

Scope of Work Exhibit

Cover Sheet and Instructions

APPROVED DOCUMENT – This document is approved by the Office of the President and Office of the General Counsel for use by the Facility and is available on electronic media.

PURPOSE OF DOCUMENT:	Supplements and amplifies Work requirements.		
CROSS-REFERENCE TO FACILITIES MANUAL:	None		
CONTENTS:	Scope of Work Exhibit		
FOR USE WITH:	CM/Contractor Agreement		
COMPLETED BY:	<input checked="" type="checkbox"/> Filling in	<input checked="" type="checkbox"/> Adding Text	<input type="checkbox"/> No Data Required
ITS USE IS:	<input checked="" type="checkbox"/> Required	<input type="checkbox"/> Optional	

NOTE: To use the electronic file of this document, you must go to the “Tools” pull down menu in Microsoft Word, select “Options,” select the “View” tab, and then put a check in the box “Hidden text.” Most instructions and alternate language is displayed in hidden text. Do not print the hidden text for the final document.

Completion Instructions:

1. Paragraph 1.1.2 references inclusion of ALL General Requirements.
2. Paragraph 1.1.2.1 allows exclusion of General Requirements sections that you specify. Examples of possible exclusions are Cutting & Patching, Construction Facilities & Temporary Controls, Temporary Utilities, Environmental Mitigation and Cleanup & Disposal, etc. If a General Requirements section is excluded, the cost will be deferred to a subsequent Bid Package and not included in CM/Contractor Option Sum. A partial portion/scope of an excluded General Requirements section can be covered in the Option Sum by referencing such portions in the note section of the CM/Contractor Provided General Conditions to Subcontractors Exhibit.
3. Notes, suggested text, instructions and other information is formatted using the following methods:
 - Hidden text within brackets. {This is an example of the format.} Read the material within the brackets and take the appropriate action (usually inserting text or selecting from a choice of texts.) When printing this document, the default print property will not print the hidden text.
 - Coded instruction within brackets. {This is an example of the format.} The instructions and shading will disappear when the required information is typed.
 - Suggested text is shaded in gray without brackets (see Modification and Additions below.)

Modifications and Additions:

1. Areas shaded in gray, without brackets, represent suggested text that may be modified by the Facility to meet the needs of the Project. **This is an example of the format.** Ensure that any modified or added text is consistent with the Contract Documents.
2. Areas not highlighted in gray, without brackets, shall not be altered without approval of the Office of the President.

Comments:

None

EXHIBIT {NUMBER}

SCOPE OF WORK

GENERAL INFORMATION

The Work shall include all services, labor, material, tools, equipment, excavation, shoring, testing, inspection, commissioning and all necessary General Conditions Work, that is required by or may be reasonably inferred from the Contract Documents to provide Pre-Construction Services and Construction Work for:

{INSERT COMPREHENSIVE DESCRIPTION}

ARTICLE 1

GENERAL PROVISIONS

1.1 CM/CONTRACTOR GENERAL PROJECT PROVISIONS

1.1.1 Staffing: The CM/Contractor shall provide a full-time Project Manager for the Work with the authority to commit resources of the firm to monitor, manage and administer all phases of the Project activities and to help achieve the completion of all construction. CM/Contractor shall provide all necessary qualified personnel to perform CM/Contractor services under this Contract. If the CM/Contractor's personnel fail to perform to the University's satisfaction, the University may, upon 15 days written notice, require the CM/Contractor to remove such person(s) from the project and replace them with personnel acceptable to the University.

1.1.2 All General Requirements, Division 1 shall be provided by CM/Contractor as part of its CM/Contractor Option Sum, except General Requirements listed in 1.1.2.1. CM/Contractor shall also include as part of its CM/Contractor Option Sum any portion of the General Requirements listed in 1.1.2.1 otherwise specified by either this Exhibit or the CM/Contractor Provided General Conditions to Subcontractors Exhibit.

{Insert Specification Section numbers and titles below, or "NO EXCEPTIONS", as applicable to the Project.}

- 1.1.2.1 Section { e.g. 01nnn - Section Title}
- Section { e.g. 01nnn - Section Title}
- Section { e.g. 01nnn - Section Title}

1.1.3 The provisions of 1.1.2.1 shall not limit the responsibility of the CM/Contractor to provide the services required to coordinate and manage all General Requirements, Division 1 and the Work, including but not limited to the requirements in Paragraphs 3.15, 3.16 and 3.17. The CM/Contractor shall include in its Option Sum all costs for such services.

1.1.4 Any Work required herein, including but not limited to Work in the CM/Contractor Provided General Conditions to Subcontractors Exhibit, shall not be included in a Bid Package.

Project Name: { }

Project No.: { }

{PARAGRAPH 1.1.5 IS OPTIONAL – INCORPORATE IF THIS SERVICE IS REQUIRED.

1.1.5 University, its Design Professional(s), and the CM/Contractor will cooperate and participate fully in Partnering at all levels and among all the parties involved in this Project, and at their own expense. Partnering shall mean both formal and informal interaction between and among all the parties involved in the Project, including but not limited to University representatives, Design Professional, CM/Contractor, Subcontractors, and outside entities as designated by University to promote the desired goal of a successful, non-adversarial completion of the Project within the Contract Time and Contract Sum. The requirement for partnering shall not be construed as a change in the terms or conditions of the CM/Contractor Contract.}

ARTICLE 2

PHASE 1 – PRE-CONSTRUCTION SERVICES PHASE

2.1 UPON UNIVERSITY'S WRITTEN NOTICE TO PROCEED, CM/Contractor shall commence the services listed in this Article. Phase 1 services may continue into Phase 2 dependent on when the University exercises the Option for Phase 2.

2.2. CM/CONTRACTOR PRE-CONSTRUCTION SERVICES

2.2.1 CM/Contractor shall provide other services that are reasonable and necessary to assist the University in the maintenance of the Project budget and schedule.

2.2.2 CM/Contractor, its officers, agents, employees, Subcontractors, consultants and any persons or entities for whom CM/Contractor is responsible, shall provide all services pursuant to the Contract Documents in a manner consistent with the standard of care under California law applicable to those who specialize in providing such services for projects of the type, scope, and complexity of this Project.

2.3 PROJECT CONTROL/ESTIMATING

{PARAGRAPH 2.3.1 IS OPTIONAL

IF 2.3.1 IS NOT APPLICABLE, RETAIN THE NUMBER AND ADD THE WORDS "NOTUSED."

2.3.1 Within 15 days of the Notice to Proceed for Phase 1, the CM/Contractor shall develop and implement integrated management control systems, utilizing both manual and automated procedures (using the University's format and systems as directed) to support such functions as planning, organizing, scheduling, budgeting, reporting progress and expenditures, and identifying and documenting problems and solutions. CM/Contractor shall not implement management control system until the integrated management control system has been reviewed and accepted in writing by the University's Representative.}

{CONTACT OFFICE OF THE PRESIDENT IF LANGUAGE IN ARTICLE 2.3.2 NEEDS TO BE MODIFIED FOR PROJECT SCOPE.}

2.3.2 Upon University Design Professional's 50%, 100% and final back check completion of construction documents of each Design Package, the CM/Contractor shall prepare and submit for University approval, an independent written Project Construction Cost Estimate. CM/Contractor shall meet with Design Professional to reconcile discrepancies between its estimate and Design Professionals estimate. The estimate shall be based on detailed quantity takeoffs of the design Drawings and Specifications. The CM/Contractor shall obtain University's Representative's written approval of estimate format and structure prior to proceeding with estimate.

{PARAGRAPH 2.3.3 IS OPTIONAL

IF 2.3.3 IS NOT APPLICABLE, RETAIN THE NUMBER AND ADD THE WORDS "NOTUSED."

2.3.3 The CM/Contractor shall develop a Project Procedures Manual in conjunction with Design Professional(s) and approved by the University's Representative for all major project activities including, but not limited to, roles and responsibilities; project directories; communications protocols; project tracking forms; general administration processes and monthly reports; budget reporting and control; management of the schedule; design review; value analysis; bidding process; claims avoidance; project documentation and control; and other relevant information.}

2.3.4 The CM/Contractor shall prepare a comprehensive critical path schedule, Preliminary Contract Schedule, showing all project related construction activities; including sequencing and durations for work tasks of the Subcontractors. The Preliminary Contract Schedule shall be able to be filtered per each Subcontractor to illustrate their planned basic construction sequence and interface with other Subcontractors. The Preliminary Contract Schedule shall identify the proposed Bid Packages the CM/Contractor recommends as appropriate to complete the Work per

the Contract Documents and Contract Time. In the preparation of the Preliminary Contract Schedule, the CM/Contractor shall investigate the procurement lead-time required for delivery of time-critical items and incorporate these into the Preliminary Contract Schedule.

{PARAGRAPH 2.3.5 IS OPTIONAL

IF 2.3.5 IS NOT APPLICABLE, RETAIN THE NUMBER AND ADD THE WORDS "NOT USED."

2.3.5 CM/Contractor shall prepare a detailed work plan identifying all CM/Contractor tasks and Subcontractor tasks required for the completion of the Construction Work as provided in this Contract.

2.4 CM/CONTRACTOR DESIGN COORDINATION SERVICES

{PARAGRAPH 2.4.1 IS OPTIONAL

IF 2.4.1 IS NOT APPLICABLE, RETAIN THE NUMBER AND ADD THE WORDS "NOT USED."

2.4.1 The CM/Contractor shall review equipment and furniture design with University's Representative to assist with proper coordination with Bid Packages for the building construction. Provide assistance and field coordination as necessary with Separate Contractors for installation of built-in furnishings and fixtures to coordinate with building occupancy.}

{PARAGRAPH 2.4.2 IS OPTIONAL

IF 2.4.2 IS NOT APPLICABLE, RETAIN THE NUMBER AND ADD THE WORDS "NOT USED."

2.4.2 At the end of Design Development, the CM/Contractor shall provide a list of recommended alternates for each Bid Package.}

{PARAGRAPH 2.4.3 IS OPTIONAL

IF 2.4.3 IS NOT APPLICABLE, RETAIN THE NUMBER AND ADD THE WORDS "NOT USED."

2.4.3 Prior to bidding and based on projected bid market conditions, the CM/Contractor shall recommend in writing to the University's Representative the percentage of bid contingency to carry for each Bid Package in the University's budget.

{PARAGRAPH 2.4.4 IS OPTIONAL

IF 2.4.4 IS NOT APPLICABLE, RETAIN THE NUMBER AND ADD THE WORDS "NOT USED."

2.4.4 CM/Contractor shall schedule and conduct a final constructability formal review on the 100% submitted documents and provide input during the Design Work.

2.4.5 At the same time the CM/Contractor performs cost estimates as called for by this exhibit, it shall conduct thorough plan check reviews. Its plan check reviews shall determine and identify items that the CM/Contractor feels in its professional opinion could lead to a higher cost of bids for the Bid Packages; and/or change orders resulting from ambiguities, coordination of Design Work for various trades, errors, and/or omissions in the Contract Documents prepared during the Design Work by the Design Professionals. The CM/Contractor shall present its plan check reviews in both a written report to the University's Representative; and meet with both the University's Representative and the Design Professional(s) to present and explain its findings.

{PARAGRAPH 2.4.6 IS OPTIONAL

IF 2.4.6 IS NOT APPLICABLE, RETAIN THE NUMBER AND ADD THE WORDS "NOTUSED."

2.4.6 CM/Contractor shall fully participate in University's Value Engineering Program, see Exhibit, which will be conducted at those times appropriate to the phase of the Work indicated in the Exhibit. CM/Contractor shall attend each value engineering session and shall discuss design and related construction as required by the agenda of each meeting. }

2.5 CM/CONTRACTOR BID PHASE SERVICES

2.5.1 Unless otherwise provided in General Conditions, CM/Contractor shall perform the services hereunder.

2.5.2 The CM/Contractor shall be responsible, with the assistance of the Design Professional and the University's Representative, for sequencing, assembly, scope definition and preparation of Bid Packages and all cover information for individual packages to assure that all items as indicated in Contract Documents, including coordination of details and Subcontractor required General Conditions Work are included with bid documents. The CM/Contractor shall not create or permit duplication of work between Bid Packages and/or General Conditions through scope descriptions, or by any other means. The CM/Contractor shall analyze the Bid Packages, identify elements of uncertainty or risk prior to the bidding, verify government permits and approvals, endeavor to eliminate conflicts, duplications and omissions and mitigate the University's exposure to bidding error through instructions to bidders.

2.5.3 Prior to preparing and assembling the Bid Packages, the CM/Contractor shall submit pro forma Bidding Documents to University for review and approval. This submittal shall include the CM/Contractor's proposed Instructions to Bidders, Bid Form, and all other proposed Bidding Documents except Drawings and Specifications Divisions 2 and above.

2.5.4 The CM/Contractor shall assemble Bid Packages in a complete, coordinated and most cost-effective manner for the University. CM/Contractor shall obtain all necessary design documents from the Design Professional and with the assistance of the University's Representative, arrange for printing, binding, wrapping and delivery to the bidders, and shall maintain a list of bidders receiving the Bid Documents. The University shall be responsible for all postage, delivery and printing costs; such cost shall be included in the Contract Sum by Change Order.

2.5.5 The CM/Contractor shall review, recommend, develop and estimate allowances, alternates, unit prices and other requirements for inclusion in the Bid Packages. If the CM/Contractor elects to require Subcontractor performance or payment bonds, it may include such item as an alternate that shall not be used as the basis of award. The cost of Subcontractor payment or performance bond, or insurance purchased in lieu thereof, if any, will not be included by University in Contract Amendment(s) for Bid Package(s).

2.5.6 The CM/Contractor shall develop lists of possible bidders to solicit bids for the Bid Package(s), provide pre-bid Subcontractor prequalification criteria, and conduct prequalification of Subcontractors when directed by the University's Representative. The CM/Contractor shall conduct an outreach effort to attract broad interest among qualified bidders. The CM/Contractor shall contact potential bidders to develop a sufficient pool of bidders. The CM/Contractor shall secure the commitment to bid from a minimum of 3 bidders for each Bid Package. CM/Contractor shall bid the Bid Packages as required by the General Conditions, after University's Representative reviews Bid Package and issues Letter of Bid Package Review. Such review will confirm that CM/Contractor has complied with the provisions of this section. CM/Contractor shall make any changes to Bid Packages as directed by University in its sole discretion.

2.5.7 The CM/Contractor shall, as directed by the University's Representative, respond to bid questions during the bid period and at pre-bid conferences, pre-construction conferences and walk-throughs.

2.5.8 The CM/Contractor shall evaluate the bids received in detail for technical deficiencies. The CM/Contractor shall analyze the bid results for potential error, review the apparent low bids for responsiveness and compliance with this Contract, and shall recommend award or other action. The CM/Contractor shall determine if potential bidder(s) are not responsive or if bid(s) are non-responsive; CM/Contractor shall provide a debriefing of its decision regarding bidder(s)/bid(s) and provide Bid Package Certification to the University. The CM/Contractor shall notify all bidders of the bid results at the same time CM/Contractor submits Bid Package Certification to University. The CM/Contractor shall review the bid results for such bidding climate issues as bid responsiveness, adequacy in the number of bidders and the spreading or grouping of bid results. CM/Contractor shall make recommendations as to which add or delete alternatives to award.

Project Name: { }

Project No.: { }

2.5.9 The CM/Contractor shall record bids received. The CM/Contractor shall prepare spreadsheet analyses comparing the lowest responsible bids with the cost estimate for that Bid Package.

ARTICLE 3
PHASE 2 – CONSTRUCTION PHASE

3.1 GENERAL

3.1.1 The CM/Contractor shall provide all materials, labor, and services required by the Contract Documents to construct the Work for the Contract Sum and within the Contract Time during Phase 2, also described as the Construction Phase. The Contract Sum will be adjusted by Contract Amendment after each Bid Package in Phase 2 has been bid and certified by the CM/Contractor and approved by the University.

3.2 GENERAL CONDITIONS WORK

3.2.1 The CM/Contractor shall provide all items identified in this section and in the CM/Contractor Provided General Conditions to Subcontractors Exhibit in its Option Sum - Phase 2; in addition CM/Contractor shall provide, and include in its Option Sum - Phase 2 all other items required by the Contract Documents and any other General Conditions Work items not included in the CM/Contractor's Base Fee or this section, required to complete the Work.

3.3 ENVIRONMENTAL IMPACT REPORT (EIR)

3.3.1 The following mitigation measures from the EIR are part of the General Conditions Work required of the CM/Contractor:

{INSERT APPLICABLE ITEMS}

3.3.2 The following items related to the EIR are not part of the General Conditions Work:

{INSERT NON-APPLICABLE ITEMS}

3.4 PERSONNEL

3.4.1. FIELD STAFF

3.4.2. The following Field Personnel shall be provided as a minimum on a full time basis for the Construction Phase duration; unless otherwise noted any additional Field Personnel that the CM/Contractor determines that is necessary to manage, implement, and supervise the Work shall be included in its Option Sum – Phase 2:

{IT IS CRITICALLY IMPORTANT THAT FACILITY REFLECT STAFFING LEVEL THAT IS ADEQUATE TO PERFORM THE CONSTRUCTION WORK. IT IS SUGGESTED THAT THE FACILITY CONSIDER RETAINING THE SERVICES OF A GENERAL CONTRACTOR THAT WILL NOT BID AS A CM/CONTRACTOR OR SUBCONTRACTOR, TO ASSIST IN DETERMINING MINIMUM STAFFING LEVELS AND ALL OTHER REQUIRED GENERAL CONDITIONS WORK ITEMS, DURING PREPARATION OF THESE EXHIBITS. AS A GENERAL RULE, STAFFING BASED ON DIRECT SALARY EXPENSE SHOULD BE APPROXIMATELY 2% - 3% OF CONSTRUCTION VALUE.}

Quantity	Title/Function	% Time (if not 100%)	Construction Phase(s)
1	Project Manager		All Contract Time
1	Superintendent		All Contract Time
1	MEP Manager		(a), (b)
4	Project Engineer		(a), (b)
1	Project Secretary		(a), (b)
1	Administrative Clerk		(b)
1	Safety Coordinator		(a), (c)

{INSERT PHASE DESCRIPTIONS AS REQUIRED. DESCRIPTION NEEDS TO BE AS DEFINED AS POSSIBLE; AND IDEALLY SHOULD BE REFLECTED IN THE PROJECT SCHEDULE EXHIBIT

Construction Phase/Definitions:

- (a) - {DESCRIPTION}
- (b) - {DESCRIPTION}
- (c) - {DESCRIPTION}

ADD ADDITIONAL CONSTRUCTION PHASE DEFINITIONS AS REQUIRED}

3.5 OFFICE STAFF

3.5.1 Provide all necessary effort and staff to supplement the Field Personnel listed above. See the General Conditions for Work to be covered as part of CM/Contractor’s Base Fee.

3.6 JOB SITE OFFICE(S)

3.6.1 In addition to those requirements set forth in the Contract, CM/Contractor shall include in its Option Sum – Phase 2 all Field Office expenses, including but not limited to postal costs, office supplies, maintenance of office equipment, office furniture, telephone service and utility service for CM/Contractor facilities, plan reproduction, and office drinking water. In addition the CM/Contractor shall provide as a minimum the following equipment and/or facilities (all additional equipment and/or facilities that the CM/Contractor determines necessary to manage, implement, and supervise the Work shall be included in the its Option Sum – Phase 2). All cost for installing and removing such equipment and/or facilities shall be included in CM/Contractors Option Sum – Phase 2.

{INSERT MINIMUM REQUIRED FACILITIES/EQUIPMENT TO BE PROVIDED AS PART OF GENERAL CONDITIONS WORK. CONSTRUCTION PHASE(S) SHOULD REFLECT THOSE DEFINED IN 3.4.1.}

Quantity	Equipment/Facility	% Time (f not 100%)	Construction Phase(s)
3	Telephones		
1	Portable Telephone		
1	Answering Machine		
1	Copying Machine		
1	Plan Rack		
2	Computers		
1	Job Site Trailer		
1	Storage Container/for CM/Contractor Use as required by GC/CM.		

3.7 TEMPORARY CONSTRUCTION

3.7.1 Provide all Temporary Construction items listed in CM/Contractor Provided General Conditions to Subcontractors Exhibit throughout the Project as the Work requires, for the benefit of the Project and the CM/Contractor's Subcontractors. CM/Contractor Provided General Conditions to Subcontractors shall be included with all Bid Packages to Subcontractors so that all bidding Subcontractors understand what General Conditions Work items are being provided by the CM/Contractor for the benefit of the Project and its Subcontractors.

3.7.2 Project Sign (see specifications)

3.8 SAFETY

3.8.1 The CM/Contractor shall be responsible for job site safety and shall follow all applicable laws, Specifications, and furnish all items specified in CM/Contractor Provided General Conditions to Subcontractors Exhibit for the duration of the Work for the benefit of the Project and the CM/Contractor's Subcontractors.

3.8.2 Safety signage throughout Project.

3.8.3 Personal protective gear for CM/Contractor's personnel and job site visitors.

3.9 TEMPORARY PROTECTION

3.9.1 Provide all Temporary Protection items listed in CM/Contractor Provided General Conditions to Subcontractors Exhibit, throughout the Project as the Work requires, for the benefit of the Project and the CM/Contractor's Subcontractors.

3.10 TEMPORARY UTILITIES

3.10.1 Provide all Temporary Utilities items listed in CM/Contractor Provided General Conditions to Subcontractors Exhibit, throughout the Project as the Work requires, for the benefit of the Project and the CM/Contractor's Subcontractors. Temporary Utilities shall include all labor and materials for hook-up and disconnection, relocation as the Work requires, and utility usage-

3.11 CONSTRUCTION EQUIPMENT

3.11.1 Provide all Construction Equipment items listed in CM/Contractor Provided General Conditions to Subcontractors Exhibit, throughout the Project as the Work requires, for the benefit of the Project and the CM/Contractor's Subcontractors. Construction Equipment shall include all labor and materials for mobilizing and demobilizing, maintaining, storing, rental, usage, operating cost.

3.12 MATERIAL HANDLING & HOISTING

3.12.1 Provide all Material Handling & Hoisting items listed in CM/Contractor Provided General Conditions to Subcontractors Exhibit, throughout the Project as the Work requires, for the benefit of the Project and the CM/Contractor's Subcontractors. Material Handling & Hoisting shall include all labor and materials for mobilizing and demobilizing, maintaining, storing, rental, usage, operating cost.

3.13 CLEAN UP

3.13.1 CM/Contractor to be responsible for all clean up. CM/Contractor may transfer some of the continuous clean up responsibilities to its Subcontractors, but the University shall still hold CM/Contractor responsible for continuous clean up in the event it feels the Project is not being maintained in a clean manner or meeting the requirements of the Specifications. All other clean up and items listed in CM/Contractor Provided General Conditions to Subcontractors Exhibit such as but not limited to: final clean up, trash and debris disposal, glass cleaning, trash chutes, street cleaning shall be the direct responsibility of the CM/Contractor and not transferred to its Subcontractors.

3.14 SMALL TOOLS

3.14.1 Provide all small tools to required for the portion of Construction Work to be performed by the CM/Contractor and reasonable for CM/Contractor to support the Construction Work associated with the Bid Packages. Small Tools shall be defined as small tools, small equipment, and accessories required in connection with the Work, including, but not limited to, hammers, ladders, ropes, adzes, blocks, brooms, wire brushes, goggles, gloves, raincoats, boots, capes, tarpaulins, bits, chisels, pliers, bolt cutters, picks, hoes, scrapers, shovels, sledges, bars, wheelbarrows, dolleys, wrenches, hoses (other than air hoses rented with compressors) and all similar tools. CM/Contractor at all times shall furnish an adequate quantity of all such tools, appliances and equipment required for the Work. Such tools, appliances and equipment shall remain the property of the CM/Contractor following completion of the Work.

3.15 OTHER

3.15.1 The CM/Contractor shall include in its Option Sum - Phase 2 all other costs for labor and materials for items required by the Contract Documents and reasonably expected for the scope of this Project for implementing, supervising, and managing the Work which is not included in CM/Contractor's Base Fee; including, but not limited to warranty, punch list, field personnel, supervision and management of the Work, meetings, inspections, observing the Work, coordinating the Work, scheduling and planning the Work, shop drawing and submittal review/coordination, safety, clean up and other items as described in the applicable Specifications Division 1.

3.16 COORDINATION/MANAGEMENT OF SUBCONTRACTORS AND CONSTRUCTION WORK

3.16.1 The CM/Contractor's control of the Work shall include the immediate direction of the specific means and methods of Subcontractors' activities or forces, or their scheduling of individual work tasks; including that required to create, update or revise the Contract Schedule per the Contract Documents and to assure the project is completed within the Contract Time.

3.16.2 The CM/Contractor's responsibility shall include timely coordination of the Contract Schedule between Subcontractors to resolve and expedite resolutions of any work that may be disputed between Subcontractors.

3.16.3 The CM/Contractor shall determine the adequacy of Subcontractors' personnel, equipment, safety programs and availability of materials and supplies. If these items are determined inadequate, the CM/Contractor shall develop a plan of recovery with the Subcontractor(s) and shall enforce the applicable provisions of the Contract Documents within its authority given by this Contract.

3.16.4 The CM/Contractor shall conduct and record regular Mechanical/Electrical/Plumbing coordination meetings to review Coordination Drawings and other coordination issues with all related Subcontractors.

3.16.5 CM/Contractor shall conduct regular walk-throughs of the project with University management and project personnel, including at least 2 formal reviews by University Facilities Maintenance staff at appropriate comment periods.

3.16.6 CM/Contractor shall coordinate the delivery, storage and inventory of University-supplied materials and equipment to the Subcontractor.

3.16.7 The CM/Contractor shall continuously require and follow up with Subcontractors about their job site maintenance and their conformance in providing a safe work place. CM/Contractor shall enforce all safety-related requirements in the Contract Documents. CM/Contractor shall assure that at all times, access to the site in case of fire or other campus emergency shall be maintained. The CM/Contractor shall monitor security of site for safety and impacts on neighboring facilities adjacent to the site and take immediate action, if required, when non-compliant conditions are discovered.

3.16.8 CM/Contractor shall develop and monitor an overall Safety Program for the Project. The program shall be in compliance with applicable Federal, State and University regulations, Campus Standards and the Contract Documents. The CM/Contractor shall review, monitor and coordinate the implementation of individual Subcontractors' Safety Programs. The CM/Contractor shall confirm that Subcontractors' Safety Programs include, but are not limited to, weekly formal safety tours, weekly Safety Toolbox Meetings (with documented minutes), and daily check of safety of the Project. The CM/Contractor's Project Superintendent, or his/her designated representative, shall be responsible for implementing, controlling and monitoring the CM/Contractor's own Safety Program and reviewing and monitoring the Subcontractors' Safety Programs.

3.16.9 The CM/Contractor shall direct the initial startup and testing of utilities, building, electrical and mechanical systems and equipment. The CM/Contractor shall coordinate Subcontractor's training of University's facilities maintenance and other personnel in conjunction with the University's Representative. The CM/Contractor shall videotape the Subcontractors' training sessions for future reference and provide a copy of the videotape to University with other project closeout documents.

3.17 PROJECT/CONTRACT ADMINISTRATION

3.17.1 The CM/Contractor shall, through University's Representative, or as directed by University's Representative, coordinate its efforts between Subcontractors and Design Professional to clarify interpretation of drawings and specifications; work with Design Professional on the interpretation of plans and specifications; review all requests for clarification and appropriateness prior to forwarding to Design Professionals.

3.17.2 The CM/Contractor shall, through University's Representative, or as directed by University's Representative, coordinate and administer the shop drawing review and approval process and advise Design Professionals of any unusual site conditions or Contract Document requirements affecting shop drawing approvals; and review submittals for format, compliance and general completeness prior to forwarding to Design Professional for review. The CM/Contractor's Contract Schedule shall establish submittal schedules that allow sufficient time for review and interpretation. The CM/Contractor shall verify and document that the shop drawing process is adhering to the submittal schedule.