APPENDIX C
SCOPE OF SERVICES & WORK PLAN TO BE DEVELOPED IN THE STRATEGIC PLANNING PHASE FOR FUTURE MEAURE FP PHASES & PROJECT IMPLEMENTATION

Abbreviations for Project Phases: Strategic Planning (SP), Pre-Construction (PC), Construction (C), Commissioning and Close-Out (CC)		
SP1	**Project Charter / Roadmap**	- Identify end-users, key stakeholders, and other decision makers to engage. - Review and agree on project goals, objectives, priorities and parameters. - Define team members, work breakdown structure (WBS), roles and responsibilities (primary and secondary/support functions), management approval processes, and communication protocols and standards. Note: City shall be notified at least thirty (30) days in advance by PM as to any proposed changes with or substitution of project team members.
SP2	**Master Program Schedule**	- Prepare, drive and monitor master schedule, including agreed to weekly and/or monthly reports on (non)conformance to the schedule. - Utilize Critical Path Method (CPM) scheduling to identify dependencies and potential bottlenecks, optimize resource allocation, and manage risk. - Map out key milestones for design, permitting, and construction planning. - Track project activities, events, and progress across all phases.
SP3	**Master Program Budget**	- Incorporate all project phases and elements, including design, construction, temporary facilities, permitting and contingencies. - Perform cost estimating and budget reconciliation at each milestone. - Develop cash flow forecasts and identify cost-saving opportunities. - Monitor contractor pay applications in line with procurement strategy. - Track change orders based on work progress/contractual obligations. - Produce at minimum monthly total project financial summaries/reports. - Establish cost management policies and procedures and financial controls, including agreed to definitions for all cost categories or “buckets”.
SP4	**Management Processes & Controls**	- Identify a project management platform/software to guide decision-making through the use of key performance indicators (KPIs) and other metrics. - Implement a document control system with a master filing index and routing protocols/control structures for proper storage and archiving of documents. - Develop uniform reporting procedures, templates and technology formats.
SP5	**Delivery Method Selection**	- Assess the advantages and challenges of the various delivery approaches. - Determine the best path forward based on budget considerations and funding structure; complexity of facilities being designed and constructed; level of flexibility needed to manage risks, unforeseen conditions, and quality goals; and schedule/timeline expectations balanced with efficiency.
SP6	**Entitlement, Permitting & Environmental Considerations**	- Develop preliminary site phasing, logistics, and requirements for continuity of operations, including potential temporary facility alternatives. - Identify relevant entitlements or permits that could impact the schedule. - Flag potential environmental constraints, risks or assumptions. - Consider opportunities to streamline such approval processes.
PC1	**Design and Construction Teams**	- Lead procurement of project professionals (architects, designers, contractors, construction managers, engineers, inspectors, utility providers, etc.). - Prepare pre-qualification process and analysis for various solicitations. - Make recommendations and assist with contract award negotiations, including with cost estimation and value engineering assessments and suggestions. Develop and review design documents for continuity of operations, adherence to design standards and space constructability, and based on project risk.

PC2	**Master Project Processes & Controls**	- Develop a project execution plan (PEP) for each facility that outlines key team roles, communication protocols, and decision-making hierarchies. - Implement a document control system to maintain, access and log all permits, approvals, records, and other authorizations, including but not limited to RFIs, submittals, meeting minutes, plan reviews, design updates/changes, etc. - Review and comment on general contractors' procurement policies along with general conditions/standards, requirements and construction duration. - Provide day-to-day interface with the prime contractor and operational staff.
PC3	**Master Project Budget(s)**	- Compile life-cycle cost analysis (LCCA) to prepare cost estimates and prioritize building systems, facility finishes and modernized components. - Establish quality assurance (QA) summary and progress/status reports for tracking deliverables, submittal reviews, contractor decisions, and change directives, including pending, proposed and completed change orders. - Develop a risk management framework to prevent costly disruptions. - Provide monthly total project budgets, financial and cash flow summaries with calculations such as inception-to-date (ITD) balances, estimate at completion (EAC) forecasts, cost performance index (CPI), and burn rate.
PC4	**Master Project Schedule(s)**	- Finalize construction start and completion dates for each facility. - Coordinate with contractors/other consultants related to equipment, materials procurement, delivery and installation timelines for each facility. - Conduct regular (based on agreed to and established schedule) progress meetings to review for ongoing costs, scope, long lead times, constructability, end-user needs, schedule feasibility and any other emergent issues/risks. - Submit weekly summary of ongoing activities benchmarked, milestones completed, and projection of work to be achieved in the next thirty days.
C1	**Job Start Meeting(s)**	- In accordance with general conditions and contract documents, agenda to include items such as lines of communication, deferred approvals, site coordination plan, safety and quality, pre-installation conferences, testing and inspection, payment applications, submittals, procedures for processing field conditions, and occupancy requirements.
C2	**Work Summary**	- Sequencing and work tasks of all trades, subcontractors, and utility service providers, as well as any work restrictions that may apply to specific areas, ingresses/egresses, 'quick release' mechanisms or construction activities. - Review owner furnished, owner installed (OFOI) and owner furnished, contractor installed (OFCI) requirements and establish timelines for delivering and installing such property or building appurtenances.
C3	**Site Logistics**	- Identify laydown areas, program layout, and contractor mobilization. - Consider traffic control, signal preemption and public access needs. - Establish power integration and any backup generators for duplicative systems, and validate mechanical and sewer line program elements. - Map out separation zones and circulation based on program needs.
C4	**Progress Meetings**	- Weekly meetings to validate decisions, milestones have been reached, and dates have been established for completion of critical tasks. - Implement and monitor a dedicated 24/7 hotline for community residents. - Report rejected work immediately to the city and recommend courses of action when requirements of any contract(s) are not being fulfilled.
C5	**Submittals, RFIs, and Material Procurement Items**	- Submittals, especially with long lead items, to be reviewed/approved. - Contractor to submit RFIs following the Notice to Proceed (NTP). - Utilize a web-based document control system to ensure timely responses to contractor's questions and to track, follow up on, and report submittals. - Assist architect regarding any questions from contractor on the meaning and intent of drawings, specifications and/or any other planning documents.

C6	**Payment Application Protocol & Change Order Management**	- Contractor shall submit preliminary “pencil copy” of payment application request X number of days before the payment application due date. - Payment application to be itemized using the approved schedule of values (SOV) and reviewed before final payment application is submitted. - Change order requests to be evaluated for entitlement and fair cost estimate, and present approve/not approve recommendations to the city.
C7	**Quality Assurance Controls**	- Quality assurance (QA) manual to include quality of service, quality of technical work, and quality of final project based on specific tasks. - Quality management system (QMS) to encompass verifying vendor (sub)contractor work and materials/data; inspection of delivered material and equipment; and validation of work-in-progress and work-in-place. - Peer reviews for mechanical, engineering and plumbing (MEP) work. - Coordinate periodic inspection(s) by the architect of contractor work.
C8	**Reporting & Document Control Systems**	- Provide at minimum monthly reports on items such as estimated percentage of completion, value of work in place, schedule, risks, potential claims, and mitigation strategies, actual versus planned construction expenditures, and deviations from the approved contract documents. - Utilize document control system to track submittals; process shop drawings and samples; and record all contracts, purchases, materials, equipment, handbooks, standards/codes, and operation manuals. - Rely on key performance indicator (KPI) metrics for milestones/progress.
C9	**Health and Safety Plan & Labor Compliance**	- Site-specific Health and Safety Plan (HASP) in accordance with contract requirements and applicable local, state, and federal labor regulations. - Draft a special inspection and materials testing services RFP solicitation from third parties and coordinate/manage said services until completion.
CC1	**Substantial Completion**	- Conduct substantial completion walk throughs, direct architect’s preparation of a punch list, and monitor contactor’s punch list resolution/completion. - Oversee the commissioning matrix and manual, and ensure mechanical, electrical, plumbing, security, etc. systems function according to design, intent, and requirements of California Title 24 Building Standards Code. - Inspect, verify and document proper installation and performance of equipment, utilities, and operating systems and train building staff on such. - Establish a commissioning plan that serves as reference for the general contractor, guidance/direction for each phase of the commissioning, and structure to enable maximum system performance upon move-in.
CC2	**Final Completion**	- Coordinate the final inspection and transmit required guarantees, affidavits, releases, bonds and waivers; turn over all keys, manuals, record drawings, and maintenance stocks to the city; and assist with evaluation of any claims. - Assist in obtaining temporary and permanent certificates of occupancy. - Prepare and manage the approval process for “as-built” drawings. - File/process all notices of completion, coordinate final payment, secure final conditional lien releases, and make recommendation for project acceptance. - Provide a financial report that delineates the final costs of the program/project, including design, construction, inspection, FF&E, and other soft costs. - Include any instructional programs for demonstration and training of staff on building systems, subsystems, equipment, and maintenance elements.