

CONSTRUCTOR'S GUIDE

II. Pre-Construction Phase Issues

(Revised: March 3, 2008)



**Yale University
Facilities Planning & Construction**

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PRE-CONSTRUCTION PHASE ISSUES

Constructor's Role

The constructor often is asked to participate in the preconstruction/design phase of a project. Preconstruction service deliverables are outlined in the applicable contract. Preconstruction service deliverables vary significantly from project to project depending on size and complexity. The specific deliverables required will be provided to the constructor by the Yale Project Manager as the basis for the CM's proposal. Key to the delivery of a successful project is that all players work as a team. The Constructor plays an important role in the team, bringing to the table during the Design Phase knowledge and experience on a variety of construction issues including schedules, costs, constructability and phasing. A proactive approach is expected with all members of the Design Phase Team regarding information and input on construction.

Request for Proposals/Work Plans

Each project undertaken at Yale University begins with a Request for Proposal issued to the Design Team. Contained within the Request for Proposal is a "Work Plan" which is a project-specific document put together by the Project Manager managing that project. The Work Plan documents the scope, schedule and budget of the project. The scope is typically shown via verbal description and referencing a schematic sketch produced by Yale Facilities Planning & Construction. These sketches and scope descriptions, while lacking in specific detail, are inclusive in terms of the extent of the desired scope. We are looking for Design Teams to analyze the schematic sketches during Preliminary Design to see if the same scope can be achieved in a better fashion. It is not the intention of the Work Plan to list all the contractual obligations required of the Design Team or the Constructor, since these are stated in the Contracts. The intent of a detailed Work Plan is to avoid misunderstandings by the Design Team and the Construction Manager about what the project entails.

The Work Plan is issued to the Constructor as part of the Project Team if preconstruction services are desired. The Constructor uses the Work Plan as a basis for a proposal for preconstruction services.

The schedule included in the project work plan is Yale's initial statement of schedule objectives. The design and construction team will be expected at the start of the project to fully understand all project parameters and develop and commit to a fully integrated schedule that meets Yale's needs. When this schedule is accepted by Yale Facilities Planning & Construction it becomes the Project Schedule; and the constructor will be expected to meet it. Any subsequent adjustment to the schedule must be agreed to by Yale in writing. Conformance with the agreed schedule is one of the most important factors used to evaluate Constructor performance.

In summary, the Work Plan serves two purposes. First, it allows the Project Manager to think through the project and "design" the project in terms of its participants, scope, schedule and budget. Second, the Work Plan allows consultants and constructors to fully understand what is expected of them during the project and allows for a dialogue between the designer, constructor, and the Project Manager to occur before the project is undertaken.

Interface with Project Participants

In general, everyone can talk to everyone else, but the Project Manager must know about all communications via minutes or memos reporting the interaction. The Constructor cannot act on a comment from a Department, User, or other Yale University entity unless this is approved in advance in writing by the Project Manager. If changes are incorporated that are not approved by the Project Manager, the Constructor will be liable for any cost associated with the action. Project Managers must be thoroughly informed of every aspect of projects, as they are responsible for results.

End of Phase Review Comments & Responses

Each phase of the project is closed with re-assessment of the status of scope, schedule and budget. At the end of each phase, documents are distributed to appropriate parties for review. The Constructor, if engaged for preconstruction services, is expected to offer comments on the documents regarding cost, constructability, and other construction-related issues. The Design Team is expected to respond to the comments promptly. A copy of the standard form used by Yale Facilities & Planning is in Appendix II, Exhibit A. This form should be used by the Constructor to make comments. It is a Word document and can be transmitted electronically. Comments and responses must be documented on the form so all participants know issues of concern and how they will be addressed.

At the end of each phase an estimate may be required to gauge the match between scope and budget. This estimate is part of the Construction Agreement or may be purchased separately. The estimate should be a verification of where the project team believes costs to be, not a “discovery” of a budget overrun. If preconstruction activities have proceeded appropriately there should be minimal surprises in the end of phase estimate. A project cannot proceed to the next phase if the scope, schedule, and budget are not acceptable to Yale University Facilities Planning & Construction.

Community Meetings

Before a construction project starts, people in the Yale Facilities Planning & Construction community need to be notified of the pending activities for their safety and so they are not surprised.

Yale University Facilities Planning & Construction personnel notify the appropriate users in the Yale community during design that a construction project is pending with estimated start dates. As the project nears construction, start another notification specifying date of start, constructor's name and invites users to a community meeting.

The intent of the community meeting is to inform all building occupants in the vicinity of the proposed construction of potential construction hazards. A representative of the Office of Environmental Health & Safety is present and will do a presentation on construction safety issues. The Project Manager will address specifics of the particular project. Constructor must be present to field questions on construction activities and so users can put a face with the construction company's name. The constructor should explain the procedure for obtaining MSDS (Material Safety Datasheets). The Project Manager will state that protocols are in place with Constructor to control anticipated construction conditions, the construction hours, the construction duration (schedule); that two week look-ahead will be distributed; and who to call if there are problems.

Bidding Requirements

See Section III, Construction Phase Procedures, GMP Documentation Requirements.

Appendix II

Design Review Form – please scroll down

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