

Madera Unified School District
1902 Howard Road
Madera, California 93637

Request for Sealed Fee Proposals and Qualifications
For Lease-Leaseback Construction Services

Matilda Torres High School Project

RFP Issued: October 13, 2017

Prequalification Certification Due: October 24, 2017, at 2:00 PM

Mandatory Project Meeting: October 24, 2017, at 2:00 PM

Deadline for Submittal of Questions: November 1, 2017, at 4:00 PM

Responses to the Questions Submitted: November 7, 2017

Sealed Proposals Due: November 10, 2017, at 2:00 PM

Interview Date: November 28, 2017

Selection by Governing Board: December 12, 2017, at 6:30 PM

Request for Sealed Fee Proposals and Qualifications
For Lease-Leaseback Construction Services

Matilda Torres High School Project

The Governing Board (the “Board”) of the Madera Unified School District (the “District” or “Owner”) is seeking qualifications and proposals from qualified providers of lease-leaseback construction services (“Contractors”) for the construction of the Matilda Torres High School project (“Project”) within the District. Contracts will be awarded by the Board under the provisions of Education Code 17406 *et seq.*

I. Critical Dates

A. Prequalification Certification Due Date:

All Contractors submitting proposals must have been previously prequalified by the District pursuant to Education Code section 17406 and Public Contract Code section 20111.6. A proposal submitted by a Contractor that has not been prequalified will not be accepted and will not be considered by the District.

Each prequalified Contractor who intends to submit a proposal must also submit the Prequalification Certification certifying under oath that Contractor’s responses in its initial prequalification submission continue to be true and correct. If any of Contractor’s answers to the prequalification application have changed since submitting the completed Prequalification application in December 2016, then the proposing Contractor must also complete the applicable section(s) of the Prequalification Certification, which requires Contractor to specify which answers have changed and provide amended answers to the District with the Prequalification Certification.

The Prequalification Certification must be sealed, marked “**CONFIDENTIAL PREQUALIFICATION**,” and received at the following address no later than October 24, 2017, at 2:00 PM:

Madera Unified School District
Facilities Planning and Construction Management Department
Attention: Rosalind Cox, Director of Facilities
1205 South Madera Avenue
Madera, CA 93637

Contractors who fail to timely submit the Prequalification Certification shall be disqualified from submitting a proposal. Contractors are encouraged to submit Prequalification Certifications earlier than the date set forth above, so that they may be notified of prequalification status well in advance of the applicable proposal deadline.

The District will evaluate the information provided in the Prequalification Certification and issue

a written Notice of Determination no later than October 27, 2017, to all previously prequalified Contractors who timely submit Prequalification Certifications. A Contractor may appeal the District's decision, by giving notice to the District no later than five (5) business days after receipt of notice of its qualification status. Notice must be sent to the address listed above. In the event of an appeal, the District will follow the procedure outlined in the original prequalification application. Unless a Contractor files a timely appeal, the Contractor waives any and all rights to challenge the qualification decision of the District, whether by administrative process, judicial process or any other legal process or proceeding.

B. Mandatory Project Meeting:

A mandatory project meeting will be held on October 24, 2017, at 2:00 PM at 1205 S. Madera Avenue, Second Floor, Madera, California. Contractors who do not attend will be disqualified.

C. Questions

All questions, requests for explanation or clarifications of any kind with regard to this RFP or the Project must be made in written form, and submitted via email to rosalindcox@maderausd.org by no later than November 1, 2017, at 4:00 PM. A response will not be provided to any late questions, or requests for explanation or clarifications.

All addenda and clarifications will be posted on the District's website and provided to those Contractors that have requested a copy of the RFP no later than November 7, 2017.

D. Sealed Proposals Due Date:

An original + six (6) copies of each Contractor's sealed proposal for the Project shall be delivered to the following address **no later than November 10, 2017, at 2:00 PM** on the clock designated by the District or its representative as the governing clock:

**Madera Unified School District
Facilities Planning and Construction Management Department
Attention: Rosalind Cox, Director of Facilities
1205 South Madera Avenue
Madera, CA 93637**

Contractors must also submit one (1) electronic copy on a flash drive. Proposals not received by the deadline or in the proper format will be returned unopened.

E. Interview Date

On November 28, 2017, the District will interview three (3) Contractors who receive the highest scores based on the District's preliminary best value analysis as outlined below. The District will contact the selected Contractors to schedule a specific time for the interview.

F. Selection Date:

The Governing Board of the Madera Unified School District is planning to select a Contractor for the Project at its regular Board meeting on December 12, 2017. The Board reserves the right to postpone or cancel this selection. The meeting will be held at 6:30 PM in the District Office Board Room, 1902 Howard Road, Madera, California.

The Contractor whose proposal is determined to offer the best value to the District pursuant to this RFP must promptly execute the Lease-Leaseback Agreement, the Site Lease, and the Sublease no later than ten (10) business days following selection.

II. Project Description, Plans, and Specifications

The District plans to construct the Matilda Torres High School in the City of Madera, Madera County, California, and the District is soliciting proposals for the construction of the Project.

The District has retained Darden Architects, Inc., as its architect for the Project (“Architect”). DSA approval of the plans and specifications for the Project has not yet been issued, but will be obtained after award of the Lease-Leaseback Agreement. Any preconstruction services in the Lease-Leaseback Agreement may be performed before DSA approval, but the Scope of Work may not commence until DSA approval is received by the District.

III. Contract Parameters

A. Proposed Budget

The District will require an open book policy with the successful Contractor and its construction team on the entire Project, meaning that all costs included in the Contractor’s Total Sublease Payment and each monthly Sublease Payment shall be clearly set forth to the District’s satisfaction, including soft costs, site improvements, and the construction of the buildings. The District shall be entitled to have access to subcontractor bids, value engineering back-up, contingency breakdown and tracking, general conditions breakdown and tracking, documentation of Contractor’s fees, and all other information necessary to verify construction costs.

The Project is subject to the payment of prevailing wages under the California Labor Code and applicable regulations, and the Project will be subject to compliance monitoring and enforcement by the California Department of Industrial Relations.

B. Cost Estimate

The District estimates that the total cost of the Project will be one hundred forty-three million, nine hundred eighty-nine thousand dollars (\$143,989,000). This estimate is based solely on the Architect’s most recent estimate of the total Project costs and is subject to change.

C. Scope of the Fee Proposal

1. Preconstruction Services

The first component of the fee proposal shall include a proposed rate for preconstruction services, to be compensated on a time and materials basis.

2. General Conditions Fee

The second component of the fee proposal shall include general conditions and general requirements, including but not limited to temporary facilities, general requirements, supervision, and equipment as more fully set forth in **Exhibit B** (“General Conditions Fee”). The General Conditions Fee shall be calculated as a monthly fee for each month beginning from the District’s issuance of a notice to proceed through substantial completion of the Project. For purpose of this RFP, the General Conditions Fee will be evaluated based on the District’s estimated time of completion of 28 months.

As set forth in the Lease-Leaseback Agreement, each Contractor shall provide the District with objectively verifiable information of its costs to perform the Work and a written rationale for the General Conditions Fee for the Project, including documentation sufficient to support the calculation.

3. Construction Fee

The third component of the fee proposal shall be in the form of a percentage to be applied to the District’s estimated construction cost of the Project as determined in accordance with Education Code section 17406(a)(3) (“Construction Fee”). The Construction Fee is intended to cover all of the office labor costs, fringe benefits, bonds, insurance, overhead and profit, and all other expenses the Contractor will incur in providing the Work.

For purpose of this RFP, the Construction Fee will be evaluated based on the District’s estimated construction costs for the Project. Once the construction cost is determined, the successful Contractor’s Construction Fee will be applied to the actual base construction cost to determine the dollar amount Contractor will be paid as its fee for the Project.

4. Alternate Schedule (Fee Based on Partial Occupancy in July 2019)

Contractors shall prepare a proposed alternate timeline and staging schedule for completing at least fifteen classrooms, administrative space, cafeteria, and Faculty and Student Restrooms by July 1, 2019, as more fully described in Section IV(B). The fourth component of the fee proposal will be a breakdown of Contractor’s changes to the General Conditions Fee and Construction Fee in the event the District pursues the alternate schedule. This component of the fee proposal will not be considered in determining the lowest fee proposal but will be evaluated as part of the experience portion of the best value analysis. *See* Section VI for more information.

IV. Scope of Work

A. Scope

The Matilda Torres High School is to be made up of single and two-story buildings which will house standard classrooms, science classrooms, career technical education classrooms, administrative space, library/media center, health clinic, cafeteria, gymnasium, locker/shower, performing arts theater, aquatics complex, play courts, playfields, parking and ancillary facilities. Approximate total square footage is 260,000. Site acreage is approximately 57 acres. The new high school will house 2,200 students, with master planned future growth to 2,500 students.

B. Project Schedule

It is anticipated that construction will start on or about March 1, 2018. The Work must be completed by July 1, 2020. *See* the Lease-Leaseback Agreement and other Contract Documents for additional details.

Although the Work will not be completed until July 1, 2020, the District will evaluate proposed alternate schedules that would allow the incoming class of approximately 500 freshman to attend the new high school for the 2019-20 school year while the remainder of the Work is completed. The alternate schedule must include completion of fifteen classrooms, administrative space, cafeteria, and Faculty and Student Restrooms by no later than July 1, 2019. The Contractor shall outline the partial occupancy plan in more detail as described in Section V(G).

C. Pre-Construction Services

As part of the scope of the Lease-Leaseback Agreement, Contractor shall undertake, at no additional cost to the District, the following pre-construction services:

1. In consultation with Architect, review design documents for constructability, scheduling, clarity, consistency and coordination.
2. Provide a detailed cost estimate of the Project.
3. Undertake a value engineering analysis and prepare a report with recommendations for reducing construction costs.
4. Perform a constructability review of plans and specifications to ensure buildability of the Project.

D. Construction and Post-Construction Services

The Contractor shall perform all Work and obligations described in the Contract Documents, including the following construction and post-construction services:

1. Construction of the Project in accordance with the plans and specifications.

2. Coordinate and expedite record drawings and specifications to be provided to the District.
3. Compile operations and maintenance manuals, warranties/guarantees, and certificates.
4. Prepare final accounting and close-out reports.
5. Other responsibilities necessary for the completion of the Work of the Project in accordance with the plans and specifications.

E. Subcontractors

Contractor shall establish reasonable qualification criteria and standards for subcontractors and shall provide public notice of availability of work to be subcontracted in accordance with the publication date applicable to the District's competitive bidding process, including a fixed date and time on which qualifications statements, bids, or proposals will be due. All subcontractors who will perform more than 0.5% of the construction Work must be selected by a competitive bidding process or best value process as described in Education Code section 17406(a)(4). This process shall include prequalification for electrical, mechanical, and plumbing subcontractors. All subcontractors shall be afforded the protections of the Subletting and Subcontracting Fair Practices Act (commencing with Public Contract Code section 4100).

V. Format of Proposal

The proposal should be clear, concise, complete, well organized, and demonstrate Contractor's qualifications, ideas, and ability to follow instructions.

An original + six (6) copies and one (1) electric version of the proposal must be provided, with no more than 30 single-sided pages in total length. The cover letter and the certifications and acknowledgments described in Section H will not count against the 30 page limit.

All Contractors submitting a proposal are required to follow the order and format specified below.

Failure to follow the specified order and format may result in rejection of a proposal. Please tab each section of the submittal to correspond to the numbers/headers shown below.

A. Proposal Cover

The proposal shall include a cover page, which cover page shall set forth the RFP's title and submittal due date, the name, address, fax number, and the telephone number of responding firm (or firms if there is a joint venture or association).

B. Project Team

1. Identify key team members for the Project and provide their qualifications.
2. Describe how the Project would be staffed.
3. Provide an organizational chart for the Project.

C. Client Satisfaction/References

Provide a list of at least five educational client references for which the responding firm has performed construction services similar to those required by this RFP. References must include:

1. Name, address, telephone number, and a contact person of the project owner.
2. Name, address, telephone number and a contact person for the architect working on the project(s).
3. Describe the project(s) on which your organization provided services, including costs.

D. Recent Construction Projects Completed

Contractors must provide information about all current projects, all public works projects completed in the last two years, all DSA-approved California K-12 or community college public projects completed in the last three years, and all public projects completed in the last five years using the lease-leaseback delivery method. Contractors must also list all subcontractors used with offices located in Madera County.

E. Fee Proposal

Provide a fee proposal in accordance with Section III(C) using the District’s fee proposal form. The fee proposal shall also include objectively verifiable information of the responding firm’s costs to perform the Work and a written rationale for the fee proposal.

F. Local Outreach Plan

Provide a local outreach plan to afford opportunities for local contractors, suppliers, and workers to participate in the Project to benefit the local economy and workforce. For the purpose of this RFP, the term “local” refers to a business or individual with a fixed office or place of residence located in Madera County.

G. Proposed Alternate Schedule

Provide a proposed alternate timeline and staging schedule that would allow the new high school to accommodate an incoming freshman class of 500 students for the 2019-20 school year. The timeline must include completion of fifteen classrooms, administrative space, cafeteria, and bathrooms by no later than July 1, 2019. Contractors are also encouraged to describe experience, if any, completing similar projects that involved partial occupancy prior to completion. The plan should not include use of temporary portable buildings.

H. Certifications and Acknowledgements

Each of the following forms must be included in the proposal in the order listed:

1. Worker's Compensation Certification.
2. Iran Contracting Act Certification
3. Non-collusion Declaration.
4. Sufficient Funds Declaration.
5. Fingerprinting Notice and Acknowledgement.
6. Drug-free Workplace Certification.
7. Proof of registration with the DIR to perform public work under Labor Code section 1725.5.

Following selection of subcontractors, the successful subcontractor shall be required to submit a Subcontractor Designation form and DVBE Certification.

VI. Selection Procedures and Guidelines

The purpose of this RFP is to enable the District to select the Contractor that submitted the proposal that is the best value to the District for the Project as required by Education Code section 17406. The term "best value" as used in this RFP is defined in Education Code section 17400, and is inclusive of a competitive procurement process whereby the Contractor is selected on the basis of objective criteria for evaluating qualifications with the resulting selection representing the best combination of price and qualifications.

The District will use the selection process outlined below, which conforms to Education Code section 17406 and ensures that the best value selection by the District is conducted in a fair and impartial manner. A review and selection committee composed of key District officials and consultants will review and evaluate all proposals.

Proposals will be opened privately to assure confidentiality and to avoid disclosure of the contents to competing Contractors prior to and during the review and evaluation process. Following selection of a Contractor pursuant to this RFP, proposals may be subject to disclosure in accordance with applicable law.

Selection Process

Experience Portion (90 points)

For the experience portion of the best value analysis, the District will consider the responses provided in the Contractor's proposal and prequalification application. The District will evaluate the amount of Contractor's experience and each Contractor's experience will be scored on a ninety (90) point scale. The criteria and their corresponding point values are as follows:

- Contractors will receive up to ten (10) points based on factors such as prior CAL and Federal OSHA violations, EPA, Air Quality or RWQCB citations, Experience Modification Rate, and Workers' comp lapse in last three years.

- Contractors will receive up to ten (10) points based on factors such as liquidated damages paid, disbarred/disqualified from bidding on public project, denied bid on grounds of non-responsibility, claims against firm in court or arbitration, and claims made against owner in court or arbitration.
- Contractors will receive five (5) points for each large project (over \$10,000,000), subject to DSA approval, successfully completed on schedule, on budget, and without claims, in the last three years, up to a total of twenty-five (25) points.
- Contractors will receive five (5) points for each lease-leaseback project over \$15,000,000 successfully completed on schedule, on budget, and without claims, for any district in the last five (5) years, up to a total of ten (10) points.
- Contractors will receive up to twenty-five (25) points for the Contractor's ability to provide local support (as defined in the prequalification application), local outreach plan, and experience working with local contractors with offices or workers located in Madera County.
- Contractors will receive up to ten (10) points based on the proposed timeline and experience with project(s) allowing for partial occupancy prior to completion.

Fee Proposal Portion (100 points)

For the fee proposal portion of the best value analysis, the District will evaluate the amount of the Preconstruction Fee, General Conditions Fee and Construction Fee. The District will not evaluate the fee based on the alternate schedule. The fee proposal portion of the best value analysis will be scored on a one hundred (100) point scale. Contractors shall complete the District's fee proposal form identifying the preconstruction services fee, General Conditions Fee, and Construction Fee.

The District will score Contractors on the basis of the lowest to highest proposals submitted. The Contractor with the lowest proposal will receive the highest score of 100 points. Other Contractors will receive less than 100 points, calculated by subtracting 1 point for every \$50,000 increment the proposal exceeds the lowest proposal. In the event two Contractors submit fee proposals with the same overall price (or within \$50,000), both Contractors shall be awarded the same amount of points.

Interim Scoring & Interview Portion (10 points)

After the District has allocated points to Contractors for both the experience and fee proposal portions of the best value analysis, the District will combine the points to create each Contractor's interim score. District will then rank all Contractors based on Contractor's interim score. The Contractor with the highest interim score (highest combined point total from the qualifications and fee proposal analysis) shall be ranked highest, and all remaining Contractors shall be ranked in descending order based on the Contractor's interim score, such that the Contractor receiving the lowest interim score receives the lowest ranking.

On November 28, 2017, the District will interview three (3) Contractors who receive the highest interim scores. All of the Contractors selected for interviews will be asked the same questions.

The questions will address the Contractor's fee proposal, proposed schedule for completing the project, local outreach plan, and proposed staffing for the Project. Up to five (5) points will be awarded for the proposed project schedule, and up to five (5) points will be awarded for the local outreach plan and proposed staffing for a maximum potential award of ten (10) points.

Best Value Score

After the Interviews are completed, District will combine each Contractor's interim score with the Contractor's interview score, if any, to create the final "best value score." District will then rank all Contractors based on each Contractor's best value score.

The District expects to complete and announce its best value analysis, and ranking of proposals from highest best value score to lowest best value score, within thirty (30) days of the deadline for submittal of the proposals. It will announce its analysis and ranking to all proposing Contractors at the same time.

VII. Award

The District reserves the right to reject any or all proposals, or waive any irregularities in any of the proposals submitted pursuant to this RFP. The Lease-Leaseback Agreement shall be awarded to the responsive Contractor with the highest best value score. In the event of a tie (more than one Contractor have the same highest best value score), District may award the Lease-Leaseback Project to the Contractor of its choice.

The Board is expected to make its selection at its regular meeting on December 12, 2017. The meeting will be held at 6:30 PM in the District Office Board Room, 1902 Howard Road, Madera, California. The District will issue a statement regarding the basis of the award.

If the Contractor to which the Board awards the Lease-Leaseback Contract refuses to execute the Lease-Leaseback Agreement and submit a payment bond, performance bond, proof of required insurance, and other required documents within ten (10) business days following approval of the Total Sublease Amount by the Board, the Board may revoke the award to that Contractor and award to the Contractor that submitted the next highest ranked proposal. Alternatively, the Board may reject all proposals.

VIII. General Information

A. Amendments

The District reserves the right to cancel or revise this RFP in part or in its entirety. If the District cancels or revises the RFP, all Contractors will be so notified by addenda. The District also reserves the right to extend the date on which responses are due, the date on which it announces the results of its best value analysis, or the date on which the award will be made.

B. Non-Discrimination

The District does not discriminate on the basis of race, color, national origin, religion, age, ancestry, medical condition, disability, or gender in consideration for an award of contract.

C. Costs

Costs of preparing a proposal in response to this RFP are solely the responsibility of the responding Contractor.

D. Prevailing Wages

Respondents are advised that this Project is a public work for purposes of the California Labor Code, which requires payment of prevailing per diem wages, as well as wages for legal holidays and overtime. These rates are set forth in a schedule, which may be found on the California Department of Industrial Relations website at www.dir.ca.gov. Any Contractor to which a contract is awarded must pay the prevailing rates, post copies thereof at the job site, provide payroll records when required, and otherwise comply with applicable provisions of state law.

E. State Registration

The proposing Contractors and any proposed subcontractors shall not be qualified to submit a proposal, or to be listed in a proposal, for the Project, and shall not be qualified to enter into, or engage in the performance of, the Lease-Leaseback Agreement, unless currently registered and qualified under Labor Code section 1725.5 to perform public work as defined by Division 2, Part 7, Chapter 1 (§§1720 et seq.) of the Labor Code.

F. Limitations

This RFP does not commit the District to award a contract, to defray any costs incurred in the preparation of a proposal pursuant to the RFP, or to procure or contract for work. The District reserves the right to waive any irregularities in the proposals received pursuant to this RFP, or in the process outlined herein for selection of a Contractor for the Project.

G. Validity of Proposals

All proposals will be considered valid and each Contractor's preconstruction fee, General Conditions Fee and Construction Fee will be considered fixed for a period of sixty (60) days following submission.

EXHIBIT A

Contractor Scoring Sheet

SECTION I – CONTRACTOR EXPERIENCE

A. Safety (Maximum Possible Score 10)

District will consider factors such as prior CAL and Federal OSHA violations, EPA, Air Quality or RWQCB citations, Experience Modification Rate, and Workers' comp lapse in last three years.

	CONTRACTOR	SCORE
1.		
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B. Disputes (Maximum Possible Score 10)

District will consider factors such as liquidated damages paid, disbarred/disqualified from bidding on public project, denied bid on grounds of non-responsibility, claims against firm in court or arbitration, and claims made against owner in court or arbitration.

	CONTRACTOR	SCORE
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2.		
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C. Large Project Experience (Maximum Possible Score 25)

Contractors will receive five (5) points for each large project (over \$10,000,000), subject to DSA approval, successfully completed in the last three years, up to a total of twenty-five (25) points.

	CONTRACTOR	SCORE
1.		
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11.		

D. Lease-Leaseback Experience (Maximum Possible Score 10)

Contractors will receive five (5) points for each lease-leaseback project over \$15,000,000 successfully completed for any district in the last five (5) years, up to a total of ten (10) points.

	CONTRACTOR	SCORE
1.		
2.		
3.		
4.		
5.		
6.		
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11.		

E. Local Outreach Plan (Maximum Possible Score 25)

Contractors will receive up to twenty-five (25) points for the Contractor's ability to provide local support (as defined in the prequalification application), local outreach plan and experience working with local contractors with offices or workers located in Madera County.

	CONTRACTOR	SCORE
1.		
2.		

3.		
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11.		

F. Proposed Timeline (Maximum Possible Score 10)

Contractors will receive up to ten (10) points based on the proposed timeline and experience with project(s) allowing for partial occupancy prior to completion.

	CONTRACTOR	SCORE
1.		
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3.		
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8.		
9.		
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11.		

G. Total Experience Score (Sum of A – F) (Maximum Possible Score 90)

	CONTRACTOR	QUALIFICATIONS SCORE
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11.		

SECTION IV – INTERVIEW AND PRESENTATION SCORE

In the following table, enter all proposing Contractors qualified for the interview phase, their scores, and their combined score. The total combined score is the “interview score.”

CONTRACTOR	PROJECT SCHEDULE POINT TOTAL	LOCAL OUTREACH & STAFFING PLAN	COMBINED POINT TOTAL

SECTION V – BEST VALUE SCORE

In the following table, enter all proposing Contractors, their scores from the qualifications and fee proposal evaluations, and their total combined score. The total combined score is the Contractor’s final “best value score.”

CONTRACTOR	INTERIM SCORE	INTERVIEW SCORE	COMBINED TOTAL

SECTION VI – BEST VALUE RANK

In the following table, enter all proposing Contractors and best value score in order from the highest best value score to the lowest best value score. The Contractor with the highest best value score shall be ranked No. 1 overall.

CONTRACTOR	BEST VALUE SCORE (highest to lowest)	RANK
		1
		2
		3
		4
		5
		6
		7
		8
		9
		10
		11

EXHIBIT B

General Conditions and General Requirements

Temporary Facilities

Flasher Light Rental
Weather Protection
Temp Fencing
Temp Bull Pen / Staging
First Aid Equip
Dust Control
Safety Maintenance
Safety Manager

General Requirements

Job Office Trailer (Minimum 2-Office & 1 Common Area)
Storage Container
Drop Boxes / Dumpsters
Temp Toilet
Office Furnishings
Office Supplies
Computer/Data Setup
Job Sign
Freight & Drayage
Pre-Job Conference
Scheduling
Move On / Off Job
Job Photographs
Shop Drawings
As Builts
Blue Prints
Electrical Service /Temp. Lines
Temp Heat
Temporary Lighting
Water Service
Temp Water Lines
Temp Water Usage
Drinking Water & Ice
Storm Water Control
SWPPP Plan, Compliance, Monitoring, and BMP Implementation
Phone Service / Hook-up
Temp Phone Usage
Material Handling

Continuous Clean-up
Final Cleanup (Sub)
O & M Manuals
Close-Out Admin.
Security System
Security System Monitoring
Copy, Fax, Printer machine
Personal Computer w/ modem
Software License
Background Checks and Badging
Permit Fees

Supervision

Full-time Superintendent
Project Manager
Project Clerk (On-Site or Office)
Project Administrator
Field Supervisor
Project Engineer
Quality Control/Safety Officer

Equipment

Pick-up Allowance
Forklifts
Scissor Lifts
Tractor / Front End Loader
Pick-up Fuel / Gas
Equipment Fuel / Diesel