necessary for a particular point of view to be openly represented. They should include at least one member with prior building committee experience. A school building committee should include at least one school parent.

Non-voting liaison members will include the First Selectman, ex-officio, and should include members of the Board of Education, the Board of Finance and the RTM; regular attendance of representatives of the Selectman's office and the Fairfield Public Schools administration has proven invaluable.

Ideally a Building Committee shall consist of more than seven (7) voting members and up to eleven (11). A quorum, or voting body, consists of a simple majority of members being present but always exists if four (4) or more voting members are present. Non-voting members are not counted in determining the quorum.

Town Facilities Commission (Exhibit A)

The role of the Town Facilities Commission needs to be incorporated in the Procedural Guidelines document since it did not exist at the time. In addition the role of the TFC can be expanded and revised to make it serve a greater purpose in the planning and execution of major capital town projects. The added responsibilities could include:

- Reviewing Building Committee candidate qualifications
- Acting as a feasibility committee
- Assisting in orientation of new Building Committee members
(Roberts Rules, FOI and Town Charter)
- Reviewing the new Monthly Financial and RCM project reports
- Acting as a Small Projects Building Committee with three members serving for one year terms on a rotating basis
- Approving the final closeout of projects
- Providing a liaison to the Building Committee for technical oversight
- Reviewing project budgets, estimates and bids
- Evaluating the performance of the overall team and making recommendations to the Guidelines

Expectations of Building Committees

The Procedural Guidelines are to be updated to include current practices and the involvement of the Town Facilities Commission. The following recommendations are to be incorporated into the existing guidelines:

A. Organization

1. Within 30 days after the appointment of a Building Committee, the First Selectman shall call a meeting to review the Charge of the Building Committee with the members and the Chair of the Town Facilities Commission. The TFC Chair shall distribute and review copies of the Executive Summary of the TBCSC, review pertinent building committee procedures, and conduct an election for Temporary Secretary.
2. Within two to three weeks of the first meeting, the Chair of the TFC shall continue to review procedures including the use of Robert's Rules, Freedom of Information Act, the Town Charter and the advisory role of the TFC.
3. Within two to three weeks of the second meeting, the Chair of the TFC shall call a meeting to organize the committee, shall conduct an election of the Chair, Vice Chair, and Secretary and shall discuss the hiring of paid secretarial help.
4. The committee shall adopt rules or procedures, including emergency procedures and others, as it deems necessary provided that such rules shall not be inconsistent with those herein set forth.

B. Meetings

1. The presence of four members shall constitute a quorum, unless the committee shall be less than seven (7) in number, in which event a simple majority shall constitute a quorum.
2. All meetings, including subcommittee meetings and site tours, shall be open to the public and shall be noticed in accordance with FOI regulations. Such notices shall include the date, time and place of the meetings and the agenda for the meeting.
3. Each meeting shall include a designated time for public comment. All other public participation shall be at the discretion of the presiding member.
4. The secretary shall keep minutes of all meetings and shall file a signed copy of the minutes with the Town Clerk not later than seven days after they have been approved. It has been customary to submit draft minutes prior to official approval to comply with certain FOI requirements.
5. Meetings should be held as often as necessary for the proper functioning of the committee but shall convene at least once every sixty days for the purposes of committee updates regardless of whether or not there is any specific business to be transacted.

C. Project Reporting

1. Progress and financial reports shall be made monthly by the Chair to the TFC. In addition, the Chief Fiscal Officer shall distribute monthly reports, including reimbursement information, to the Board of Selectmen, the Board of Finance, and the Representative Town Meeting.
2. The final report of the committee shall be filed with the Town Clerk and the Originating Town Agency. The report shall include an itemization of all cash disbursements and a comparison between the original estimates and the actual disbursements by major categories, such as site improvement, building construction, equipment, architects fees, etc.
3. Prior to issuance of documents for bidding, the final plans and specifications shall be submitted to the Originating Town Agency.

D. Subcommittees

1. The chairman shall appoint such subcommittees as is deemed necessary and proper. The following subcommittees are recommended: Design and Architectural Review, Change Order, Financial Review, and Construction. Others may be created as needed.
2. Each subcommittee may adopt such rules or procedure as it may deem necessary.
3. Subcommittee reports shall include recommendations to the Building Committee which has the authority to ratify or reject such recommendations.
4. Reports of all subcommittees shall be made a part of the minutes of committee meetings.

E. Vacancies

Vacancies in the committee shall be filled in the same manner as the original appointments to the committee.

Fiscal Responsibilities of the Building Committee

A Building Committee is the Town's agent for the construction of a specific project. Its authority is limited by the charge, the educational specifications (if the project is a school), and the appropriation. It may not exceed any of these, and is accountable for all of them. Within the limits of the charge and the appropriation, the Building Committee has the power to hire architects, contractors and others, to select and modify designs, to award bids, to enter into contracts and to approve changes. More specifically, once the funding approvals are in place, the Building Committee is responsible for monitoring the budget, and for reviewing and approving, by formal action, expenditures, including but not limited to invoices, change orders, approval letters, pending change orders, retainage reductions for subcontractors, and contract closeout. The Building Committee has the power to commit the Town to contracts and expenditures but acts at its own risk if the commitments exceed the appropriation. The Purchasing Authority implements the decisions of the Building Committee so long as they are within the charge and the appropriation, and are in accordance with the purchasing regulations of the Town.

It is recommended that there be a procedure in place in the event that there is any action to be taken to alter the approved funding. Any proposal by any funding authority to alter the originally approved funding prior to the closeout of the project should be placed on the agenda of a meeting of the Building Committee for discussion before it is submitted to other town bodies for approval.

Reporting Practices of the Building Committee

The Building Committees are to schedule regular intervals, but at least quarterly, within which they should meet to update the Board of Finance as to the progress of the work and the status of the project budget.

Financial Reporting Model (Exhibit B)

Effective cost monitoring and reporting is an essential part of every project. The financial health of a project is the concern of all taxpayers and the Town bodies who are charged with the fiduciary responsibility for the Town's finances. A sample Financial Report is attached to provide the minimum reporting requirements for each project. The monthly report requires the coordination of several town bodies, the Building Committee and consultants retained to monitor and manage the work. The report should at a minimum be provided to the Board of Selectmen and the Board of Finance on a monthly basis, and other Town bodies as deemed appropriate.

Subcommittees of the Building Committee (Exhibit C)

The establishment of subcommittees of the Building Committee allows for the efficient use of time and timely decision making. Subcommittees with due authority (i.e. defined limits) to expend funds must have at least three (3) voting members, must have their authority defined in advance by an express vote of the full committee, must report to the full committee at least every 30 days and must on those occasions be subject to formal ratification by the full committee. The type of subcommittees and their associated responsibilities is attached.

Feasibility Committees

In cases where the need, scope, schedule and financial impact upon the Town is not clear, or a feasibility study is not included in the Building Committee's Charge, it is recommended that the Town appoint a Feasibility Committee of 5 – 7 members, using the Building Committee composition guidelines. Town Facilities Commission members may be included. Some or all of the members may be requested to serve on a subsequent Building Committee. A Feasibility Committee should be empowered and funded appropriately to understand and investigate the issue. To the extent possible and as appropriate, it is further recommended that the TFC should be considered to act as a Feasibility Committee.

II. The Communications Network in the Building Committee Process

Liaison Roles as Non-voting Members to the Building Committee

The inclusion of liaison members has proven a valuable component of the Building Committee. The presence of the members at each meeting is intended to provide a direct reporting mechanism back to each of the associated bodies, to provide input and perspective on issues and decisions that the Building Committee must make and to provide procedural guidance on matters within their area of knowledge and expertise. These liaisons have no voting rights and the attending members are not counted in determining the quorum and may be freely substituted.

The Role of Taxpayers, Parents, the PTA and the Building Committee

All town residents are welcome to attend the public meetings of the Building Committee. Procedurally, it is prudent to reserve time on the meeting agenda for public comment.

The PTA and parents' primary interaction on school issues is with the Board of Education and the Central Administration. The Building Committee's scope and responsibilities are guided by the Educational Specifications, the Town Charter and the relationship it establishes with the Town agencies and officials.

Rules of Engagement in the Occupied School Renovation Process (Exhibits D, E, F)

Complex renovation projects especially those undertaken in occupied schools should develop a communications plan that establishes the rules of engagement. Of primary importance is the health and welfare of students, faculty and those individuals who are directly impacted by the construction activity. A clear set of procedures is necessary so that all parties are informed, up to date and know what the expectations are from and to each other. A sample communications plan is attached as a template for future Building Committees to use.

Safety and Security Guidelines for School Construction (Exhibits G, H)

A guideline is provided that is intended to promote the inclusion of safety and security aspects into the overall construction and site management plan. The guidelines provide for the inclusion of best practices and are intended to ensure that the planning process is inclusive of all parties and points of view. The overall responsibility for the plan is with the Building Committee and Town bodies having jurisdiction and should never be in contradiction of any law or common practice.

Educational Specifications (Exhibit I)

The Board of Education alone has the authority to write, adopt, or change, an Educational Specification (Ed Spec). Besides being a necessary part of the State reimbursement process, it is principally the Board of Education's functional description of the building needs. The Building Committee is required to meet the Ed Specs at all times.

The Ed Specs can be changed only by a vote of the Board of Education. Should the Building Committee find that it is not able to fulfill any aspect of the Ed Specs, it must come before the Board of Education, explain the issue and request a variance or a waiver of the requirement. It is recommended that the Building Committee provide as many options and alternatives as possible to try to achieve the Ed Specs and make a recommendation to the Board of Education.

By way of background, the Board of Education, on the advice of its professional staff, votes on the Ed Specs before the project begins; it can vary requirements as the project goes (see above). The Ed Spec needs to be in place at the beginning, both so that the Architect can know what to design and the State can know what it will be called on to reimburse. Because it comes so early in the process, the Ed Spec is vulnerable both to technological advances and to field conditions. Further, the Ed Spec must be interpreted by the Building Committee (a) to translate the Ed Spec to a buildable design, and (b) in scope redefinition to make the design affordable; the latter can involve deciding both what must stay in the project and what may be included.

The Building Committee has the responsibility to translate the Ed Spec into buildable plans. In case of conflict or lack of clarity, the Building Committee shall consult with the Board of Education.

Building Committee Role in the State Reimbursement Process (Exhibit J)

The First Selectman and the Superintendent of Schools have appointed a “Reimbursement Compliance Management team (RCM)” with line responsibility for the entire State aid reimbursement process. Two individuals, the Manager of Construction, Security and Safety for the Fairfield Public Schools, and a Senior Accountant/Analyst from the Town’s Finance Department shall serve as the joint Schools/Town team. This management team reports directly to both the Chief Fiscal Officer (CFO) and to the Fairfield Schools’ Director of Operations on all matters relating to the State aid reimbursement process. The state funding unit, more recently called the Office of School Facilities, is now called the Department of Education, Bureau of School Facilities (DOE/BSF).

The Building Committees are to be instructed by the First Selectman regarding their role in the State reimbursement process. Each committee is charged with monitoring the quarterly report generated by the RCM. Building Committees will be required to co-sign the reports. All reimbursement projections will be made by the RCM and CFO.

Coordination with Town Agencies

The Building Committee, primarily through its Architect, Owner’s Representative and/or Contractor, is in communication with the Town agencies having jurisdiction over approving plans and specifications. There are other Town agencies and departments that while not part of the required approval process are appropriate groups to be consulted with. It is incumbent on both the Building Committee and the Selectman’s office to ensure that these groups are informed and have a role in the projects that concern their area. Two examples of these groups are the Parks and Recreation Department and the Tree Warden. The policies and procedures within the Town need to incorporate the timely inclusion of groups such as these into the planning process.

The Building Committee in its discretion has the authority to develop plans and specifications that must be approved by the Board of Education and the project budget which must be approved by the Board of Selectmen, the Board of Finance and the RTM.

Constituent Roles and Responsibilities (Exhibit K)

In order to clarify and raise awareness, a roles and responsibilities grid has been developed to provide guidance to the Building Committee members and constituents alike. The grid defines the broad set of parties typically involved in building projects and established broadly their areas of influence, authority and control. The document is a guide and the Building Committees should work with each group on a project basis to further define each other’s roles.

III. Management of Building Construction Projects

Role of Owner's Representative

The Building Committee may choose to hire an Owner's Representative to coordinate the daily activities of project management, budget reporting and meeting coordination with all required agencies. The value of the Owner's Representative is derived from the efficiency attained when managing large projects that will last several years. The volunteer Building Committee members will simply not be able to coordinate all the project management tasks that will be required for such complex and long lasting projects. These services are to be procured in conjunction with the Town Purchasing Authority and essentially replace the concept of "Clerk of the Works".

Options for Construction Management (Exhibit L)

The procedural guidelines are to be amended to include the Construction Management approach of conducting projects. The concept of General Contractor is still a legitimate approach when executing smaller and less complex projects. The Construction Manager approach is appropriate when managing multiple projects. It allows the Architect and Contractor to work as a team up front and early on during the design process. The Construction Manager approach allows the Building Committee to study options and to develop construction alternates to manage the overall budget.

Several concepts are available for such use:

1. At-Risk Construction Management
2. Agency Construction Management Services
3. Design-Build Construction Management
4. Traditional Design-Bid-Build
5. Multiple-Prime Contracting

Each method has pros and cons and should be considered leveraging the expertise of the Purchasing Department and State Reimbursement guidelines.

IV. Project Completion

Closeout and Disbandment

It is the committee's recommendation that the Closeout and Disbandment process be reviewed and clarified. Further the committee recommends the closeout procedures address the following items:

1. Making sure as built are on file with the town agencies
2. Hearing reports regarding appropriate training sessions for maintenance
3. Hearing reports regarding the filing of warranties and guarantees
4. Hearing final inspection and sign-off reports
5. Reviewing the status of the Certificate of Occupancy
6. Provisioning of a temporary certificate of occupancy
7. Completing the turnover of the project to the Board of Education
8. Reviewing the final status of State reimbursements
9. Reviewing the final financial status of the project
10. Requesting disbandment from the appointing body; Board of Selectmen

In the case of school building projects, the Building Committee should officially notify the Board of Selectmen in writing when the committee believes that the Board of Education has been delivered the project in accordance with the Educational Specifications and that its charge is fulfilled. The Building Committee cannot be disbanded until the building has been accepted by the Board of Education as complete. The disbandment of the Building Committee and the termination of its responsibilities are accomplished by the Board of Selectmen who will pursue any and all required administrative concurrence/approval (i.e. RTM, Board of Finance) required to preserve State reimbursement criteria and the Town Charter.

Use of Contingency Funds

The Building Committee should be aware of the needs that drive the use of contingency funds: a) project program needs and change orders, b) project infrastructure needs, c) additional code work imposed on the project by authorities having jurisdiction, and d) errors and omissions by consultants. The project budget should include the following percentages as a guideline per phase of project:

1. Pre-design up to 15%
2. Design through bid process up to 10%
3. Post bid between 5% and 10%

The Role of the Town Facilities Commission in the Evaluation Process and Future Updating of the Guidelines

In keeping with the importance of a citizen oversight group like the TFC, its duties should include evaluation of construction projects and continued updating of the Guidelines.

Appendix

Chapter 39A
TOWN FACILITIES COMMISSION

§ 39A-1. Establishment; membership; terms. § 39A-2. Powers and duties.

[HISTORY: Adopted by the Representative Town Meeting of the Town of Fairfield 7-22-1996. Amendments noted where applicable.]

GENERAL REFERENCES

Buildings — See Ch. 56.

§ 39A-1. Establishment; membership; terms.

- A. There is hereby established a Town Facilities Commission (TFC) charged with the implementation of building projects.
- B. Members of the TFC shall be appointed by the Board of Selectmen, with approval by the Representative Town Meeting. The TFC shall consist of not more than nine persons and one alternate person who are electors of the Town of Fairfield and have experience with building projects. This shall include, but not be limited to, construction trades, general contracting, construction management, architecture, engineering and finance. Each nominee shall detail such pertinent experience for the nomination process. The term of membership shall be three years. No person shall be appointed for more than three successive full terms. Terms shall run from July 1 to June 30, and members not replaced shall continue to serve until a new member is appointed and qualifies. Upon creation of this Commission, terms shall be staggered with two members' terms expiring in each of the first two years and three members' terms expiring in the third year. The First Selectman or his/her designee shall serve ex officio on the TFC. The alternate shall serve in place of absent regular members. Upon approval of the amendment which increases the Board from seven to nine members and one alternate, one new member's term and the alternate's term will expire in three years. The other new member's term will expire in two years. Thereafter, all shall serve three-year terms. **[Amended 4-23-2001]**

§ 39A-2. Powers and duties.

- A. Project assignments. The TFC may create project building (sub-)committees (PBC's) of less than its full membership for the implementation of individual building projects. One to three members of a feasibility committee (having been previously appointed by the Board of Selectmen) for a project shall be assigned to a PBC, by appointment of the TFC. For town projects, the First Selectman may designate a representative to such PBC. For Board of Education projects, the Superintendent of Schools may designate a representative. The TFC may request additional members of the PBC, which the Board of Selectmen may appoint, subject to Representative Town Meeting approval. The TFC may request the

assistance of public officials or employees (such as purchasing, legal, building or Fire Marshal staff) in carrying out its duties.

B. Town Facilities Commission operations.

- (1) The TFC may request annual funding for clerical or professional services through the town budget process or at the point of funding a building project. A budget line item shall appear in the Public Works budget.
- (2) The TFC shall meet at least monthly. The regular monthly meeting schedule shall be provided to the Town Clerk immediately after its December meeting. Any additional meetings shall be noticed in accordance with the Freedom of Information Act.¹ The TFC shall make every effort to provide ample notice to the public of such additional meetings.
- (3) The TFC shall provide a standardized report (which shall include all minutes from the previous month's meetings) to the Board of Selectmen on a monthly basis, regarding the status of all building projects. The Board of Finance, Representative Town Meeting and Board of Education (on school projects) may also request updates from the TFC.
- (4) The TFC shall be available to town and Board of Education staff as a resource regarding facility planning, facility management and utility conservation.
- (5) Personal interest.
 - (a) A member of the TFC may not vote on or participate in the discussion of a building project in his/her capacity as a member of the TFC in the following circumstances:
 - [1] He/she is awarded a contract or his/her bid is selected to provide services for the project.
 - [2] His/her company is awarded a contract or its bid is selected to provide services for the project.
 - ~~(b) Under no circumstance may a member discuss or vote on the awarding of a contract or selection of a bid in which he/she has a personal interest. Every member shall read the Town Charter, Article XI, Standards of Conduct, and sign a statement that he/she has read and understands the standards. [Amended 10-26-1998]~~
- (6) The process to be followed on any building project shall be generally in accordance with the flow chart as may be amended from time to time by the Board of Selectmen.²

¹ Editor's Note: See C.G.S. § 1-210 et seq.

² Editor's Note: The flow chart is located in the town offices.

Subcommittees

Design and Architectural Review

Primary Objective(s)	Sub-committee Membership	Deliverables	Key Responsibilities	Ex-Official Members
Manage design changes to maintain compliance with the educational specifications while minimizing additional costs and providing maximum value	Committee Comprised of 4 Building Committee members. Building Committee members with architectural knowledge, Design competency, Parent appointed building committee member	I) Request additional information from consultants. II) Reject proposal or defer to Committee. III) Recommend Committee approval.	Review variances in the construction documents and field conditions. Inclusive of issues related to design, color palette and change in space usage.	Each meeting will be attended by the school's administrator.

Change Order Committee

Primary Objective(s)	Sub-committee Membership	Deliverables	Key Responsibilities	Ex-Official Members
Assess all changes with a clear understanding of how they relate to the budget Review NOC letters in order to provide direction to the construction and design team	Committee Comprised of 4 Building Committee members Technical construction or engineering competency, Building Committee officer, In the case of a school project, a Board of Education member Change orders may be authorized by two sub-committee members subject to full committee approval. Fiscal limits to be set by the full building committee	I) Request additional information from construction team. II) Reject proposal or defer to Committee. III) Recommend Committee approval.	Review CORs that may result due to field conditions, errors and omissions and scope changes Notify elected officials and Board of Education for substantive changes in scope or variance from educational specifications	In order to monitor the use of contingency funds and cash flow, a board of finance liason will attend each meeting

Financial Review Committee

Primary Objective(s)	Sub-committee Membership	Deliverables	Key Responsibilities	Ex-Official Members
Analyze progress payment requests. All applications will be reviewed to insure the standards of work conforms with the scope defined in the GMP. Prior to a recommendation, all work will be evaluated in accordance with the work specified by the GC/CM, the design team and their appointed consultants.	Committee Comprised of 3 Building Committee members Construction or MEP expertise as well as fiscal competency	I) Request additional information. II) Reject proposal or defer to Committee. III) Recommend Committee approval.	Review all applications for payment	Purchasing Director

Construction Committee

Primary Objective(s)	Sub-committee Membership	Deliverables	Key Responsibilities	Ex-Official Members
Review construction progress, field conditions and review all time sensitive issues.	Committee Comprised of 4 Building Committee members Subcommittee representing design, construction, engineering and project management competencies	I) Request additional information from GC/CM. II) Reject proposal or defer to Committee. III) Recommend Committee approval.	Meet weekly with GC/CM, Design Team and (if applicable) Owner's Representative. Regular field inspections	

PROCEDURES FOR OWNER CONTRACTOR COMMUNICATIONS

PROJECT TEAM

Town of Fairfield (TOF) – Owner
Town of Fairfield-Board of Education (BOE) – Owner
Owner’s Representative (OR)
Owner’s Special Inspector
Owner’s Industrial Hygienist
Architect
Construction Manager (CM)
Trade Contractors – TBD

GENERAL PROJECT INFORMATION

I. Schedule and Progress

It shall be understood and agreed that the Construction Schedule, as set by CM, may be revised from time to time in order to meet the project completion date requirements, as set by the Owner. CM shall communicate revisions to the Construction Schedule through OR.

II. Safety

Unsafe operations or conditions observed shall be reported to CM immediately for corrective action.

All incidents reported shall be reviewed during regularly scheduled CM Project Safety Meetings, or on an individual basis at CM’s discretion based on the severity of the incident or condition reported.

Trade Contractors are obligated to conduct their operations in accordance with all applicable regulations and requirements of Local, State and Federal Laws, which include regulations of the Occupational Safety and Health Act (OSHA).

Each Trade Contractor is required by OSHA regulations to institute a hazard communication program. Under said program, Trade Contractors must inform both Construction Manager and all other Trade Contractors in the site of any hazardous chemicals being used by Trade Contractor’s employees on this project. Trade Contractor shall provide the Construction Manager and all other Trade Contractors with copies of a Material Safety Data Sheet (MSDS), must warn other Trade Contractors in Trade Contractor’s work area of the existence of any hazardous chemicals, must insure that any containers containing hazardous chemicals are properly labeled and stored, and must maintain an inventory of any such chemicals.

Each Contractor furnishes CM with copies of their own Safety and HazCom. Program, Safety Meeting Minutes and Accident Reports (within one week of an accident). This information shall be kept and maintained at CM’s Field Office for reference.

Material Safety Data Sheets (MSDS) for each Trade Contractor shall be kept and maintained at CM's Field Office for reference.

Communications regarding OSHA compliance, requests to review Trade Contract Safety and HazCom Manuals or MSDA shall be communicated to CM through OR.

III. Working Hours

Working hours of the project are 7:00 am to 3:30 pm. CM and the Owner must coordinate work on Saturdays, Sundays or on off-hours shifts. CM shall notify the Owner of the intention to work Saturday or Sunday by contacting Owner before 2:30 pm the Friday prior to the proposed day(s). Should overtime be required, working hours of the project on Saturday and Sunday shall be 8:00 am to 4:30 pm. All trades will work common eight hour days Monday through Friday. There will be a coffee break in the morning only at the assigned time of 9:00 am. No trades will be permitted to take break in the cafeteria. CM and all trades will coordinate a schedule of work with the Owner prior to Holidays and Vacations as identified by the BOE Holiday Schedule for that calendar year. CM shall notify the Owner of the intention to work overtime if the operations undertaken will impact areas outside of the construction area, and by contacting Owner forty eight (48) hours prior to the intended work.

IV. Noisy Operations

Heavy machinery start-up/warm-up cannot occur prior to 7:00 am. Any loud operations cannot occur prior to 7:00 am. All operations that involve excessive noise and may disturb school activities or the neighborhood will be scheduled weekly at the CM's Field Coordination Meeting. These items include, but are not limited to: jack hammering, hammer drilling, vibratory compaction, etc. These operations will also be monitored on a daily basis. If the operations cause any disruption of the school's activities, they will be stopped and rescheduled at a time convenient to both the school and contractor. If a time cannot be scheduled during regular working hours to complete these operations, then the contractor will complete the operation on an off-hour basis.

Disruptions to the school caused by loud operations shall be communicated to CM by the school. It shall be understood and accepted the CM shall have a reasonable period of time to identify the source of the disruption and take corrective action.

The Town of Fairfield Ordinances, Chapter 78 Sections 1 – 10, shall further govern Noisy Operations, in particular noisy operations that extend past the normal working hours defined above.

V. Delivery and Storage of Materials

Due to lack of space on the job site, every effort shall be made to deliver material only as progress demands and avoid unnecessary and/or long term stockpiling. Trade Contractors are required to schedule all deliveries of material and equipment with CM at least 24 hours in advance. **The Owner shall NOT accept, sign for or otherwise take delivery of ANY materials delivered to the project site.** Deliveries attempted to the school shall be communicated to CM by the school.

Delivery of Owner Furnished Contractor Installed (OFCI) Equipment and Materials shall be strictly defined by the construction documents. Procurement of said material shall be approved and scheduled in such a fashion as to allow for a continuous construction operation. All matters pertaining to OFCI shall be communicated to CM through OR.

Delivery of Owner Furnished Owner Installed (OFOI) Equipment and Materials shall be communicated to CM through OR. Trade Contractors executing work on directly on behalf of the owner shall comply fully with CM's policies and procedures, and shall complete work in a coordinated fashion that does not interfere with other critical activities or the overall progress of the Construction Schedule. Staging and Storage of materials required for the completion of OFOI scopes of work shall be coordinated with CM's Project Superintendent. Notification of OFOI scopes of work shall be completed a minimum of one (1) week in advance of such work commencing and shall be communicated to CM by OR.

VI. Tours

Tours of the construction site shall be scheduled a minimum of twenty four (24) hours in advance of the activity, and may be rejected at the discretion of CM, the Owner's Representative or TOF, based on intensity of work in progress, safety and personnel availability. All tour requests shall be communicated between CM and OR.

All tour attendees shall be required to take a safety orientation administered by CM as required by TOF's insurance provider. All tour attendees shall wear protective equipment as specified in the safety orientation.

VII. Owner Controlled Testing and Inspections

Owner controlled testing and inspections shall be based on the contract documents. CM's Project Superintendent shall contact and request the inspections as the schedule warrants. At the end of the inspection, it shall be the obligation of the inspector to furnish CM with a hand-written report of the work and/or conditions observed and to furnish CM directly with a faxed or emailed typed report of the work observed within seventy-two (72) hours of the inspection. It shall be the obligation of the inspector to note, the number of hours, if any, applied to retesting on both the hand written and typed reports. CM will not acknowledge any retesting without this information.

All matters pertaining to construction quality shall be communicated to CM through the Architect, the Owner's Representative, or through written documentation provided by the special inspector as noted above.

VIII. Indoor Air Quality

This project includes provisions for an indoor air quality (IAQ) maintenance and monitoring program. TOF has retained an Industrial Hygienist to monitor the condition of interior spaces during construction. CM has notified all Trade Contractors of this program and its inclusion in this project.

Implementation and monitoring of this program shall be the responsibility of the Owner's Industrial Hygienist. **Any/all alarm conditions, monitoring concerns or other system failures observed or suspected by parties other than the Owner's Industrial Hygienist shall be referred to the Owner's Representative, and CM Supervision, for verification by the Hygienist.** Following verification by the Hygienist, the Owner's Representative, shall notify CM for immediate corrective action.

IX. Cleanliness

All matters pertaining to the general cleanliness, appearance and house keeping of the job-site within the construction area shall be communicated to CM through the Owner's Representative.

X. Protection and Disruption of Existing Utilities and Services

CM requires all Trade Contractors to locate and mark the exact locations of the utilities or services and adequately protect them from damage during the work. However, in the event that any are accidentally disturbed, it is the obligation of the Trade Contractor to repair or replace such damage immediately and restore service as promptly as possible.

Any and all disruptions to the existing utilities and services shall be reported to CM immediately for corrective action. The school shall communicate disruptions directly to CM's Project Superintendent. The school shall also promptly provide a competent member of the staff with the authority to assist CM's Project Superintendent in the determination of whether the disruption was caused by the construction operations.

Disruptions NOT caused by construction operations shall immediately be communicated by the school to the appropriate Utility or Emergency Agency.

PROJECT COMMUNICATIONS PROCEDURES:

Town of Fairfield (TOF), Town of Fairfield Board of Education (BOE) and the School Building Committee (SBC):

TOF, BOE and SBC shall direct all administrative and contractual matters of the project through the Owner's Representative.

School Administration (SA):

School Administration shall contact CM ONLY to coordinate matters pertaining to safety, schedule and during disruptions to utilities/services or during emergencies. All other matters shall be referred to the Owner's Representative.

School Teachers/Teaching Group/Teacher's Union (ST):

ST shall contact CM only through SA, and this contact shall in turn be administrated by the procedure detailed above.

School Tools for School Committee (STFSC):

STFSC shall contact CM only through SA, and this contact shall in turn be administrated by the procedure detailed above. STFSC shall have direct contact with SA for all matters regarding safety, schedule and disruptions to utilities/services or during emergencies.

School Parent teacher Association (SPTA):

SPTA shall contact CM only through SA, and this contact shall in turn be administrated by the procedure detailed above. SPTA shall have direct contact with SA for all matters regarding safety, schedule and disruptions to utilities/services or during emergencies.

Contact between the Owners, TOF, BOE, SBC, SA, ST, TFSC, SPTA, the Owner's Representative, the Architect and any/all Trade Contractors shall NOT be permitted. Trade Contractors have been advised that there shall be NO FRATERNIZATION OR INTERFERENCE with the staff, teachers, students, parents or neighbors by any Construction Workers on or near the school site. Any complaints by the Owner with regard to this matter will be referred immediately to both CM and OR, and result in the dismissal of the said employee from the project site.

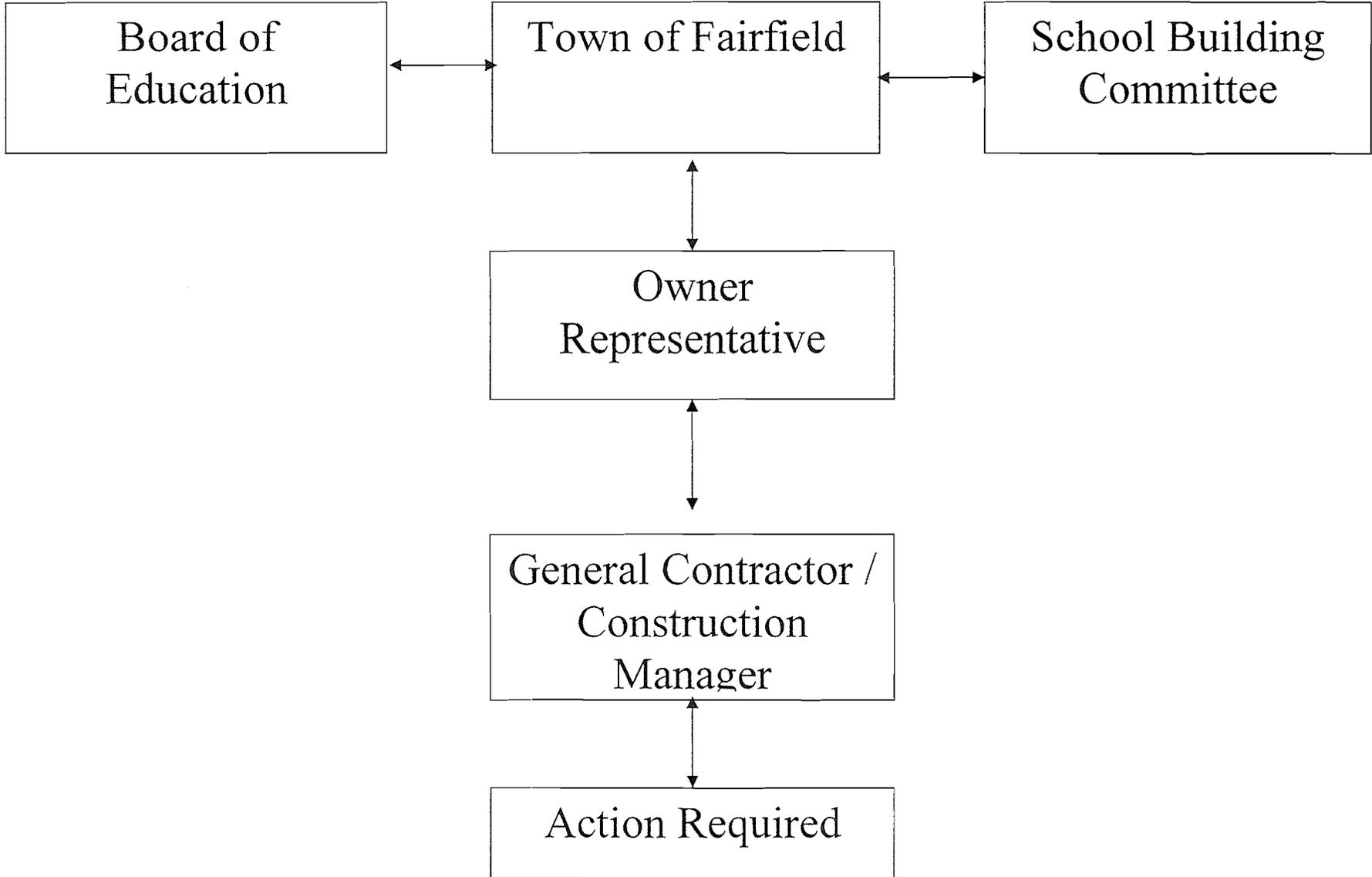
There shall be NO SMOKING in or near the school site. Any complaints by the Owner with regard to this matter will be referred immediately to both CM and OR, and result in the dismissal of the said employee from the project site.

There shall be NO ALCOHOL OR ILLEGAL NARCOTICS consumed on or near the school site. Any complaints by the Owner with regard to this matter will be referred immediately to both CM and OR, and result in the dismissal of the said employee from the project site.

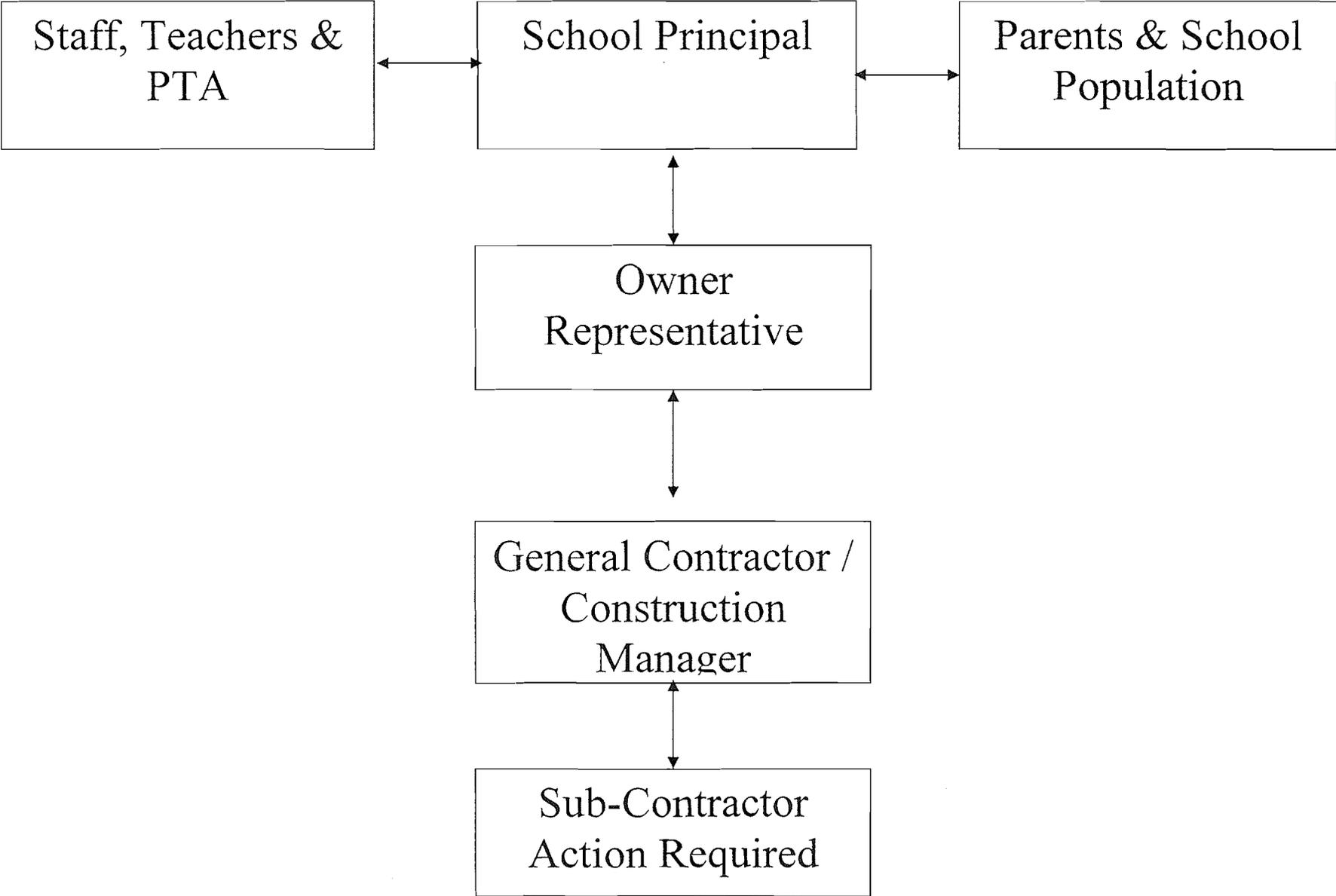
All other communications not detailed in this document should be referred to CM and OR.

Please refer to the Emergency Contact List for additional information.

Project Name – Project Communications Procedures
Administration and contractual Issues



Project Name – Project Communications Procedures
Staff, PTA, & School Administration



SAFETY AND SECURITY

I. Indoor/Outdoor Traffic Plan

- A. All construction areas walled off at all times.
- B. Occupants traffic flow plan marked in bldg and route/map in main office.
- C. Separate access for construction crew and occupants.
- D. No construction deliveries during peak school traffic (start/close of school).
- E. Construction crew parking separate from school access roads.
- F. Parent drop off clearly marked and construction vehicles prohibited during peak hours.

II. Security

- A. Background checks of all persons working on school grounds.
- B. All non school employees wear visible ID at all times while on site.
- C. Map of work zones in main office.
- D. Sign in and out of workers in main office.

III. Safety

- A. Contingency Plan (relocation site and transportation/education needs of occupants of (building) - operable within 48 hours.
- B. All work zones sealed off and negative air flow maintained at all times.
- C. All demolition work to be done during vacation/holiday.
- D. School to be clean and inspected by school designated person following each work day.
- E. HVAC systems to be installed completely and balanced prior to commencement of school.
- F. Industrial Hygienist IQ plan required for occupied construction.
- G. Use alternative space for occupants whenever possible.
- H. Construction work to be done during non-school hours.

IV. Communication

- A. Building Committee web site to include the following:
 - 1. List of building committee members and contact information.
 - 2. Schedule of meetings.
 - 3. Construction schedule and map of current work zones.
 - 4. Contingency plan.
 - 5. IAQ plan outline and full copy upon request.
 - 6. PTA to receive all safety and security measures and any changes.
 - 7. Security/Safety protocol.

Adapted from:

Safety Security Education and Expansion

Model School District policies for Protection of Staff and Students During School construction

New Jersey Work Environment Council with input from Healthy Schools Ad Hoc Committee

(May 30, 2005)

OCCUPIED RENOVATION PROTOCOL FOR PTA'S

1. Communication

Create PTA building committee liaison as 2nd VP board position. Report at PTA meetings and put report in PTA newsletter. Speak on behalf of PTA and request to be put on agenda if specific issues need to be addressed. Submit report in form of minutes.

Board of Education Representatives

Keep BOE posted regarding problems and corrective actions/results/compliance.

PTA Council Representatives

Same as above.

PTA President and President Elect

Meet at least monthly with principal. Review curriculum/construction plans to assure students receive full instructions.

2. Wellness Committee

Review Indoor/Outdoor traffic plan to assure student safety.

- Indoor includes keeping construction crews and students completely separate.
- Outdoor includes parent and construction traffic and student drop off to be kept clearly marked and separate.
- Review construction worker traffic/parking and delivery of materials vs bus schedules and parent traffic.

Background checks of all persons on school grounds.

Construction crew members wear ID AT ALL TIMES and plan/map of their location(s) in school posted in the main office each day.

It is best if all construction work be conducted during non-school hours. This limits class interruptions and decreases risk of inappropriate contact, and is safer.

Contingency plan (relocation) for school community in the event of an unforeseen event posted on school web.

Construction schedule posted on PTA web.

Review Facility Commission Plan and report compliance to PTA and commission.

Perform regular walk through to assure security/IAQ/safety compliance and report to PTA and administration. Request corrective measures to be taken and time line for them.

Noise control

- Observe community restrictions and limit disruptive (demo - jackhammer) during school hours. Testing times are designated quiet periods.

3. Tools for Schools

An IAQ plan should be developed by a certified Industrial Hygienist.

- The IAQ plan and results should be readily available.
- Conduct regular inspection for compliance and report to PTA and school of any concerns.
- Check mold and radon history in building to assess need for modifications for construction (radon remediation is less expensive if done during construction as opposed to after) Mold points out need for proper drainage and ventilation.
- Review Building envelope report.

Adapted from:

Renovation and Construction in Schools controlling Health and Safety Hazards

New Jersey Department of Health

March 2004

Public Employees Occupational and Safety and Health Programs and

IEQ Info

Indoor Environmental Quality Information

Hazard Evaluations and Technical Assistance Branch No. 505

Good Practices for Occupational Safety and Health

National Institute for Occupational Safety and Health

(Revised Nov. 2005)

EDUCATIONAL SPECIFICATIONS

Definition

Development Suggestions

Components

State Requirements

Sample Project Extracts from Full Educational Specifications

Index

Source:

CTSDE School Facilities Unit - http://www.sde.ct.gov/sde/lib/sde/word_docs/dgm/sfu/guide02/edspec.doc

Legal Definition of Educational Specifications (C.G.S. Section 10-287c-1)

“a description of the general nature and purpose of the proposed school building project, which may include the applicant’s long range educational plan and the relationship to the proposed project to such plan; enrollment data and proposed project capacity; the nature and organization of the educational program; support facilities; space needs; accommodation for educational technology; specialized equipment; and site needs, and any other supporting documents deemed necessary by the commissioner.”

Practical Definition of Educational Specifications

- written justification of the educational need for your project
- description of the educational activities which will be supported by the building at completion
- text which describes the types of spaces which will best accommodate your program requirements
- a complete text version of your proposed building project (including the description of desired end product *and* details of the construction process necessary to achieve the end result)
- a tool used by your design professionals to direct them through the design phases

Educational Specifications—Development Suggestions

- should be prepared by a team under the direction of the Superintendent of Schools
- degree of detail should be determined by (1) magnitude of project and (2) informational needs of local board of education, students, staff, parents, and design professionals
- development should incorporate input from local school staff and design professionals
- at completion, should be comprehensive taking into account educational programs and activities as well as physical building requirements and limitations
- at completion, should include description of desired end product *and* details of construction process necessary to achieve end result
-

Educational Specifications—Components

Comprehensive Educational Specifications should address *but not be limited to* the following areas:

rationale for the project

long range educational plan

building systems

interior building environment

[learning/educational activities](#)

[site development](#)

[enrollment data and proposed project capacity](#)

[construction bonus requests](#)

[detailed description \(specialized equipment, support space\)](#)

[community uses](#)

Not all of these areas may apply to limited scope projects. See code update and roof replacement examples under [Sample Project Extracts from Full Educational Specifications](#) to see how to handle projects with limited construction.

For more information about each area of the Educational Specifications, click on one if the selections above.

RATIONALE FOR THE PROJECT

Describe the need for the proposed project. Include:

- discussion of local space needs;
- references to the school building survey/report which revealed the need for the project (or include the survey/report in its entirety as supporting documentation);
- educational need for the proposed project and its intended use;
- projected enrollment versus building capacity;
- programmatic changes within the facility;
- upgrades due to general age and condition of the building;
- any other project justifications you wish to provide.

THIS INFORMATION WILL BE USED IN THE DETERMINATION OF THE PRIORITY CATEGORY FOR YOUR PROPOSED SCHOOL CONSTRUCTION PROJECT. See [Priority Category Placement](#).

LONG RANGE EDUCATIONAL PLAN

State the long-range educational plan for the district as adopted by the local board of education. Include:

- the goals and objectives of the educational program;
- the organizational pattern for the school system;
- any plans or possibilities of year-round schooling;
- the relationship of the proposed project to a regional plan for school utilization;
- the relationship of the proposed project to the long range plan; and
- the number of years this building will continue to be utilized by the local board of education.

LEARNING/EDUCATIONAL ACTIVITIES

Present an overview of the general nature and organization of the educational program to be housed within the specific proposed project. Include:

- a summary of physical space requirements;
- references to curriculum and its impact on the project;
- instructional group sizes;
- number of instructional groups;
- number of teaching stations;
- number of individual learning stations;
- specialized instruction or subject needs; and
- extracurricular activities.

ENROLLMENT DATA AND PROPOSED PROJECT CAPACITY

Provide enrollment projections and compare enrollment to building operating capacity. Include:

- operating capacity prior to construction project
- operating capacity at completion of project
- planned future expansion, if any

FYI: For grant calculation purposes, the data element used is the Highest Projected 8-Year Enrollment. See Grant Procedures: Highest 8-Year Projected Enrollment. Although facility *capacity* needs to be discussed in conjunction with enrollment, *capacity* of the completed building has no grant impact.

DETAILED DESCRIPTION (Including Specialized Equipment and Support Spaces)

Describe the proposed project from a construction perspective. Include information about the building before, during, and after construction.

- *Before*—Identify the areas of the existing building by type and size of space. See Instructional and Support Space below.
- *During*—Describe the type of construction and its impact on the specified area.
- *After*—Provide details on the size and use of the space after construction is complete. If an area remains unchanged, state as much.
- *Supplemental*—Provide information regarding equipment and furnishings—specialized and standard—for each type of space. For new items, include a brief statement of need. For existing items to be reused, state as much.

Instructional spaces: general classrooms, prekindergartens and kindergartens, library/media center, science labs, gymnasium, swimming pool, music, art, industrial arts, home and family

living, special education classrooms, special education resource rooms, computer labs, cafeteria, multi-purpose rooms, auditorium, and other (please identify).

Support Facilities: school administration, nurse, dental, guidance, food service preparation, custodial services, storage, building mechanicals, and other (please identify).

BUILDING SYSTEMS

Outline the impact of the proposed project upon various systems including:

- security
- public address
- technology (voice/video/data, program intercommunication, distance learning)
- phone system
- clocks
- heating, ventilating, and air conditioning (HVAC)

For *existing* systems: address any replacements, additional system features, modifications, or deletions. (Replacements are not eligible for grant reimbursement. Upgraded systems are eligible only to the extent of prorated costs of new/added features.)

For *new* systems installed as part of the proposed project: describe each system and its relationship to the proposed project.

INTERIOR BUILDING ENVIRONMENT

Outline the impact of the proposed project upon:

- acoustics (ceilings/walls);
- lighting;
- heating, ventilation, and air conditioning;
- plumbing; and
- windows/doors.

Describe the current status of these areas as well as the proposed modifications, if any, and the final form of these areas at the conclusion of construction.

SITE DEVELOPMENT

Describe site needs and proposed changes to the school site. Include changes which will impact:

parking	playgrounds
traffic flow	outdoor athletic facilities
bus access	instructional use of site
sidewalks	equipment
landscaping	ecological requirements
recreational use	

CONSTRUCTION BONUS REQUESTS

Explain your decision to pursue bonus approval for all of the following which apply to your project:

- Regional Vocational Agriculture Center in accordance with C.G.S. 10-65
- Interdistrict Magnet School in accordance with C.G.S. 10-264h
- Interdistrict Cooperative School in accordance with C.G.S. 10-158a
- Regional Special Education Center in accordance with C.G.S. 10-76e
- School Readiness in accordance with C.G.S. 10-285a(e)
- Lighthouse Schools in accordance with C.G.S. 10-285a(f)
- CHOICE in accordance with C.G.S. 10-285a(g), as amended
- Full-day Kindergarten in accordance with C.G.S. 10-285a(h)
- Reduced Class Size in accordance with C.G.S. 10-285a(h)

Include specific quantitative data in your explanation so that eligibility may be determined.

COMMUNITY USES

Identify and briefly describe use by the community, including approximate time of activity.

- Identify space which is not dedicated to student use during school hours (e.g., offices for the superintendent of schools or PTO, dedicated storage space for the town recreation department, *daycare* facilities, library space open to the public during school hours, health clinics open to the public during school hours). **Areas not restricted to student use during normal school hours are not eligible for reimbursement.**
- Describe uses of space during non-school hours (e.g., adult education, recreation department, girl scouts, Board of Education meetings).

- Describe non-student use of educational space during the standard school day (e.g., voting in the cafetorium).

STATE REQUIREMENTS FOR EDUCATIONAL SPECIFICATIONS

Each grant application must include one copy of the board-approved, comprehensive Educational Specifications for the project. See Educational Specifications—Development Suggestions.

SFU will limit its focus to certain key aspects of the Educational Specifications. Therefore, submission of an executive summary or extracts highlighting grant-critical project components is recommended. Limit your summary submission to the following areas:

<u>rationale for the project</u>	<u>interior building environment</u>
<u>long range educational plan</u>	<u>site development</u>
<u>detailed description</u>	<u>community use</u>
<u>building systems</u>	<u>construction bonus requests</u>

For areas that do not apply to your project, cite the area and limit your comments to “Not applicable.” See Sample Project Extracts.

SAMPLE PROJECT EXTRACTS From Full Educational Specifications

The Sample Project Extracts provided are intended as examples only and do not reflect the opinions or recommendations of the Connecticut State Department of Education (CSDE).

The sample formats have been designed to meet the grant needs of the CSDE. They are intended as supplemental information and are not meant to supplant the comprehensive Educational Specifications for a project.

Sample Project Extracts are available for the following types of school construction projects:

Code Compliance
Energy Conservation
Extension, Alteration, and Code Compliance (Combination Project)
New School
Roof Replacement

INDEX

Building Systems
Community Uses
Construction Bonus Requests
Detailed Description of Project
Educational Specifications—Components
Educational Specifications—Definition
Educational Specifications—Development Suggestions
Enrollment Data and Proposed Project Capacity
Interior Building Environment
Learning/Educational Activities
Long Range Educational Plan
Rationale for the Project
Sample Project Extracts
Site Development
State Requirements for Educational Specifications

**The School and Town Response
to the Representative Town Meeting**

***The State Aid Reimbursement Process:
A Management Plan and Remedy***

submitted by:

First Selectman Kenneth Flatto

and

Superintendent of Schools Dr. Ann Clark

dated May 23, 2005

EXECUTIVE SUMMARY

The RTM Special Committee Report for Review of the State Aid Reimbursement Process (RTM Report), dated April 24, 2005, has been fully reviewed by Town and School officials. This Town/School Response (Response) includes: 1. a review of all recommendations suggested by the RTM Report, 2. an explanation of all steps taken to manage and resolve this issue satisfactorily and 3. a current status report of state aid expected on all outstanding projects.

We are pleased to inform the RTM and citizens of Fairfield that since October 2004, management has taken many steps to ensure that the Town is receiving all eligible state aid reimbursements for school building projects in a timely manner. In fact, recent efforts are enabling Fairfield to apply for and receive more state aid reimbursements than projected just a few months ago for some schools, as detailed later in this report. The Central Office and the Town have established an effective and thorough process, including implementation of recommendations suggested by the RTM Report. The Town is seeking and receiving the most state aid reimbursements possible under State law for every eligible project.

A total of \$22,507,033 in state aid reimbursements has now been received by Fairfield from the state since February 2004. These funds have been deposited into town bank accounts and credited back to the applicable capital school project accounts. In addition, Town officials and Building committees have achieved an overall \$4 million savings to date by expending less than approved budget appropriations (Exhibit A), thus helping Town bond less than RTM authorizations allowed. The Town will ultimately save even more as projects are finished and the owner controlled insurance program (OCIP) is completed. Approximately \$2 million in savings has accrued to date through the OCIP program and all savings will be reimbursed to Town upon this program's completion. *With the multi-million dollar achieved savings on projects and total of state aid reimbursements expected, the Town's bonding program will be about \$10 million less than original projections and below the estimate compiled over the last few years.* A current financial synopsis for all current bonded projects is attached for information (Exhibit B).

The Central Office and the Town are taking steps to implement the entire thrust of recommendations proposed by the RTM Report. The First Selectman and Superintendent have embraced the central elements by appointing a "Reimbursement Compliance Management Team (RCM Team)", with line responsibility for the entire state aid reimbursement process. We have appointed two individuals, Norm Benjamin, Manager of Construction Security and Safety, and Ariane Swift, Senior Accountant/Analyst, to serve as the joint Schools/Town RCM Team. This management team reports directly to both the Town Chief Fiscal Officer and to the Fairfield Schools Director of Operations on all matters relating to the state aid reimbursement process.

Due to recent efforts by the First Selectman, the Superintendent of Schools, and staff, the following accomplishments are summarized:

1. \$22,507,033 of state aid reimbursements have been received by Town through May 23, 2005 (Exhibit C);
2. New additional projected state aid reimbursements will be received by Town within the next year due to improved building construction information and allowable eligible expenditures being increased and due to new information being provided which should result in more state aid (Exhibit D);
3. State aid reimbursement submissions are current for all projects. The process for future timely filings is set;
4. All major recommendations of the RTM report are being implemented to permanently improve the process.
5. Building Committees and senior Town and BOE officials now receive monthly SFU status reports (Exhibit E).

DETAILED RESPONSE TO RTM REPORT RECOMMENDATIONS

The Town and School district have moved forward to implement a comprehensive system to obtain all state aid reimbursements in a timely manner. We are confident this situation has been resolved satisfactorily and pleased to report to the RTM on the progress made.

In September, 2004, Finance and School officials notified top officials that there were delays in submissions to state. The First Selectman and Superintendent immediately convened joint meetings to resolve the problem. These discussions culminated in the establishment of a better process to fix the situation. The Superintendent appointed Construction, Security and Safety Manager Norm Benjamin to assume responsibility for all submissions to the State SFU/SDE division. The First Selectman instructed project consultants, Pinnacle One and Turner Construction, to perform all work required to redo change orders and prepare spreadsheets so all State forms could be completed.

By December, 2004, all updated information was compiled and complete submissions were made by the school district for every project. The schedule attached (Exhibit D) enumerates the submissions made on December 6, 2004 for Burr School, Ludlowe Middle School, Fairfield Ludlowe High School and Fairfield Warde High School. McKinley School aid reimbursements were already received in a timely manner. Tomlinson school awaits State Legislative action.

The Town and Central Office are implementing recommendations from the RTM Report, including creation of the RCM Team to manage the process. This section provides a detailed itemization of the Superintendent of School's and the First Selectman's joint "Response" to the RTM Special Committee Report Recommendations.

A. Project Planning and Organization

1. **Agree.** The First Selectman will issue instructions to all Building Committees regarding their role in the SFU process. Each Committee is charged to monitor on a monthly basis reports submitted by the RCM Team, which describe the status of state aid reimbursement efforts. The Board of Selectmen shall charge future Committees with the responsibility to co-sign initial project applications for state aid reimbursement, included in such charges since 2002, and the responsibility to receive monthly SFU status reports about each such building project from the RCM Team.

2. **Agree.** The RCM Team shall prepare a Project Plan and Schedule for the entire reimbursement process, per project to be applied for in the future. This process will start with the Tomlinson Middle school project, since funding and state aid reimbursement submissions await State Legislative approval. Preparations are already being made now to prepare reports and change orders, so progress payments can be filed as soon as this project is approved.

3. **Agree.** Annual cash flow projections and reimbursement budgets shall be prepared for each project by the RCM Team. This work has commenced and should be complete by June. The Finance Office shall distribute to appropriate officials.

4. Agree, with Amendment. The Superintendent and First Selectman have agreed to and appointed a “Reimbursement Compliance Management Team (RCM Team)” to have full line responsibility and management for the entire state aid reimbursement process. Two individuals have been appointed to comprise this Team: Norm Benjamin, Manager of Construction, Security and Safety for the Fairfield Public Schools, and Ariane Swift, Senior Accountant/Analyst for the Town’s Finance Department. These individuals shall serve as a joint Reimbursement Compliance Management Team, reporting to the Town’s Chief Fiscal Officer and the School’s Director of Operations. The First Selectman and Superintendent shall receive monthly reports.

While submission of applications to the state is a school district function, preparation of information on building project construction and bonding is a town function. The only way for the state aid reimbursement process to be managed effectively is to have joint school-town effort, through the Reimbursement Compliance Management Team. This RCM Team will coordinate and define their responsibilities and assist each other in this endeavor. Necessary line staff within the school district and town and project consultants hired by the town shall work with this RCM Team in all matters relating to the state reimbursement process.

The RCM Team shall provide written quarterly reports to the Board of Education, Board of Selectmen, Board of Finance, the RTM, and shall provide a bi-annual presentation on the status of all projects to the Town Facilities Commission. The RCM Team shall provide written reports monthly to each applicable Building Committee.

5. Agree. All consultants and/or owner’s representatives hired by any building committee and the town shall have a well defined contractual responsibility. The RCM Team shall be defined, in each contract, as having primary responsibility to manage such contractors in matters relating to the state reimbursement process and shall work jointly with any designated Building Committee Chair in charge for all matters on behalf of the town.

B. The Town Finance Department

1. Agree. The Chief Fiscal Officer has overall responsibility for town financial projections, including state aid reimbursement projections. The RCM Team, working with the CFO, shall prepare estimated accurate projections on a quarterly and annual basis. Such reports shall be provided to the First Selectman and Superintendent.

2. Agree. For future projects, all appropriate town bodies shall get a reasonable written estimate and explanation of state aid reimbursements expected as any project is presented for bonding. The Chief Fiscal Officer and Superintendent will submit initial application for state aid and seek State Legislation upon RTM approval.

3 and 4. Agree. Quarterly written reports shall be provided to various town bodies, including the Board of Finance, by the RCM Team. Any change of significance in expected funding shall be reported to the BOS and the RTM on a timely basis, with proper explanation. Initiation of state aid legislative requests should be made jointly by the Chief Fiscal Officer and the Superintendent’s office.

C. Legal and Contract:

Items 1 through 9. **Agree.**

All contracts, deliverables, activities, reporting arrangements and responsibilities for the state aid reimbursement process shall be put into every applicable contract. Such language and terms shall be clear and specific. Such contracts shall be properly reviewed and approved by the Town Attorney or designee. The Purchasing Authority must approve and sign all such contracts.

Such contracts must also be approved by such Building Committee required to manage each contract. Contract language should be project specific or have discrete terms per project listed in a contract. Changes to such contracts must be approved by all original parties to the contract. Requests for Proposal should not be incorporated as part of contracts but are to be used solely to reference the bidding process. The price and terms of any contract must reflect final negotiated terms. All contract changes or addendums during the life of such contract must be appended to the original contract held by Town Purchasing.

D. Board of Education

1. **Agree.** The Board of Education relies on the Superintendent and the central office for administering all policies and requirements under State Education law. The Board of Education is fully aware of the difficulties in planning for school projects and then securing town and state approvals. Henceforth the Board of Education will receive quarterly reports from the RCM Team on the status of all projects in terms of state aid reimbursements.
2. **Agree.** Town bodies will be provided with periodic updates and will continue to be kept informed.
3. **Agree.** The school district is committed to developing a long term Facilities Plan during the next fiscal year. The Superintendent and the First Selectman have agreed to work together on such a plan. The state aid reimbursement process requires about a year's lag time, before state aid payments may be made, but may take longer if not properly planned. The state process limits legislative approvals for state aid reimbursements for building projects to once a year. The state requires local funding approvals prior to state submission for authorization. Thus school districts and municipalities must plan to seek future approvals on a timely basis. All paperwork must be ready for submission and PCT's pre-scheduled as funding votes are completed. Once a school district submits a project, the State review for inclusion on the annual Legislative Approval list can be certified within a few months. A long-term facilities plan can help create the impetus for timely funding of school projects.

REPORT CONCLUSION

Our town has accomplished six major successful projects in record time, under budget and at low relative cost compared to other districts. The six school building projects have been effectively managed by three Building Committees and senior Town and Central Office officials and project teams. Officials properly realized this ambitious school building program required a special team approach and town entered into an “owner’s representative contract” and a “construction manager guaranteed maximum price contract” to control costs. New State Aid Reimbursement legislative and state agency requirements created a number of hurdles for school and town staff and project teams. The school district created a new construction management position to help in this process. New school administrators came aboard. While these factors did eventually result in an uneven state aid reimbursement process, in fact, these same factors led Fairfield Public Schools and the Town of Fairfield to successfully complete a very large array of school building projects on time and under budget.

The speed at which construction was completed with cost-savings and value engineering on each building project, and the low bonded interest rates achieved, have combined to save taxpayers millions of dollars now and over the twenty year bonded program. Bonded interest for these school projects has been locked in at the lowest rates in decades, averaging 3.5% to 4.25% on 20 year bonds. Savings in project construction budgets is documented and projected at approximately \$4 to \$6 million. State aid is being realized at the highest possible level of reimbursement. The state reimbursement process delays caused the town an estimated one-time loss of over \$200,000 in interest not earned, but the building project process the past three years has saved taxpayers millions.

Now that more state aid is anticipated than projected, and with the reductions in cost of building projects, the town will bond approximately \$10 million less than expected and authorized, leading to less future debt costs for town budgets than expected.

The total picture is a positive one. Improvements made by the Central Office and Town have enabled the state aid reimbursement process to now work much more effectively. The excellent recommendations and work exhibited in the RTM Committee Report has created an environment where all aspects of this process are now being focused on properly and on time. This will hold true for the future due to institutional improvements. We appreciate and thank you for your interest in this matter.

Overall Building Projects: Budget Savings to Date and Forecast

Exhibit A

<u>Building Project School Name</u>	<u>Total Authorized by RTM Original Appropriation</u>	<u>Total Final Project Cost Actual or Estimated</u>	<u>Amount Saved to date Under Budget</u>
McKinley School	\$20,650,000 <u>\$2,500,000</u> \$23,150,000	\$21,970,000	\$1,180,000
Ludlow Middle School	\$43,000,000 <u>\$3,490,000</u> \$46,490,000	\$45,475,000	\$1,015,000
Burr School	\$19,880,000 <u>\$2,500,000</u> \$22,360,000	\$21,586,000	\$774,000
Fairfield Ludlowe H. S.	\$30,480,000 <u>\$4,800,000</u> \$35,280,000	\$34,845,000	\$435,000
Fairfield Warde H.S.	\$37,520,000 \$2,710,000		
FHS-ECC	<u>\$2,294,000</u> \$42,524,000	\$41,524,000	\$1,000,000
Tomlinson Middle School	\$25,000,000 <u>\$3,876,000</u> <u>\$28,876,000</u>	<u>\$28,800,000</u>	<u>\$76,000</u>
GRAND TOTAL	\$198,680,000	\$194,200,000	\$4,480,000
OCIP Insurance Program Savings accrued to Date:			<u>\$2,000,000</u>
Total Projected Savings All Projects:			\$6,480,000

State aid reimbursement - Summary analysis

Exhibit B

Name of School	<u>Current Total Project Cost</u>	<u>Current Estimated Eligible Costs (2)</u>	<u>Eligible Expenses Reimbursement Rate (at 100 % or 50 %)</u>	<u>Current Projected State aid Grant</u>	<u>Current Total to be Bonded (column A-column D)</u>	<u>Estimated Original Bonding</u>
McKinley School (\$20.65 mil + \$2.5 mil)	\$21,970,000	\$21,770,000	22.608%	\$4,921,828	\$17,048,172	\$18,204,000
R Ludlowe Middle School (\$43 mil +\$3.49 mil)	\$45,475,000	\$43,001,500 <u>\$2,040,000</u> \$45,041,500	21.425% <u>10.712%</u> 20.939%	\$9,213,071 <u>\$218,525</u> \$9,431,596	\$36,043,404	\$37,720,000
Burr School (\$19.86 mil + \$2.5 mil)	\$21,586,000	\$19,386,000 <u>\$500,000</u> \$19,886,000	24.156% <u>12.078%</u> 23.852%	\$4,682,882 <u>\$60,390</u> \$4,743,272	\$16,842,728	\$17,888,000
Fairfield Ludlowe H.S. (\$30.48 mil + \$4.80 mil)	\$34,845,000	\$24,070,000 <u>\$5,400,000</u> \$29,470,000	24.695% <u>12.348%</u> 22.433%	\$5,944,087 <u>\$666,792</u> \$6,610,879	\$28,234,122	\$29,347,000
Fairfield Warde H.S. & ECC (\$37.52 mil+\$2.294 mil+ \$2.710 mil)	\$41,524,000	\$33,817,000 <u>\$2,995,000</u> \$36,812,000	22.844% <u>11.422%</u> 21.914%	\$7,725,155 <u>\$342,089</u> \$8,067,244	\$33,456,756	\$37,554,000
Tomlinson Middle school (\$25 mil + \$3.76)	\$28,800,000	\$24,068,000 <u>\$88,000</u> \$24,156,000	23.130% <u>11.565%</u> 23.087%	\$5,566,928 <u>\$10,177</u> \$5,577,106	\$23,222,894	\$25,245,000
GRAND TOTALS	\$194,200,000 \$194,200,000	\$177,135,500	all costs aid reimb %	\$39,351,925 20.268%	<u>(1)</u> \$154,848,075 (column B-column E)	\$165,958,000
TOTAL BOND SAVINGS BELOW TOTAL BONDING EXPECTED BY TOWN FOR SIX SCHOOLS ENTIRE CAPITAL PROGRAM 2001-2005					<u>(\$11,109,925)</u>	

Footnote 1: The grand total aid may be increased further by Open Choice supplemental aid re
Final state aid reimbursement totals dependent upon final submissions of costs and review by SDE/SFU.

Footnote 2. Eligible costs are either 100 % reimbursable for most construction and
50 % reimburseable for field and rec facilities, and gym/auditorium seating areas

051-0103 New McKinley Elementary

Sequence Number	Entry Date	Month	Year	Form Status	Pay Status	Wire Number	Amount Paid	Total Expended %
1	2/27/2004	4	2004	Signed-Off	Paid	60073	\$4,754,324.00	97.21
2	5/21/2004	7	2004	Signed-Off	Paid	60096	\$36,422.00	100.00

Total Amount Paid: \$4,790,746.00

051-0107 Fairfield Warde High School

Sequence Number	Entry Date	Month	Year	Form Status	Pay Status	Wire Number	Amount Paid	Total Expended %
1	12/10/2004	2	2005	Signed-Off	Paid	60151	\$2,669,770.00	37.94

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2	2/28/2005	4	2005	Off	Paid	60165	\$870,928.00	9.48
3	4/21/2005 11:02:54 AM	6	2005	Signed-Off	Submitted		\$0.00	50.50

Total Amount Paid: \$3,540,698.00

My continual checking of the State website for payment status on OSF reimbursement has finally discovered some payments as follows:

New Elementary School #11 (Burr)	\$3,560,645.00
New Middle School (Roger Ludlowe MS)	\$6,722,548.00
Roger Ludlowe MS Conv. to HS (Ffid Ludlowe HS)	\$3,892,398.00

Total \$14,175,591.00

Paul

Total recieved through May'05 \$22,507,035



CHANGES IN STATE AID

Exhibit D-

<u>School Project Name</u>	<u>Type of additional Aid Reimbursement</u>	<u>Changes in Projected State Aid vs. Original Est.</u>	<u>Reason for change</u>
McKinley School	extra Legislative funding required for costs	\$370,948	initial SFU filing underestimated by \$800,000
Ludlowe Middle School	reduced eligible sq. footage	\$231,596	refactored contingency to eligible construction costs
Burr School	no change	\$271,272	refactored contingency to eligible construction costs
Fairfield Ludlowe H. S.	higher reimbursement rate due to pre-1950 construct. and more eligible costs	\$1,977,879	pre-1950 construction eligible for addt. 20 %
Fairfield Warde H.S.	more eligible sq. footage less contingency by end	\$2,299,444	less new sq. ft. constructed & refactored contingency to eligible construction costs
Tomlinson Middle School	new square footage due to pre-1950 construct.	<u>\$1,221,956</u>	pre-1950 construction eligible for addt. 20 %
TOTAL ADDITIONAL CURRENT EXPECTED STATE AID AS COMPARED TO BOND PROSPECTUS:		\$6,373,095	
TOTAL CURRENT EXPECTED STATE AID FOR SIX SCHOOL PROJECTS:		\$39,579,462	

Note: possible additional aid due for Project Choice programs in certain schools

~~Exhibit E~~

FAIRFIELD PUBLIC SCHOOLS
MANAGER OF CONSTRUCTION, SECURITY AND
SAFETY



TO: HSBC Members

FROM: Norm Benjamin, Manager of Construction, Security and Safety

DATE: April 28, 2005

RE: OSF Projects Update

I wanted to take this opportunity to bring you up to speed on the most recent information regarding OSF projects and where we stand with the reimbursement process.

- **Roger Ludlowe Middle School:** *Total estimated reimbursement \$9,437,919.* Although a progress payment request totaling 92.90% was filed on 12/4/2004 OSF has denied payment pending review of all change orders. OSF has reviewed 27 of the 27 of the change orders. In some cases they have noted missing backup or requested additional information. This office is working with Turner Construction Company to secure the paperwork. Turner Construction has provided the missing backup on 3/18/2005 for change orders 1-15 and this information has been reviewed by this office and sent to OSF on 3/31/2005. Turner continues to assemble missing backup for change orders 16-27. **4/21/2005:** I have received all missing backup from TCCo on 4/22/05 and will ship via FedEx to OSF by 4/29/2005. At the request of the First Selectman, OSF has agreed to reimburse the Town of Fairfield on this project approx. \$4,703,819.00. This will represent 50% of the project cost to date. This payment is expected on or about May 16, 2005.
- **Fairfield Ludlowe High School:** *Total estimated reimbursement \$5,036,995.* This office has requested a progress payment equaling 82.77% on 12/4/2004. OSF has denied this request due to the late submission of change orders. All change orders and back up received to date have been sent to OSF via FedEx on 12/22/04. 1/7/2005, No update. OSF has acknowledged receipt of the change order package and has begun the review process. **4/28/2005:** At the request of the First Selectman, OSF has agreed to reimburse the Town of Fairfield 50% of the total project cost to date. This equates to approx \$3,231,367.00. This payment is also expected on or about May 16, 2005.
- **Fairfield Warde High School:** *Total estimated reimbursement \$6,372,895.* No update from last report on 12/10/04 where the B.O.E. had resubmitted all change orders. Phases 2-5, the requested EDO46A requires budget information from both TCCO and P-1. A penciled copy is being reviewed and scheduled to be submitted to OSF on 1/12/2005, by this office. This form was sent to OSF on 1/14/2005. In February of 2005 a progress payment of \$2,669,770 was received from OSF. A second progress payment request was submitted for an additional 9.5% on 2/21/2005, accepted by OSF and is in the "Waiting Payment" status. **4/28/2005:** In April 2005, OSF reimbursed the Town of Fairfield, another \$870,926.00. This office met with P-1 on 4/21/2005 to submit a third progress payment request that would cover the next two months. The amount of the request was \$3,650,000.00, which will take us through June 2005.

*done
5/8/05*

If you have any questions, please feel free to contact me at 203.255.7363.

Attachments: None.

c: Ken Flatto, First Selectman

Group or Official	Liaison (Y/N)	Role	Responsibilities	Official Documents	Primary Liaison(s)
First Selectman		Nominates, assembles and organizes the building committee.	Provide Charge to the building committee to act on behalf of the town to execute the project.	Committee Charge and signs all financial authorizations as part of the Purchasing Authority	All Chairs and department heads
Board of Selectmen		First approval required for funding projects; approves Building Committee members list	Provides oversight on scope and budget	Capital Construction Projects-Financial Summary, Exhibit B	First Selectman
Board of Finance		Second approval required for funding of projects	Provides oversight on budget and finances	Capital Construction Projects-Financial Summary, Exhibit B	Chief Fiscal Officer
Chief Fiscal Officer		Financing oversight	Guides the technical aspect of the public funding process	Bonding Resolutions and review of State funding applications and reimbursement processes	First Selectman or Building Committee Chair
RTM		Final approval required for funding of projects; confirm Building Committee members	Provides final review ensuring constituent representation in the project process	Capital Construction Projects-Financial Summary, Exhibit B	RTM Moderator First Selectman
Superintendent		Head of all education related issues regarding construction projects	Ensures that the resources of the Central Administration (CA) are available to the Building Committee	Signs State funding documents and ensures State reimbursement application process is coordinated	First Selectman Building Committee Chair State funding PTA

Group or Official	Liaison (Y/N)	Role	Responsibilities	Official Documents	Primary Liaison(s)
School District Central Administration		All personnel that report to the Superintendent. Liaisons are appointed from the CA to work directly with the Building Committee.	Provides dedicated support to the Building Committee to ensure that the Ed Specs are interpreted while the scope of the project is being developed.		School Site Administrator Building Committee Chair PTA
Board of Education		Elected members who decide Education issues and group that issues Educational Specifications	Reviews final plans prior to submission to the State authorities to validate that the Ed Spec has been met. Must approve any deviations to the approved plans that directly impacts the Ed Spec. Accepts the building as complete	Educational Specification	Superintendent
Building Chairman Building Committee		Appointed group of citizens solely responsible for the budgeting, planning and execution of building projects. Reports to the Selectman's and office for guidance and direction.	Responsible for defining the scope and budget for the project; decides the design and construction team. Translates the Ed Spec into a construction program and defines budget and schedule and seeks all approvals at the local and State levels.	Contract Administrative document process. Funding requests al local level; all State applications.	TFC First Selectman Superintendent Chief Fiscal Officer Director of Purchasing School Facilities Unit (State)
Purchasing Authority		Consists of First Selectman and Director of Purchasing who have the fiduciary responsibility and legal authority to execute agreements and payments on behalf of the Town.	Final approval authority executing decision made by the Building Committee while providing fiduciary oversight.	Contracts, purchase orders, payments to vendors	Chief Fiscal Officer Building Committee Chair

School Projects

Group or Official	Liaison (Y/N)	Role	Responsibilities	Official Documents	Primary Liaison(s)
Purchasing Department		Managed by the Director of Purchasing. Manages all purchasing activities and enforces all Town guidelines on the procurement of goods and services.	Provides dedicated support to the Building Committee through RFPs, contract negotiations, contract awards, purchase orders and financial reporting.		Building Committee Chair
PTA		Parents representing the interests of the school community and teachers	Coordinates all activities with the Central Administration during the development of scope with a liaison to the Board of Education for the project.		Board of Education Superintendent
Town Agencies		Various key departments responsible for the technical oversight and execution of the project.	Areas include Fire, Buildings, Police, Safety, Conservation, Zoning, Engineering, etc.	Town to develop an Agency Review Checklist. Permits and approvals	Building Committee Chair
Town Facilities Commission		As defined on page 5	As defined on page 5 and in Exhibit A	Capital Construction Projects- Financial Summary, Exhibit B RCM Financial Reports, Exhibit J Minutes of RTM, Board of Finance, Board of Education and Project meetings	First Selectman Chief Fiscal Officer Building Committee Central Administration
Feasibility Committees		As defined on page 8	As defined on page 8	Formal written report	First Selectman Town Facilities Commission Central Administration

OPTIONS FOR CONSTRUCTION MANAGEMENT

- **At-Risk Construction Management:** In this project delivery system, the Owner's contract is with the Construction Manager; the Construction Manager bids and holds the contracts with the trade / sub-contractors. Therefore, the CM holds the risk of subletting the construction work to trade subcontractors and guarantees completion of the project for a fixed, negotiated price. The CM also advises the Owner on schedule, budget and constructibility during the project planning phase.
- **Agency Construction Management Services:** Under this arrangement, the Owner bids and holds the contracts with the trade contractors, and the Construction manager provides a range of independent advisory services for an established fee. The CM services can be used to manage the construction process, and/or to supplement the Owner's own expertise and staff. Under this arrangement, the CM has no vested financial interest in the project – in either its design or construction – and maintains a responsibility to act on the Owner's behalf and to provide impartial advice concerning the construction project.
- **Design-Build:** Under this system, the Owner contracts with a D-B team, which is often a joint venture of a general contractor and a designer. The D-B team, typically led by the general contractor, performs the complete design and construction of the facility that is based on a preliminary scope or design presented by the Owner.
- **Traditional Design-Bid-Build:** The Owner engages a designer to prepare the design of the complete facility, including construction drawings, specifications and contract packages. Once completed, bids are sought from general contractors, who then holds contracts with subcontractors and is responsible for constructing the facility in accordance with the design. The designer typically maintains limited oversight of the work and responds to questions about the design on behalf of the Owner. The designer may also assist the Owner in administering the construction contract and approving progress payments made to the contractor.
- **Multiple-Prime Contracting:** In this system, the Owner bids and holds contracts with contractors of various disciplines, such as structural, mechanical, electrical, and the Owner, or its CM, manages the overall schedule and budget during the entire construction phase. Often used when "fast-tracking" construction, work in each construction discipline is bid separately and contracts awarded on the first portions of the project as soon as that aspect of design is completed, which allows the Owner to have more control over the project schedule. The Owner can realize further savings by directly procuring major material items, such as structural steel or major mechanical equipment.