



استراتژی مدیریت قرارداد

برای مدیران پروژه

راهنمای مدیریت قرارداد مختص مدیران پروژه (Contract Administration Guidelines)

بخش سوم: مدیریت قرارداد در فاز طراحی

ارائه دهنده:

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What we will learn?

- ☐ Design contract administration and coordination
- ☐ Master schedule
- ☐ Quality management system (QMS)
- ☐ Design reviews
- ☐ Sustainability reviews
- ☐ Construction contract specifications and drawings
- ☐ Technical specification reviews
- ☐ Constructability review
- ☐ Commissioning review
- ☐ Value engineering review
- ☐ Construction contract packaging
- ☐ Construction phase budget
- ☐ Pre-bid construction phase schedule
- ☐ Additional project-specific tasks

CONSTRUCTABILITY REVIEW

CM role in constructability review

- ❑ As a **major value-added contribution**,
- ❑ CM and the contractor **review** the contract documents from a constructability, maintainability, and claims avoidance viewpoint.
- ❑ **Implementation** can include varying levels of effort ranging from simple drawing and specification reviews to **site visits** (to ensure spatial accuracy).

CM role in constructability review

- ❑ Based on the outcome of the review of the **contract documents**,
CM makes **recommendations to the owner** for
 1. Alternative construction and
 2. Contractual methods and proceduresif **advantageous** to the overall project schedule and budget.
- ❑ The CM **strives** to **minimize** potential change orders and claims throughout the construction phase.

How?

CM role in constructability review

1. CMs should prepare constructability checklists **early** in the **design period** and **review them** with the owner and designer.
2. Then the CM should **use the checklists** to perform constructability reviews throughout the design performance period to make sure nothing was overlooked.
 - ❖ The **reviews** should include a visit to the site to spot-check conditions that **may not** be indicated on the **plans**.

What should be verified in constructability review?

Verifications in constructability review

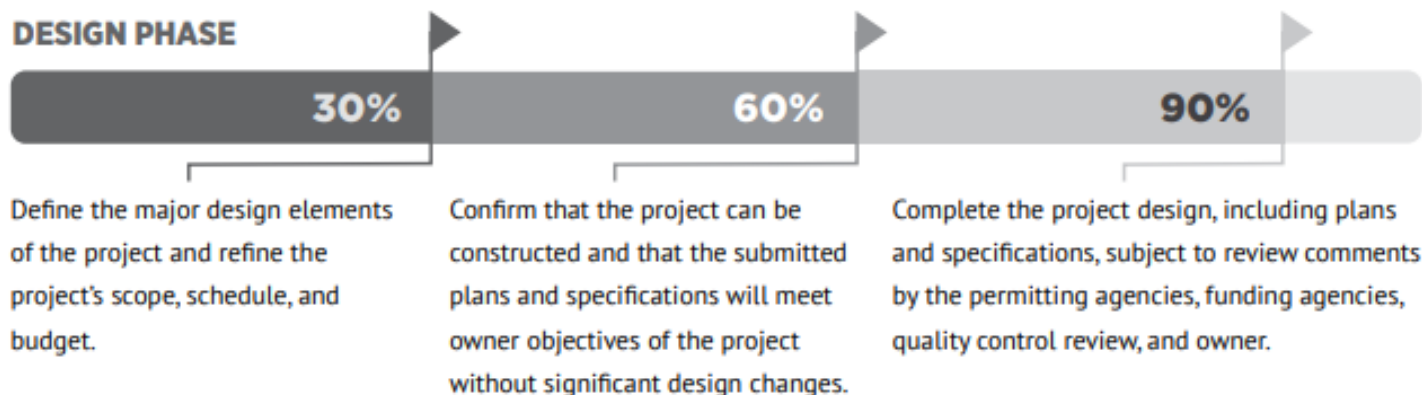
Constructability reviews verify that:

- ✓ Design documents are easily understood and clearly communicate the design intent and are free of significant design errors, omissions, and ambiguities.
- ✓ Documents follow standards set by governing agency or owner requirements.
- ✓ Contract provisions are easily administered and can be enforced.
- ✓ The design is compatible with available materials, equipment, and construction techniques.
- ✓ Alternate construction phasing, work sequencing, and fabrication and erection procedures that may be adopted are evaluated.
- ✓ The project schedule is realistic.
- ✓ Construction details are simplified and improved.
- ✓ Potential conflicts between structural, mechanical, architectural, electrical, and other disciplines are resolved.

When the review should take place in the design phase?

CM role in constructability review

- ❑ Ideally, **reviews** should take place at the **30%, 60%, and 90% design stages**, along with a **final pre-bid review** after completion of design.



- ❑ The **30-60-90% design stages** should be **defined** in the contract and are used to develop risk parameters in the **design**.

COMMISSIONING REVIEW

Commissioning agent

- ☐ The **commissioning agent (CxA)** is an independent, **third party consultant** who is **directly accountable** to the owner.
- ☐ The **CxA** is responsible for developing and coordinating the **execution** of the **commissioning plan**.
- ☐ During the **design phase**, the **CxA** must perform a review to ensure that **design documents** (plans, specifications, BOD, etc.) are **consistent** with each other, include commissioning requirements, and meet the OPR.

Design phase activities should include a process to:

- ☐ Conduct a design phase commissioning **kickoff meeting** to **review** the commissioning plan and activities with the commissioning team.
- ☐ **Review** the **OPR** for completeness and clarity.
 - ❖ The **OPR** should be included as a **supplement** to the construction documents.
- ☐ Ensure the **OPR** and **BOD** documents are **updated** to reflect any **owner-approved changes** made during the design process.
- ☐ Perform periodic commissioning-focused reviews of the design submissions using **experienced qualified personnel**.

Design phase activities should include a process to:

☐ Reviews also verify that

- ❖ Energy efficiency
- ❖ Operation
- ❖ Control sequences
- ❖ Maintenance
- ❖ Training
- ❖ O&M documentation requirements

are consistent with the OPR and BOD

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VALUE ENGINEERING REVIEW

Value engineering reviews

- ☐ The **CM** arranges and participates in a **value engineering (VE)** reviews for the project.
- ☐ **VE reviews** should be performed by a multi-disciplined team that can bring the full and balanced **perspective** of all disciplines to the review.
- ☐ The **VE team** should identify features that **do not contribute** to quality, utility, durability, aesthetics, or other identified owner requirements.

Value engineering reviews

- ❑ Additionally, the **VE team** should consider alternate methods/materials that could provide an **equal or superior product** at a lower cost.
- ❑ **Alternatives** may be especially helpful when there is disruption to the supply chain such as materials in **short supply** or **impacted by unforeseen events**.

Contract documents stipulate the conditions and procedures for **substitutions**. Product, material, or system substitutions can be handled in a variety of ways. Procedures applicable to proposed substitutions are described in **Division 01**. If Division 01 allows for **substitutions after the procurement**, acceptance of the substitution may be accomplished by use of a **substitution request form** with technical documents to support the substitution product is considered an equal product in quality performance and constructability. AIA Document A201™ states that **substitutions may be made only with the consent of the owner, after evaluation by the architect, and in accordance with a change order or change directive**. EJCDC C-700 states that **no substitute will be ordered, installed, or utilized until the engineer's review is complete**, which will be evidenced by a change order.

ذکر مطالب فوق تنها در صورت ذکر منبع بلامانع است.

SUBSTITUTION REQUEST (After the Bidding/Negotiating Phase)



PROJECT: _____ SUBSTITUTION REQUEST NUMBER: _____
FROM: _____
TO: _____ DATE: _____
A/E PROJECT NUMBER: _____
RE: _____ CONTRACT FOR: _____

SPECIFICATION TITLE: _____ DESCRIPTION: _____
SECTION: _____ PAGE: _____ ARTICLE/PARAGRAPH: _____

PROPOSED SUBSTITUTION: _____
MODEL NO.: _____ PRODUCT AGE: ☐ New Product ☐ 1-4 years old ☐ 5-10 years old ☐ More than 10 years old
MANUFACTURER: _____
ADDRESS: _____ PHONE: _____
INSTALLER: _____
ADDRESS: _____ PHONE: _____
DIFFERENCES BETWEEN PROPOSED SUBSTITUTION AND SPECIFIED PRODUCT: _____

☐ Point-by-point comparative data attached — REQUIRED BY A/E

REASON FOR NOT PROVIDING SPECIFIED ITEM: _____

SIMILAR INSTALLATION:
PROJECT: _____ ARCHITECT: _____
ADDRESS: _____ OWNER: _____
DATE INSTALLED: _____

EXPLAIN HOW PROPOSED SUBSTITUTION WILL AFFECT OTHER PARTS OF WORK: _____

SUBSTITUTION WILL:
SAVE OWNER: \$ _____ CHANGE CONTRACT TIME (SPECIFY DAYS ADDED OR SUBTRACTED): _____

SUPPORTING DATA ATTACHED: ☐ Drawings ☐ Product Data ☐ Samples ☐ Tests ☐ Reports ☐ _____
CONTINUE ON NEXT PAGE

Page _____ of _____

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SUBSTITUTION REQUEST (After the Bidding/Negotiating Phase—Continued)



By signing this form, the undersigned represents that:

- The proposed substitution:
 - Will perform the same as the specified product;
 - Has the same or more extensive warranties as the specified product;
 - Requires the same or less maintenance as the specified product;
 - Has as many or more sources of replacement as the specified product;
 - Will not affect dimensions or functional clearances in this Project; and
 - Will not adversely affect other trades or delay the progress schedule for this Project.
- The cost data in this form is complete. The undersigned will, if the proposed substitution is accepted and is later found to have directly caused additional costs (e.g., changes to building design, A/E design, detailing, construction costs), pay those costs.
- The undersigned will, if the proposed substitution is accepted, coordinate, install, and change the Work as necessary.

SUBMITTED BY: _____
SIGNED BY: _____
FIRM: _____
ADDRESS: _____
TELEPHONE: _____
☐ Attachments

A/E'S REVIEW AND RECOMMENDATION:

- ☐ Substitution approved—Make submittals in accordance with Specification Section 01 33 00 Submittal Procedures and prepare Change Order.
- ☐ Substitution approved as noted—Make submittals in accordance with Specification Section 01 33 00 Submittal Procedures and prepare Change Order.
- ☐ Substitution rejected—Use specified materials.
- ☐ Substitution Request received too late and is rejected—Use specified materials.

SIGNED BY: _____ DATE: _____

OWNER'S REVIEW AND RECOMMENDATION:

- ☐ Substitution approved—Make submittals in accordance with Specification Section 01 33 00 Submittal Procedures and prepare Change Order.
- ☐ Substitution approved as noted—Make submittals in accordance with Specification Section 01 33 00 Submittal Procedures and prepare Change Order.
- ☐ Substitution rejected—Use specified materials.

SIGNED BY: _____ DATE: _____

ADDITIONAL COMMENTS: ☐ Contractor ☐ Subcontractor ☐ Supplier ☐ Manufacturer ☐ A/E

Page _____ of _____

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Value engineering reviews

- ☐ Also, some funding or federal grant programs may include purchase requirements such as “**buy American,**” which **must be followed**.
- ☐ It is recommended to conduct the **VE review** at the 30% design stage with **follow-up sessions** as required by project size or complexity.

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CONSTRUCTION CONTRACT PACKAGING

Procurement strategy

- ☐ The **CM** assists the **owner** in the development of an overall procurement strategy for the project.

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Contract package

❑ This plan considers

- ❖ Local practices
- ❖ Local labor market
- ❖ Chances of unfavorable site conditions

to evaluate the use of a

1. General contractor,
2. Multiple prime contractors,
3. Design-build, or
4. Other delivery methods,
5. As well as the utilization of phased construction.

Contract package

❑ The plan also includes the **development of bid strategies** for the individual contract(s) such as:

- ❖ Competitive bidding – open to all qualified bidders
- ❖ Competitive bidding – to invited bidders only
- ❖ Negotiated contracts
- ❖ Cost reimbursable (or Time and Material) contracts
- ❖ Unit Price Contracts

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Price competitively bid contract

Price Competitively Bid Contract	
ADVANTAGES	DISADVANTAGES
✓ Well-known ✓ Competitive, ✓ Fair and transparent ✓ Produces "lowest" price, ✓ Contractor assumes risk for completion	✗ No consideration of any qualification except price, ✗ Work must be well specified

Negotiated price contract

Negotiated Price Contract	
ADVANTAGES	DISADVANTAGES
✓ "Best Value" selection ✓ Freedom to pick subcontractors ✓ Easier choice of alternatives ✓ Opportunity NOT to pay for design errors	✗ Potential abuse ✗ May not be legal ✗ Requires expertise on the part of the owner (or their consultants)

Is it better for the owner to purchase the material?

Owner purchase

- ❑ It can be **beneficial** for the owner to directly purchase major equipment or components, but that **also increases** the **owner's risk**.
 - ❖ There are **potential savings** of
 1. Cost and time
 2. **Additional flexibility** to obtain the exact product desired.
 - ❖ There are also **logistical issues** of equipment material delivery including
 - ✓ Unloading and storage requirements,
 - ✓ Additional risks assumed when supplying equipment directly to the contractor

Owner purchase

- ☐ It is important to **establish** who (contractor, owner, CM) will **manage** the supply contract(s) during **construction**.
- ☐ The CM should determine **what additional information** must be **included** in contractor bid packages to accommodate owner purchases.

What are the checklists the CM needs to consider?

CM role in contract packaging

- ❑ The **CM** should **recommend** the inclusion of all supplemental information required by the contractor to facilitate a complete and accurate bid.
- ❑ There should be a **clear definition** of contract limits.
 - ❖ The **contractor** should be made **aware of**
 - ✓ All project time constraints,
 - ✓ Intermediate completion requirements (milestones), and
 - ✓ Preliminary project schedules or narratives indicating the work of adjacent contractors, owner's workforces, etc.
- ❑ Any special safety requirements such as when the work is on a **hazardous waste site** are also of **significant importance** to the contractor.
- ❑ The **contractor** must be made aware of all sustainability requirements for the project and their role in meeting these requirements.

CM role in contract packaging

❑ Finally, the CM should review the proposed owner-contractor agreement for

common pitfalls such as:

❖ Poorly defined scope of work, gaps in scope, or duplication between contracts.

❖ Failure to define

allowable mark-ups for the general contractor, subcontractors/sub-subcontractors,

as well as the **mark-ups on deductive changes**.

❖ Unrealistic schedule or phasing provisions.

❖ Lack of damages clauses for missed milestone completions.

❖ Lack of method to deal with **unforeseen conditions**.

CM role in contract packaging

❑ Finally, the **CM** should review the proposed owner-contractor agreement for

common pitfalls such as:

- ❖ Lack of establishing contingent or alternative bid items.
- ❖ Lack of clearly defined sustainability goals and defined responsibilities in meeting these goals.
- ❖ The appropriateness of assigned permit responsibility.
- ❖ The evaluation criteria to determine low bidder.
- ❖ Are **unit prices, alternatives**, and **VE** included in evaluation of base bid?
- ❖ Clear bonding and insurance requirements.

Agreement Sample

- ☐ See Owner/Contractor Agreement Sample in Appendix C.

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CONSTRUCTION PHASE BUDGET

Cost estimate

- ☐ During the design phase,

CM should prepare detailed cost estimates as information becomes available.

- ☐ These estimates will help create the final project construction budget that will be used to **monitor actual construction costs**.

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Cost model

- ❑ **Early in design**, before the specification sections are established,
cost models must be developed using other formats.

- ❑ As **each phase of design** is completed, the CM
 1. **Updates** the **cost model**, including **changes** in previously estimated costs, and
 2. **Holds** a meeting with the project team to review the status to adjust if necessary.

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Cost report and track

- ❑ The **CM** prepares a monthly report

identifying the **status of project costs**

including construction costs and soft costs.

Hard construction costs, or a hard cost (sometimes also referred to as brick and mortar costs), refers to anything considered direct construction costs. Any expenses from the construction of a building or project that are caused by the process of construction. They include the materials, equipment, labor, and other expenses needed for the construction of a project. Lumber, steel, plumbing, electrical, and masonry costs are all examples of hard costs.

Construction soft costs

Soft costs are all of the other expenses involved in a construction project that do not deal with the physical construction or process of construction. Most of these costs are for non-tangible items, such as services, fees, and insurance.

Construction soft costs include engineering, permits paid, marketing, and project management expenses. Soft costs are incurred from the preplanning stage of a project to post-occupancy and beyond.

Cost report and track

☐ The report **tracks costs**

1. In each major element and section, or
2. By contract and category of the project,

so that impacts to the budget may be **identified easily**.

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PRE-BID CONSTRUCTION PHASE SCHEDULE

Pre-bid schedule

The pre-bid construction schedule is a detailed construction schedule assembled when the design has progressed to the point that all project elements have been defined and should be developed progressively as the detailed design proceeds. It is important to coordinate this schedule closely with the design, as it will be used to determine or validate the construction durations that are included in the construction contract documents. When a BIM model is available as part of the design, it may be beneficial to utilize the model and develop the pre-bid construction schedule as a 4D or 5D schedule.

**What kind of milestones should be considered?
Is it also used for evaluation?**

Pre-bid schedule

The pre-bid construction schedule also identifies key milestones that must be included in the contract documents to reflect specific project needs. The pre-bid construction schedule is a valuable resource when reviewing the contractor's construction schedule.

Should it include resource loading?

Pre-bid schedule

The pre-bid construction schedule should be assembled in sufficient detail to allow resource loading of the activities based on construction cost estimates. It also should reflect the time necessary to have materials and equipment delivered to the job site and should incorporate expected lost time due to normal inclement weather. While developing the pre-bid construction schedule, the risk management plan should be updated, and treatment of project risks should be re-evaluated (as well as modeling of how risk is assigned to project stakeholders).

When to prepare this?

Pre-bid schedule

The pre-bid construction schedule should be prepared prior to transmitting construction documents to the bidders for the project and should be made available to the bidders during the procurement phase.

What additional information should be included?

Additional information in pre-bid

❑ **Additional information** pertinent to preparation of the pre-bid construction schedule

(and a CPM schedule if possible) includes:

- ❖ Key project milestones
- ❖ Long lead procurement activities
- ❖ Owner procurement activities
- ❖ Work to be performed by the owner
- ❖ Necessary time for regulatory approvals
- ❖ Activities of concurrent construction projects
- ❖ Environmental restraints such as stream crossing restrictions
- ❖ Seasonal restrictions
- ❖ Known interference with owner activities

ADDITIONAL PROJECT-SPECIFIC TASKS

Additional tasks

- ❑ As previously noted, **CM services** vary according to project type, and **many of these services** fall outside the traditional scope of construction services.

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Additional CM tasks in the renovation projects

- ❑ For example, in the **renovation of an occupied building**, the CM may be involved in
 - ❖ Negotiating, planning, and implementing swing space;
 - ❖ Planning temporary protection measures for the public and/or occupants;
 - ❖ Organizing and conducting informational meetings to discuss disruptions to building operations;
 - ❖ Keeping phone and computer service uninterrupted; and/or developing an office furniture relocation plan.
 - ❖ The CM will also be involved in the development and implementation of an indoor air quality plan to minimize the transmission of odors and construction dust into occupied spaces.

Please read and ask questions.

Additional CM tasks in transportation projects

- ❑ For a **transportation project**, an owner may want the **CM** to
 - ❖ Coordinate right-of-way negotiations;
 - ❖ Utility service relocation and temporary utilities;
 - ❖ Public information, public meetings, displays, and publicity;
 - ❖ Temporary access provisions; and/or
 - ❖ A project website for long or complex projects affecting the surrounding communities

Please read and ask questions.



استراتژی مدیریت قرارداد

برای مدیران پروژه

راهنمای مدیریت قرارداد مختص مدیران پروژه (Contract Administration Guidelines)

بخش چهارم: مدیریت قرارداد در فاز تدارکات/مناقصه (Procurement/Bidding)

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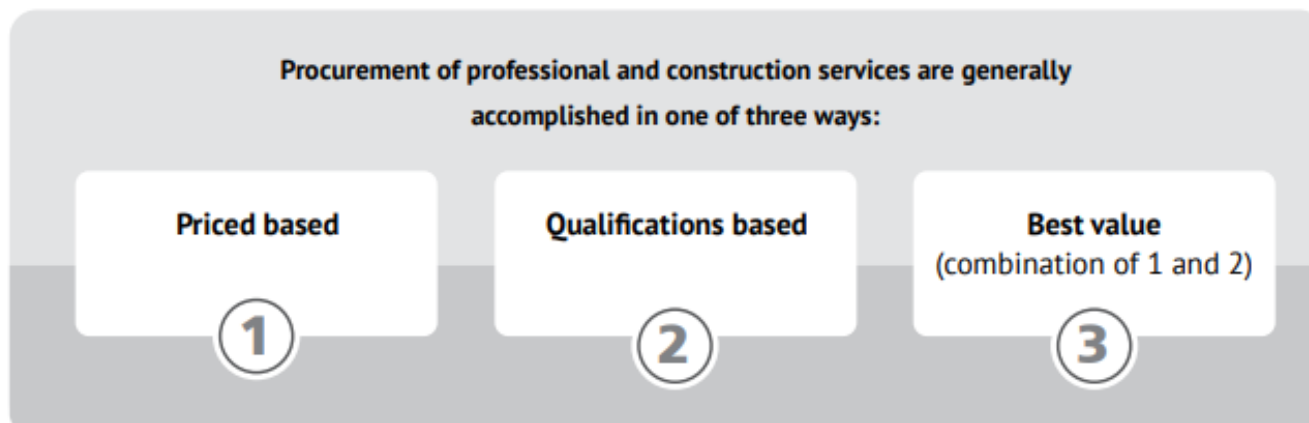


What we will learn?

- ☐ Introduction to procurement phase
- ☐ Develop bidders list
- ☐ Bidders interest campaign
- ☐ Bidders prequalification
- ☐ Bid advertisement
- ☐ Bid documents distribution
- ☐ Addenda
- ☐ Pre-bid conference
- ☐ Information to bidders
- ☐ Bid opening and evaluation
- ☐ Procurement options
- ☐ Pre-award meeting
- ☐ Notice to proceed (NTP)
- ☐ Schedule maintenance
- ☐ Cost reporting

INTRODUCTION TO PROCUREMENT PHASE

Three ways of procurement



Procurement methods

❑ Procurements may also involve

1. A one-step process,

in which there is just a **single round of submittals** that determine the selection, or

2. A two-step process,

which may include a **qualifications submittal** as the first step and then a **price proposal** as the second step.

3. CM might consider a **sole source/non-competitive approach**

when **seeking specialty services** that are not a commodity and include documentation to support the recommendation.

Different delivery method

- ☐ In a design-bid-build project delivery process,
the **procurement phase** for the construction contractor typically **bridges** the
time between the completion of the design and the start of construction.
- ☐ For D-B, the **contractor** is part of the team selected prior to design.
- ☐ For CMAR (CM/GC), the **contractor** is typically selected **just after design has started**.

CM procurement tasks – Appendix A

Procurement Phase Tasks	
BIDDING ✓ Bidders list ✓ Interest campaign ✓ Prequalification ✓ Advertisement ✓ Document distribution ✓ Addenda ✓ Pre-bid conference ✓ Info to bidders	AWARD ✓ Bid opening/evaluation ✓ Procurement options ✓ Pre-award meeting ✓ Notice of award ✓ Notice to proceed ✓ Schedule maintenance ✓ Cost reporting

CM procurement tasks – Appendix F

C. Solicitation and Award Phase				
1	Program manager shall provide reports, reviews, and recommendations, and/or coordination in the following areas: Procurement procedures, contracts for architects and construction, public relations, generate interest, procurement advertisements, pre-bid proposal meeting, bid/proposal recent, agenda review, addendum estimate, bid evaluation, pre-purchase transfers, project status report, cash flow projection reports.	A,C,I	R	

DEVELOP BIDDERS LIST

CM role in developing bidder list

- ❑ The **CM assists** the owner in developing a list of potential bidders from any of the following categories:
 - ❖ Contractors successfully employed by the owner **in the past**.
 - ❖ Contractors recommended by either the **CM or designer**.
 - ❖ Contractors known to be looking for work who possess the **necessary expertise** and capacity to perform the work.

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BIDDERS INTEREST CAMPAIGN



CM role in this campaign

- ❑ For a selected bid list, the **CM** conducts a campaign to **generate maximum interest** among qualified contractors.
- ❑ CMs may find contractors through:
 - ❖ Bidding exchanges.
 - ❖ Construction or trade associations.
 - ❖ Designer referrals.
 - ❖ Local and regional builders found in an internet search.

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BIDDERS PREQUALIFICATION

How to start?

- ❑ If possible, the **CM should develop** a **contract scope breakdown** for each trade contract on the project.

What to consider during the
breakdown?

How to start?

- ☐ The **breakdown** should consider
 1. Availability of design information,
 2. Schedule, and
 3. Local contracting practices.

**How to produce schedule
information?**

How to start?

❑ In **conjunction** with the scope development,

schedule information should be produced including Key dates for

1. Receiving technical information,
2. Reviews and approvals,
3. Bidding,
4. Evaluation, and
5. Contract award.

What information should be provided by the contractor during prequalification process?

Information provided by the contractor

□ Typically, the following information is provided by the contractor during the **prequalification process**:

- ❖ Bonding capacity.
- ❖ Client references.
- ❖ Current workload and capacity to handle additional work.
- ❖ Experience on projects with similar sustainability goals.
- ❖ Experience on similar or relevant projects.
- ❖ Financial credit references including timely payment to subcontractors.
- ❖ Financial statement.
- ❖ Insurance information.
- ❖ List of outstanding claims and lawsuits.
- ❖ Listing of firm shareholders and any convictions or pending convictions.
- ❖ Qualifications of key personnel.
- ❖ Safety performance record – Experience Modification Rate (EMR).
- ❖ Statement of owned equipment.

Information provided by the contractor – Appendix E

Contractor Experience Qualification Statement

CONTRACTOR

Pursuant to the Project Manual, Section E, Supplementary Conditions No. 2, EXPERIENCE QUALIFICATIONS, the following information is required:

PROJECT NO. PR- PROJECTS OF SIMILAR SIZE AND SCOPE

Name of Project: _____

Address of Project: _____

Name of Owner Contact: _____

Phone Number of Owner Contact: _____

Name of Company Contracted with: _____

Value of Contract: _____

Contract Completion Date: _____

Name of Company Contact: _____

Phone Number of Company Contact: _____

Detailed Description of Contracted Work: _____

The information provided is accurate and complete to the best of my knowledge.

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SUBUTE

BID ADVERTISEMENT

Method of advertising

- ☐ In the public bid process, the **CM** assists the owner in preparation and placement of **notices**.
- ☐ Government agencies usually have a **prescribed method** for contacting vendors and contractors.
- ☐ When the **method of advertising** the bid is not dictated by the owner, the **CM** must develop a notice that will **attract qualified contractors**.

How to set up bid date?

Bid date

☐ The **bid date** should

1. Allow sufficient time to **ensure response** from all interested bidders and
2. Avoid conflict with other **major projects in the area**

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Advertisement for bid – Appendix E

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BID DOCUMENTS DISTRIBUTION

Procedure to coordinate

- ☐ The **CM** should coordinate with the designer to establish procedures that **control the distribution** of bid documents.

Should it be free for all bidders to
access documents?

Procedure to coordinate

- ☐ This includes determining **whether documents** will be distributed
 1. For free,
 2. For a fee, or
 3. For a deposit.
 - ❖ **Deposits** are normally refunded to unsuccessful bidders.
 - ❖ **Partial sets** of plans or specifications should **not be issued** on behalf of the owner since that could **lead to omissions or conflicts** in the bids.

Could we mail or could they pick up the documents?

Procedure to coordinate

- ❑ **Bid documents** may be mailed or picked up by the contractor
(to receive deposit refund, unsuccessful bidders may be required to return documents in good condition).
 - ❖ If documents are **mailed**, it is appropriate to **charge the contractor** postage and handling fees.
- ❑ **Bid documents** should also be made available for review at the offices of the CM, the owner, and local bidding services or exchanges.
- ❑ This can be **particularly important**
if separate, adjacent contracts are being **bid at the same time**.

How about receipt notification and list of bidders?
Should we maintain the lists?

Procedure to coordinate

- ☐ **Confirmed receipt notifications** must be received from **all recipients**.
- ☐ The CM should **maintain a complete list** of all document holders that includes their contact information.
- ☐ The **list is usually distributed** to all document holders **shortly** before the bid is due.

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ADDENDA

Distribution of Addenda

- ❑ All clarifications and changes made after the bid documents are **distributed** must be issued to all plan holders in the form of an **addendum**.

How to manage the addenda here?

Distribution of Addenda

- ☐ During the bid period, the **CM**
 1. Monitors the **preparation of addenda** by the designer and
 2. Controls their **distribution**

- ☐ Addenda should be
 1. **Numbered** and **dated** for easy reference and
 2. **Mailed** to all plan holders of record.

They are often sent via certified mail or forwarded electronically.

When to issue and send?

Distribution of Addenda

- ☐ **Addenda** must be sent with sufficient time to **allow the bidders** to evaluate and incorporate changes into their bids.
- ☐ Commonly, no addenda are issued during the **last week of the bid period** unless they contain an extension of time for the bid period.

Should we get acknowledgment from bidders?
If yes, how?
If no, why?

Distribution of Addenda

- ☐ To ensure responsive bids,

space should be provided on the bid form for the

bidder to acknowledge receipt of addenda.

- ☐ Each addendum should be identified by number and date.

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PRE-BID CONFERENCE

Pre-bid conference

- ❑ The **CM** should conduct the pre-bid conference with the **owner and designer**, take minutes, and coordinate the responses to **questions**.

Why pre-bid conference is important?

Pre-bid conference

- ❑ The **pre-bid conference** gives bidders an opportunity to become **familiar** with the project site and surrounding areas.
- ❑ The **conference** also provides an opportunity to
 1. Review the project,
 2. Emphasize aspects of the project,
 3. Review the sustainability goals of the project,
 4. Discuss schedule milestones, and
 5. Review staging areas, access, security, permits, and special safety requirements

How the CM manages this process?

Procedure to manage the pre-bid conference

- ☐ A **guided tour** should be part of the pre-bid conference **agenda**.
- ☐ **Based** upon the conditions of the site or the complexity of the work, the **CM determines** whether a site visit is mandatory to all prospective bidders.
- ☐ **Notice** of the pre-bid conference should be **included in the solicitation**.
- ☐ The **CM** will
 1. **Coordinate** the recording of questions raised **during the meeting** and
 2. **Specify** whether answers (or only the written addenda) are **binding**.

When to hold pre-bid conference?

Pre-bid conference

- ☐ The **CM** should schedule the pre-bid conference approximately halfway through the bid period.
- ☐ That will allow **time for contractors** to
 1. Review the bid documents and
 2. Formulate questions.

Let's see a pre-bid conference agenda



Pre-Bid Conference Meeting Agenda

- ☐ See Appendix D: Pre-Bid Conference Meeting Agenda

Should we document the conference?

Pre-bid conference

- ❑ For large or complex projects,

court stenographers and video recordings can be used for documentation.

- ❑ The minutes, including the verbal responses to bidder questions,

should be incorporated into an addendum

to be **published immediately** after the meeting and

distributed to all plan holders.



**Before seeing a sample of a meeting minute, let's
review some important points!**

INFORMATION TO BIDDERS

Bidder questions and responses

❑ The CM

1. Establishes the procedures that set deadlines for **bidder questions**,
2. Coordinates **responses to questions**, and
3. Distributes the **answers to plan holders**.

What does plan holders mean?

Information to bidders

A plan holders list is a compilation of all vendors who have accessed a solicitation's specs and documents. It may also be called a document request list or document holder list. The plan holders list is often an important part of the bidding process in the public sector.

Should we have only a single contact to answer questions?

Information to bidders

- ☐ To facilitate this, **all questions** should be directed to a single contact within the CM's organization for future reference.
- ☐ The **CM** documents all inquiries and responses.

Who answers questions?

CM coordination

- ☐ The **CM** coordinates with the **owner and designer** to determine the proper response to a question, including
preparing supplementary drawings or other information to **adequately explain or clarify the issue.**
- ☐ Responses must be distributed to all **prospective bidders** in the form of an addendum.

Now it is the time to see Pre-Bid conference meeting minutes including inquiries.

Pre-Bid Conference Meeting Minutes

- ☐ See Appendix D: Pre-Bid Conference Meeting Minutes

What information for bidders should be provided?

Bid Documents – Appendix E

☐ See Appendix E: Bid Documents.

❖ Information for Bidders

❖ Form of Bid

Additive (or Deductive) Alternate Bidding

Additive alternate bidding is a technique used by owner-agencies to achieve the maximum project scope within an available budget. Under this procedure, the owner-agency defines its critical project scope components as the 'base' and defines specific additional components as 'alternates' which will be added to the base in a pre-defined order to establish the low bid. The contract will be awarded to the bidder providing the maximum scope within the budget.

While this alternative bidding method is considered to be non-traditional, when implemented in a fair and transparent manner, it is consistent with the competitive bidding principles in 23 U.S.C. 112, and therefore, does not need SEP-14 approval.

The owner-agency must clearly define the priority order in which the alternatives will be considered and added to the base. Some owner-agencies identify the available budget in the bid documents while others do not. Additionally, the bid documents may establish whether the bid prices for unselected alternatives will apply should the owner-agency receive additional funds for the contract.

For a deductive alternate contract, the predefined alternate packets will be deducted from the base in a predefined order to result in a contract that fits the budget.

BID OPENING AND EVALUATION

موسسه مهندسی و مدیریت ساخت علوی پور (ACEMI)

دفتر آموزش



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