

## SECTION 013100 - PROJECT MANAGEMENT AND COORDINATION

### PART 1 - GENERAL

#### 1.1 SUMMARY

- A. Section includes administrative provisions for coordinating construction operations on Project including, but not limited to, the following:
  - 1. General coordination procedures.
  - 2. Requests for Information (RFIs).
  - 3. Project Information Management (PIM) software.
  - 4. Project meetings.
- B. Related Requirements:
  - 1. Section 013200 "Construction Progress Documentation" for preparing and submitting Contractor's construction schedule.
  - 2. Section 017300 "Execution" for procedures for coordinating general installation and field-engineering services, including establishment of benchmarks and control points.
  - 3. Section 017700 "Closeout Procedures" for coordinating closeout of the Contract.

#### 1.2 DEFINITIONS

- A. RFI: Request from Owner, Architect, or Contractor seeking information required by or clarifications of the Contract Documents.
- B. Portable Document Format (PDF): An open standard file format licensed by Adobe Systems used for representing documents in a device-independent and display resolution-independent fixed-layout document format.

#### 1.3 INFORMATIONAL SUBMITTALS

- A. Subcontract List: Prepare a written summary identifying individuals or firms proposed for each portion of the Work, including those who are to furnish products or equipment fabricated to a special design. Include the following information in tabular form:
  - 1. Name, address, and telephone number of entity performing subcontract or supplying products.
  - 2. Number and title of related Specification Section(s) covered by subcontract.
  - 3. Drawing number and detail references, as appropriate, covered by subcontract.
  - 4. Submit list of subcontractors within 10 days after Notice of Award of Contract or at the preconstruction meeting, whichever comes first.
- B. Key Personnel Names: Within 15 days of starting construction operations, submit a list of key personnel assignments, including superintendent and other personnel in attendance at Project site. Identify individuals and their duties and responsibilities; list

addresses and telephone numbers, including home, office, and cellular telephone numbers and e-mail addresses. Provide names, addresses, and telephone numbers of individuals assigned as alternates in the absence of individuals assigned to Project.

1. Post copies of list in project meeting room, in temporary field office, and by each temporary telephone. Keep list current at all times.

#### 1.4 GENERAL COORDINATION PROCEDURES

- A. Coordination: Coordinate construction operations included in different Sections of the Specifications to ensure efficient and orderly installation of each part of the Work. Coordinate construction operations, included in different Sections that depend on each other for proper installation, connection, and operation.
  1. Schedule construction operations in sequence required to obtain the best results where installation of one part of the Work depends on installation of other components, before or after its own installation.
  2. Coordinate installation of different components to ensure maximum performance and accessibility for required maintenance, service, and repair.
  3. Make adequate provisions to accommodate items scheduled for later installation.
- B. Coordination, Multiple Prime Contracts: Each Contractor shall coordinate its construction operations with those of other Contractors and entities to ensure efficient and orderly installation of each part of the Work. Each Contractor shall coordinate its operations with operations, included in different Sections, that depend on each other for proper installation, connection, and operation
- C. Prepare memoranda for distribution to each party involved, outlining special procedures required for coordination. Include such items as required notices, reports, and list of attendees at meetings.
  1. Prepare similar memoranda for Owner and separate contractors if coordination of their Work is required.
- D. Administrative Procedures: Coordinate scheduling and timing of required administrative procedures with other construction activities and activities of other contractors to avoid conflicts and to ensure orderly progress of the Work. Such administrative activities include, but are not limited to, the following:
  1. Preparation of Contractor's construction schedule.
  2. Preparation of the schedule of values.
  3. Installation and removal of temporary facilities and controls.
  4. Delivery and processing of submittals.
  5. Progress meetings.
  6. Preinstallation conferences.
  7. Project closeout activities.
  8. Startup and adjustment of systems.

- E. Conservation: Coordinate construction activities to ensure that operations are carried out with consideration given to conservation of energy, water, and materials. Coordinate use of temporary utilities to minimize waste.
  - 1. Salvage materials and equipment involved in performance of, but not actually incorporated into, the Work. See other Sections for disposition of salvaged materials that are designated as Owner's property.
- F. Use of the Site: The Construction Manager will administer allocation of available space equitably among separate Prime Contractors and other entities needing access and space, so as to produce the best overall efficiency in performance of the total work of the project. Each Contractor shall schedule deliveries so as to minimize space and time requirements for storage of materials and equipment on site.

#### 1.5 REQUESTS FOR INFORMATION (RFIs)

- A. Requests for Information (RFI's) are requests for clarifications or questions regarding the contract drawings and specifications, not contract terms, scheduling items, or general correspondence, nor, are they to be as a means to describe or request approval of alternate construction means, methods or concepts or substitution for materials, systems means and methods.
  - 1. Carefully study and compare the Contract Documents, field conditions, other Owner-provided information, Contractor-prepared coordination drawings, and prior Project correspondence and documentation prior to submitting a Request for Information.
- B. Immediately on discovery of the need for additional information or interpretation of the Contract Documents, Contractor shall prepare and submit an RFI in the form specified.
  - 1. RFIs shall originate with Contractor. RFIs submitted by entities other than Contractor will be returned with no response. Architect will return RFIs submitted to Architect by other entities controlled by Contractor with no response.
  - 2. Coordinate and submit RFIs in a prompt manner so as to avoid delays in Contractor's work or work of subcontractors.
- C. Content of the RFI: Include a detailed, legible description of item needing information or interpretation and the following:
  - 1. Project name.
  - 2. Project number.
  - 3. Date.
  - 4. Name of Contractor.
  - 5. Name of Architect and Construction Manager
  - 6. RFI number, numbered sequentially.
  - 7. RFI subject.
  - 8. Specification Section number and title and related paragraphs, as appropriate.
  - 9. Drawing number and detail references, as appropriate.
  - 10. Field dimensions and conditions, as appropriate.

11. Contractor's suggested resolution. If Contractor's suggested resolution impacts the Contract Time or the Contract Sum, Contractor shall state impact in the RFI.
  12. Contractor's signature.
  13. Attachments: Include sketches, descriptions, measurements, photos, Product Data, Shop Drawings, coordination drawings, and other information necessary to fully describe items needing interpretation.
    - a. Include dimensions, thicknesses, structural grid references, and details of affected materials, assemblies, and attachments on attached sketches.
- D. RFI Forms: Architect will furnish electronic version of form bound in Project Manual.
1. Attachments shall be electronic files in Adobe Acrobat PDF format.
- E. Architect's Action: Architect will review each RFI, determine action required, and respond. Allow seven working days for Architect's response for each RFI. RFIs received by Architect after 1:00 p.m. will be considered as received the following working day.
1. Based upon the amount of RFI's received and their level of content, the Architect will establish the level of importance of each RFI and allow sufficient time in the Architect's professional judgment to permit adequate review.
  2. The following Contractor-generated RFIs will be returned without action:
    - a. Requests for approval of submittals.
    - b. Requests for approval of substitutions.
    - c. Requests for approval of Contractor's means and methods.
    - d. Requests for coordination information already indicated in the Contract Documents.
    - e. Requests for adjustments in the Contract Time or the Contract Sum.
    - f. Requests for interpretation of Architect's actions on submittals.
    - g. Incomplete RFIs or inaccurately prepared RFIs.
  3. Architect's action may include a request for additional information, in which case Architect's time for response will date from time of receipt of additional information.
  4. Architect's action on RFIs that may result in a change to the Contract Time or the Contract Sum may be eligible for Contractor to submit a change proposal according to the General Conditions of the Contract
    - a. If the Contractor believes the RFI response warrants change in the Contract Time or the Contract Sum, notify Architect in writing within 15 calendar days of receipt of the RFI response.
- F. RFI Log: Prepare, maintain, and submit a tabular log of RFIs organized by the RFI number. Submit log weekly; include the following: .
1. Project name.
  2. Name and address of Contractor.

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3. Name and address of Architect and Construction Manager.
4. RFI number including RFIs that were returned without action or withdrawn.
5. RFI description.
6. Date the RFI was submitted.
7. Date Architect's response was received.
8. Identification of related Minor Change in the Work, Construction Change Directive, and Proposal Request, as appropriate.

- G. On receipt of Architect's action, update the RFI log and immediately distribute the RFI response to affected parties. Review response and notify Architect within seven days if Contractor disagrees with response.

#### 1.6 PROJECT INFORMATION MANAGEMENT (PIM) SITE

- A. Use Architect's Project Information Management (PIM) software transmission server software for purposes of hosting and managing project communication and documentation until Final Completion. Project Information Management (PIM) software site includes the following functions:

1. Project directory.
2. Project correspondence.
3. Meeting minutes.
4. Contract modifications forms and logs.
5. RFI forms and logs.
6. Task and issue management.
7. Photo documentation.
8. Schedule and calendar management.
9. Submittals forms and logs.
10. Payment application forms.
11. Drawing and specification document hosting, viewing, and updating.
12. Online document collaboration.
13. Reminder and tracking functions.
14. Archiving functions.

- B. Architect will provide Project Information Management (PIM) software user licenses for use of the Owner, Contractor, Construction Manager, and Architect's consultants.
- C. The Architect utilizes Submittal Exchange Project Information Management (PIM) software to track submittals and RFI's.
- D. Post electronic submittals as PDF electronic files directly to Architect's submittal Exchange server, specifically established for Project.

#### 1.7 PROJECT MEETINGS

- A. General: The Construction Manager will schedule and conduct meetings and conferences at Project site unless otherwise indicated.

1. Attendees: Construction Manager will inform participants and others involved, and individuals whose presence is required, of date and time of each meeting. Construction Manager will notify Owner and Architect of scheduled meeting dates and times.
  2. Agenda: Construction Manager will prepare the meeting agenda and distribute the agenda to all invited attendees.
  3. Minutes: Construction Manager will record significant discussions and agreements achieved and distribute the meeting minutes to everyone concerned, including Owner, and Architect, within three days of the meeting.
- B. Preconstruction Conference: Construction Manager will schedule and conduct a preconstruction conference before starting construction, at a time convenient to Owner and Architect, but no later than 14 days after Notice to Proceed.
- a. Attendees: Authorized representatives of Owner, Construction Manager, Architect, and their consultants; Contractor and its superintendent; major subcontractors; manufacturers; suppliers; and other concerned parties shall attend the conference. All participants at the conference shall be familiar with Project and authorized to conclude matters relating to the Work.
  - b. Agenda: Discuss items of significance that could affect progress, including the following:
    - 1) Tentative construction schedule.
    - 2) Phasing.
    - 3) Critical work sequencing.
    - 4) Designation of responsible personnel.
    - 5) Procedures for processing field decisions and Change Orders.
    - 6) Procedures for processing Applications for Payment.
    - 7) Distribution of the Contract Documents.
    - 8) Submittal procedures.
    - 9) Preparation of Record Documents Procedures for RFIs.
    - 10) Use of the premises and existing building.
    - 11) Work restrictions.
    - 12) Working hours.
    - 13) Owner's occupancy requirements.
    - 14) Procedures for moisture and mold control.
    - 15) Procedures for disruptions and shutdowns.
    - 16) Construction waste management and recycling.
    - 17) Parking availability.
    - 18) Office, work, and storage areas.
    - 19) Equipment deliveries and priorities.
    - 20) First aid.
    - 21) Progress cleaning.
    - 22) Responsibility for temporary facilities and controls.
    - 23) Security
    - 24) Waste management protocols.
  - c. Contractor shall submit the following items at this meeting:

- 1) Preliminary Contractor's Construction Schedule (if schedule has not yet been submitted).
    - 2) List of Subcontractors.
    - 3) Schedule of Values.
    - 4) Submittal Schedule.
    - 5) Products List (Proposed products and manufacturers including any substitution products proposed).
  2. Minutes: Construction Manager will record and distribute meeting minutes.
- C. Preinstallation Conferences: Conduct a preinstallation conference at Project site before each construction activity that requires coordination with other construction.
1. Attendees: Installer and representatives of manufacturers and fabricators involved in or affected by the installation and its coordination or integration with other materials and installations that have preceded or will follow, shall attend the meeting. Advise Architect and Construction Manager of scheduled meeting dates.
  2. Agenda: Review progress of other construction activities and preparations for the particular activity under consideration, including requirements for the following:
    - a. Contract Documents.
    - b. Options.
    - c. Related RFIs.
    - d. Related Change Orders.
    - e. Purchases.
    - f. Deliveries.
    - g. Submittals.
    - h. Review of mockups.
    - i. Possible conflicts.
    - j. Compatibility requirements.
    - k. Time schedules.
    - l. Weather limitations.
    - m. Manufacturer's written instructions.
    - n. Warranty requirements.
    - o. Compatibility of materials.
    - p. Acceptability of substrates.
    - q. Temporary facilities and controls.
    - r. Space and access limitations.
    - s. Regulations of authorities having jurisdiction.
    - t. Testing and inspecting requirements.
    - u. Installation procedures.
    - v. Coordination with other work.
    - w. Required performance results.
    - x. Protection of adjacent work.
    - y. Protection of construction and personnel.

3. Record significant conference discussions, agreements, and disagreements, including required corrective measures and actions.
  4. Reporting: Distribute minutes of the meeting to each party present and to other parties requiring information.
  5. Do not proceed with installation if the conference cannot be successfully concluded. Initiate whatever actions are necessary to resolve impediments to performance of the Work and reconvene the conference at earliest feasible date.
- D. Project Closeout Conference: Construction Manager will schedule and conduct a project closeout conference, at a time convenient to Contractor, Owner and Architect, but no later than 90 days prior to the scheduled date of Substantial Completion.
1. Construction Manager will conduct the conference to review requirements and responsibilities related to Project closeout.
  2. Attendees: Authorized representatives of Owner, Architect, and their consultants; Contractor and its superintendent; major subcontractors; suppliers; and other concerned parties shall attend the meeting. Participants at the meeting shall be familiar with Project and authorized to conclude matters relating to the Work.
  3. Agenda: Discuss items of significance that could affect or delay Project closeout, including the following:
    - a. Preparation of record documents.
    - b. Procedures required prior to inspection for Substantial Completion and for final inspection for acceptance.
    - c. Submittal of written warranties.
    - d. Requirements for preparing operations and maintenance data.
    - e. Requirements for delivery of material samples, attic stock, and spare parts.
    - f. Requirements for demonstration and training.
    - g. Preparation of Contractor's punch list.
    - h. Procedures for processing Applications for Payment at Substantial Completion and for final payment.
    - i. Submittal procedures.
    - j. Coordination of separate contracts.
    - k. Owner's partial occupancy requirements.
    - l. Installation of Owner's furniture, fixtures, and equipment.
    - m. Responsibility for removing temporary facilities and controls.
  4. Minutes: Entity conducting meeting will record and distribute meeting minutes.
- E. Progress Meetings: Construction Manager will conduct progress meetings at bi-weekly or twice monthly intervals.
1. Coordinate preparation of payment requests with dates of meetings.
  2. Attendees: In addition to representatives of Owner, Contractor and Architect, each contractor, subcontractor, supplier, and other entity concerned with current progress or involved in planning, coordination, or performance of future activities shall be represented at these meetings. All participants at the meeting shall be familiar with Project and authorized to conclude matters relating to the Work.

- a. A representative of Contractor shall be present at every progress meeting, regardless of whether or not that Contractor is performing work at the site at the time.
  - b. Any decision reached at a job meeting shall be binding on a Contractor, whether or not he or his representative is present at such job meeting.
3. Agenda: Review and correct or approve minutes of previous progress meeting. Review other items of significance that could affect progress. Include topics for discussion as appropriate to status of Project.
  - a. Contractor's Construction Schedule: Review progress since the last meeting. Determine whether each activity is on time, ahead of schedule, or behind schedule, in relation to Contractor's construction schedule. Determine how construction behind schedule will be expedited; secure commitments from parties involved to do so. Discuss whether schedule revisions are required to ensure that current and subsequent activities will be completed within the Contract Time.
    - 1) Review schedule for next period (2-week look ahead schedule)
  - b. Review present and future needs of each entity present, including the following:
    - 1) Interface requirements.
    - 2) Sequence of operations.
    - 3) Status of submittals.
    - 4) Deliveries.
    - 5) Off-site fabrication.
    - 6) Access.
    - 7) Site utilization.
    - 8) Temporary facilities and controls.
    - 9) Progress cleaning.
    - 10) Quality and work standards.
    - 11) Status of correction of deficient items.
    - 12) Field observations.
    - 13) Status of RFIs.
    - 14) Status of proposal requests.
    - 15) Pending changes.
    - 16) Status of Construction Change Directives.
    - 17) Status of Change Orders.
    - 18) Pending claims and disputes.
    - 19) Documentation of information for payment requests.
    - 20) Waste management.
4. Minutes: Construction Manager will record and distribute the meeting minutes to each party present, to others affected by decisions or actions resulting from each meeting and to parties requiring information.

- a. Schedule Updating: Revise Contractor's construction schedule after each progress meeting where revisions to the schedule have been made or recognized. Issue revised schedule concurrently with the report of each meeting
- F. Coordination Meetings: Construction Manager will conduct Project coordination meetings at bi-weekly intervals or as required by the Construction Manager. Project coordination meetings are in addition to specific meetings held for other purposes, such as progress meetings and preinstallation conferences.
1. Attendees: In addition to representatives of Owner, Construction Manager and Architect, each contractor, subcontractor, supplier, and other entity concerned with current progress or involved in planning, coordination, or performance of future activities shall be represented at these meetings. All participants at the conference shall be familiar with Project and authorized to conclude matters relating to the Work
  2. Agenda: Coordinate work for the ensuing two weeks. Review and correct or approve minutes of the previous coordination meeting. Review other items of significance that could affect progress. Include topics for discussion as appropriate to status of Project.
    - a. At the close of the meeting, each prime Contractor shall, in an agreed format, provide a summarized two week work plan to the Construction Manager.
  3. Any decision reached at a job meeting shall be binding on a Contractor, whether or not he or his representative is present at such job meeting
  4. Reporting: Construction Manager will record meeting results and distribute copies to everyone in attendance and to others affected by decisions or actions resulting from each meeting.

PART 2 - PRODUCTS (Not Used)

PART 3 - EXECUTION (Not Used)

END OF SECTION 013100

ATTACHMENT:

REQUEST FOR INFORMATION FORM