



Attachment 1 to Annex A – General Requirements, Specifications, Procedures & Standards (GRSP&S)

Construction Management Services CMa/CMc



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1. Introduction

1.1. RCMP General Requirements, Specification, Procedures and Standards (GRSP&S)

1.1.1. General

1. GRSP&S for Construction Management (CM) have been developed to:
 - a. Facilitate the development of a consistent, well-documented CM process reflecting industry best practices and performance standards; and
2. Ensure compliance with federal government standards, RCMP Policies and Treasury Board directives.

1.1.2. Document Harmonization and Order of Precedence

1. TOR (Annex A), GRSP&S (Attachment 2 to Annex A), Division 01-General Requirements (Attachment 1 to Annex A) and TOR Definitions (Attachment 3 to Annex A) documents are complementary and to be used together.
 - a. TOR takes precedence.
2. TOR describes project-specific requirements, services and deliverables while the GRSP&S outlines with minimum standards, procedures and performance common to all projects.

1.1.3. Key Links

1. National Master Specifications (NMS)
 - a. http://www.nrc-cnrc.gc.ca/eng/solutions/advisory/nms_index.html?utm_campaign=nms&utm_medium=redirect_eng
 - b. Develop specifications to the latest version of the NMS database.
2. Code of Conduct for Procurement - Context and purpose of the Code
 - a. <http://www.tpsgc-pwgsc.gc.ca/app-acq/cndt-cndct/index-eng.html> Provide Work in an honest, fair and comprehensive manner.

1.2. Project Delivery

1.2.1. General Requirements

1. Obtain written authorization from the Departmental Representative before proceeding to the next milestone or phase of work.
2. Coordinate all services with the Departmental Representative.
3. Deliver project utilizing best practices in support of User Department needs, respecting the approved financial budget, schedule, scope and quality.
4. Provide continuous and comprehensive documentation of the project at all stages of the project implementation.
5. Ensure continuity of key personnel and a CM team with an in-depth understanding and collective “buy-in” of the project requirements for the life of the project.

1.2.2. Service Delivery

1. Submittals



- a. Submit various Reports, Sketches, Drawings, Specifications and Progress Schedules and Payment and Manuals at key project milestones.
 - i. Content and level of detail shall be specific to the expectations relative to a milestone and not in advance of a milestone.
 - ii. Construction budget/estimate level of accuracy shall reflect the scope and accuracy consistent with the expectations relative to a milestone and not in advance of a milestone.
 - iii. All work submitted to the Departmental Representative will be reviewed for;
 1. Design and documentation performance quality;
 2. Conformance to Owner Project Requirements (OPR), and
 3. Constructability, biddability and claims avoidance.
 - b. Provide written responses to review comments.
2. Computer Aided Design (CAD)
 - a. In the case BIM is not required or used, develop project drawings on a CAD drawing system acceptable to PSPC standards;
 - i. Web site, <http://www.tpsgc-pwgsc.gc.ca/biens-property/cdao-cadd/index-eng.html>
 - ii. Furnish digital files for all submissions.
 - iii. Make provisions for automatic take-offs to be derived directly from the CAD drawing files. These shall be used to prepare final estimates.
 3. Building Information Modeling (BIM)
 - a. RCMP may require the use of BIM to deliver projects. Any requirement to use BIM will be indicated in the TOR and other complementary documents.
 4. Specifications and Cost Estimates
 - a. During the Schematic Design and Design Development milestones, development of outline specification and cost estimates are to be structured to Unifomat II detail Level 4.
 - b. During Construction Documentation, Tender and Close Out milestones, development of specifications and cost estimate are to be structured to National Research Council/ PWGSC/ National Master Specifications, Master Format.
 - c. National Master Specification (NMS)
 - i. The National Research Council of Canada (NRC) has assumed ownership of the National Master Specification (NMS) from Public Works and Government Services Canada (PWGSC).
 - ii. NMS is intended for use by the federal government, other public organizations and the private sector in the preparation of construction and renovation contract documents.
 - iii. Contact NRC for the re-branded latest version of PWGSC NMS User Guide and specification development framework.
 1. The Guide reflects honest, fair and comprehensive conduct for both public and private sectors.



1.2.3. Procurement of Goods, Services, and Construction

1. Subcontracting requirements
 - a. Code of Conduct for Procurement applies to all goods, services and construction tenders issued by the CM in compliance to the TOR.

1.2.4. Industry Standard Practices

1. Review the tender work packages to confirm completeness and that the procurement method will achieve value for money and meet the schedule.
2. Use standard Construction Association practices for tendering for the project area. Include the use of;
 - a. CCDC standard contracting documents.
 - b. Public advertisement to the industry using provincially/territorially acceptable advertisement methods or where;
 - i. Justified for value for money, an invitation to three to five bidders experienced in the work.
 - ii. Where proven that there are limited trades or suppliers, the Departmental Representative may authorize pre-qualified or sole source tenders.

2. Project Administration

2.1. General

1. Project Administration provides background information and expectations associated with the design process and deliverables.

2.1.1. Project Management

1. The RCMP administers the project on behalf of Canada and exercises control over the Design, Implementation and Close Out phases of Project Delivery.
2. This project is to be organized, managed and delivered in a collaborative manner.
3. The RCMP Project Team, the Consultant, the CM and the User Department teams will be required to work together during the Design, Implementation and Close Out phases of Project Delivery.

2.2. Language

1. Construction documents must be prepared in English.

2.3. Media

1. The CM shall not respond to any media inquiry.
2. Direct all media requests to the Departmental Representative.

2.4. Project Management

2.4.1. Design Stage

1. Preliminary design Process.
 - a. The purpose of this process is to analyze project requirements including codes, regulations, programming, sustainability, cost, time management and risk to demonstrate a full understanding of the project.



- b. The Preliminary Design documents become guiding documents utilized throughout the project to guide the delivery.
 2. Schematic Design Process.
 - a. The purpose of this process is to explore different design options and to analyze them against the project requirements.
 - b. Typically, the Schematic Design will be in sufficient detail to illustrate and communicate the project characteristics, and would provide a detailed review and analysis of the project requirements including all updates and amendments to ensure all requirements are fully integrated into the Schematic Design.
 - c. Out of this process the Schematic Design is accepted and authorization to proceed to Design Development is based on the accepted Schematic Design.
 - d. The Departmental Representative, in concert with others choose a preferred option to be further developed.
 - e. The approved Schematic Design become guiding documents and will be utilized throughout the project to guide the delivery.
 3. Design Development Process.
 - a. The purpose of this process is to further develop the design option selected for refinement during the Schematic Design process.
 - b. Typically, the Design Development documents consist of drawings and other documents to describe the scope, quality and cost of the project in sufficient detail to facilitate design approval, confirmation of code compliance, detailed planning of construction and project approval.
 - c. This design is used as the basis for preparation of construction documents.
 - d. The approved Design Development documents become guiding documents and are utilized throughout the project to guide the delivery.
 4. Construction Document Process.
 - a. The purpose of this process is to translate design development documents into construction drawings and specifications, for use by the CM to determine a cost for the work.
 - b. Refer to the TOR for Construction Documents QA Review submission milestones.

2.4.2. Implementation Phase

1. Commissioning Process.
 - a. Commissioning Process: refer to CAN/CSA Z320-11
 - b. Commissioning is a quality assurance process, in which the functional requirements and the operational requirements (Owner Project Requirements – OPR) of the project are tested, verified and proven to function as intended.
 - c. Commissioning Process deliverables occur progressively throughout the project life cycle as per milestones detailed in TOR Required Services.
2. Construction Subcontractor Tender Process.
 - a. The purpose of this process is for the CM to obtain and evaluate bids from qualified suppliers to construct the work, and to award construction subcontracts according to tender documents.



3. Construction Subcontract Administration Process.
 - a. The purpose of this process is to construct the work in compliance with the construction subcontract documents and to direct and monitor all necessary or requested changes to the scope of work during construction, commissioning and closeout.

2.4.3. Closeout Phase

1. Post Construction Process.
 - a. The purpose of this process is to ensure the orderly completion and recording of project and contract required documents and deliverables and to liaise with the RCMP and other agencies as appropriate to close out the project.

2.5. Cost Management

2.5.1. General

1. Construction cost estimates are prepared and submitted to RCMP by the Consultant Team Quantity Surveyor at various times during the Design and Implementation phases.
2. In addition to the Consultants' estimate, RCMP may have independent estimates performed to compare with the Consultant estimate.
3. The CM provides cost confirmation using the formats identified below, as well as by trade division breakouts.
 - a. Schematic Design and Design Development;
 - i. Confirmation of cost estimates, similar to specifications, structured to Uniformat II detail Level 4/5.
 - b. Construction Documentation and Construction/Implementation/Close-Out
 - i. Confirmation of cost estimates, similar to specifications, structured to National Research Council/ PSPC/ National Master Specifications, Master Format.
4. The level of accuracy of a class D cost estimate is such that no more than a 20% design contingency allowance is required.
5. The level of accuracy of a class C cost estimate is be such that no more than a 15% design contingency allowance is required.
6. The level of accuracy of a class 'B' cost estimate is such that no more than a 10% design contingency allowance is required.
7. The level of accuracy of a class 'A' cost estimate is such that no more than a 5% design contingency allowance is required.

2.6. Roles and Responsibilities

2.6.1. Construction Management Firm (CM)

1. The CM shall:
 - a. Assign staff or engage the services of Specialist Consultants to provide the required services outlined in the TOR Advisory and Support Services;
 - b. Complete the Work outlined in the TOR General Contractor Work using the CM's Own Forces and the subcontractors;



- c. Ensure continuity of key personnel and dedicate a working team for the life of this project;
- d. Submit in writing, to the Departmental Representative for review and acceptance;
 - i. The respective names, addresses and confirmation of qualifications of subcontractors (individuals and/or firms) engaged to provide services for this Project, who were not identified in the CM's response to the CM RFP, and
 - ii. Proposed changes to the roles of persons employed by the CM or subcontractors providing the services for the Project, including the names, addresses, qualifications and experience of the proposed replacement(s).

2.6.2. The CM Team

1. The CM Team shall not be substituted without written approval by the Departmental Representative.
2. The CM Team shall:
 - a. Have complete and collective understanding of the project requirements, including scope, budget and scheduling objectives; and
 - b. Work to ensure a collaborative and cooperative team approach with knowledgeable and timely input and contribution by all project team members.

2.6.3. RCMP

1. RCMP will:
 - a. Manage the internal stakeholders of RCMP and the User Departments;
 - b. Manage internal resources to assure quality of the project deliverables;
 - c. Provide authorizations to the CM and Consultant on various tasking;
 - d. Ensure Integrated Design Review Sessions are organized at various stages of the project, as required; and
 - e. Manage the project and the RCMP issued Consultant contract and this RCMP issued CM contract.

2.6.4. The RCMP Team

1. The RCMP Departmental Representative:
 - a. Is the RCMP Project Manager or delegated Deputy Project Manager assigned to administer the Project;
 - b. Is responsible for the day-to-day management of the project and for overseeing its progress and delivery, on behalf of RCMP;
 - c. Is the representative for all project contract services and, as such, will be the CM's single point of contact for all project direction;
 - d. Is the liaison amongst and between the CM, the Consultant, RCMP and the User Departments; and
 - e. Is responsible for conveying all requirements of the User Department to the CM and Consultant Team.
2. The RCMP Subject Matter Experts:



- a. Provides expert advice and quality assurance for security, audio visual, informatics systems and specialities;
- b. Participates in pre-design, design and reviews construction documents.
- c. Attends construction meetings and conducts field reviews on behalf of the Departmental Representative, as required;
- d. Using the RCMP Departmental Representative to coordinate subject matter experts services;
- e. Offers technical advice, risk advice, reviews CM deliverables and tracks compliance and recommends design approaches;

2.6.5. User Group

1. The user group Project Leader:
 - a. Will play several roles in the delivery of the project, as follows;
 - i. Coordinate the quality, timing and completeness of information and decisions related to the functional performance of the facility,
 - ii. Ensure user group program requirements are understood by all, and
 - iii. Facilitate and provide user groups sign-offs and approvals, as required.

2.6.6. The Consultant Team (under a separate contract managed by the RCMP)

1. The Consultant Team includes the Consultant, qualified professionals, sub-consultants and specialists with relevant experience, capable of providing required professional services for the Project.
2. The Consultant Team is responsible for:
 - a. Completing the design for the built works and for coordinating and directing the work of sub-consultants and specialists;
 - b. Preparing and assembling the specifications for the tender documents for each identified tender package required under the CM contract;
 - c. Providing input into the Departmental Representative's Risk Management Plan; and
 - d. Providing to the Departmental Representative contract administration services during design and construction.

2.6.7. Provincial and Municipal Authorities

1. The federal government generally defers to provincial/territorial and municipal authorities for specific regulations, standards and inspections, but in areas of conflict, the more stringent authority prevails.
2. Municipal authority review.
 - a. Submissions will be reviewed as required by the authority.
3. Permits.
 - a. The Consultant will support the CM in applying for permits by providing documentation.
 - i. The Consultant will negotiate and resolve building permit related issues.
 - b. The Consultant shall support the CM in its application for an occupancy permit and coordinate the resolution of all outstanding issues relating to the permit.



- c. The CM shall pay for the permits on behalf of RCMP, and be reimbursed at cost in accordance with the CM contract Basis of Payment.

2.7. Communications and Meetings

2.7.1. Communications

1. Unless otherwise directed by the Departmental Representative, the CM shall conduct all project communication through the Departmental Representative only.
2. If any communication with the User Departments results in the need for change to the Project scope of work, quality, cost or schedule, the CM shall inform the Departmental Representative, and seek direction, before taking any action.
3. The CM will obtain and manage access to an electronic shared document management system (Rform, PROCORE, etc).
4. Correspondence.
 - a. All correspondence from the CM shall be distributed as directed by the Departmental Representative.
 - b. There shall be no correspondence between occupants or users of the facility and the CM unless directed by the Departmental Representative.
 - c. All correspondence must carry the Contract name/number, RCMP Project title, RCMP Project number and File number and a date (i.e. Year/Month/Day).
 - d. Automatic date fields shall not be used except when preceded by the text "Printed on:".
5. The CM shall:
 - a. Develop a communications and correspondence protocol, submit to the Departmental Representative for review and acceptance prior to undertaking the work and incorporate it into the Project Procedures Manual;
 - i. Account for the involvement of all stakeholders in this protocol.
 - b. Communicate and correspond directly with members of the RCMP Project Team, the Consultant and the User Departments on routine matters as may be required to enable the project to proceed in a timely and efficient manner however;
 - i. No communication shall alter the terms of the project scope, budget or schedules unless directed in writing by the Departmental Representative.
 - ii. The CM will cc the Departmental Representative on any direct correspondence, and brief the Departmental Representative on direct communications to ensure the Departmental Representative is kept informed on all aspects of project progress.

2.7.2. Submissions to the RCMP

1. Where submissions to the RCMP include summaries, monitoring outcomes, reports, network diagrams, drawings, plans, specifications or finish schedules, submit one (1) original to the Departmental Representative in electronic format, unless otherwise directed in writing.
2. Electronic format.
 - a. The electronic deliverables shall be provided using Microsoft applications.



- b. Alternatively, as agreed upon by the Departmental Representative, submit all work in Adobe Acrobat *.pdf format except for Network Diagrams which shall be submitted in their original electronic format.

2.7.3. Project Response Time

1. It is a requirement of this project that the CM Team are personally available to attend meetings (in person or via teleconference) or respond to inquiries.
2. During the project, the CM Team shall be:
 - a. Available to attend meetings and respond to inquiries within three (3) working day notice;
 - b. Able to respond to emergencies within four (4) hours, including those occurring during off-hours and on weekends/ holidays; and
3. On occasion, there may be urgent, problem-solving meetings.
 - a. The CM Team shall be available to attend such meetings in location agreed within four (4) business hours.

2.7.4. Meetings during the Preliminary Design, Schematic Design, Design Development and Construction Documentation Processes

1. Meetings with RCMP, the CM Team, the Consultant Team and User Department will be held in agreed upon location.
2. The Departmental Representative will arrange meetings bi-weekly with representatives from:
 - a. RCMP;
 - b. Consultant Team;
 - c. Construction Management Team; and
 - d. User Department Representatives.
3. The Consultant Team will be responsible for:
 - a. Preparing minutes of meetings;
 - b. Forwarding minutes to the Departmental Representative and CM Team;
 - c. These meetings are for the accurate exchange of information; and
 - d. Requests and decisions taken shall follow the formal lines of communications.
4. The CM Team shall:
 - a. Attend meetings, prior to construction start;
 - i. Respond to meeting minute action items as required prior to the next meeting.

2.7.5. Meeting during Construction Period

1. The CM shall:
 - a. Arrange and coordinate construction meetings on site;
 - i. Regular meetings to be held bi-weekly through the duration of the project,
 - ii. Prepare and distribute minutes within two (2) working days of the meeting, and
 - iii. Endeavour to hold meetings as Green Meetings (i.e. Electronic copies of documents where possible or double sided hard copies).



- b. Establish a list of standing agenda items, including (as a minimum):
 - i. Schedule and progress;
 - ii. Cost issues and changes;
 - iii. Risk issues;
 - iv. Quality issues;
 - v. Scope of work;
 - vi. Site safety;
 - vii. Sustainable development; and
 - viii. Commissioning

2.8. Regulatory Requirements

2.8.1. Federal Government

1. The RCMP Departmental Representative will review work in progress on a continuous basis.
2. The following are authorities having federal government jurisdiction over the project:
 - a. Treasury Board of Canada;
 - b. The RCMP;
 - i. Contracting authority and project delivery.
 - c. National Research Council Canada:
 - i. Building Codes and Standards;
 1. National Building Code, and
 2. National Fire Code.

2.8.2. Provincial, Municipal and Other Authorities Having Jurisdiction

1. Although the federal government is not subject to jurisdictions at other levels of government, voluntary compliance with the departmental policies of these other authorities is a requirement unless otherwise directed by the Departmental Representative.
 - a. Codes, regulations, by-laws and decisions of authorities identified herein as having jurisdiction shall be observed.
 - b. In areas of conflict between codes, standards and regulations, the most rigid requirements shall be adhered to.
 - c. The CM shall identify other jurisdictions appropriate to the project.
2. Provincial Acts, Regulations, Standards and Inspections
 - a. Unless directed otherwise by the Departmental Representative, the CM will:
 - i. Adhere to all applicable provincial Construction Health and Safety Acts and regulations, in addition to the related Canada Occupational Safety and Health Regulations.
 - ii. Adhere to the requirements of the Province/Territory appropriate to the project for:
 1. Employment Standards;
 2. Construction Safety;
 3. Designated Substance Management; and
 4. Workers Compensation



- iii. Adhere to the requirements of the Provincial/Territorial Department of the Environment appropriate to the project for:
 1. Building discharges into the air, water and ground; and
 2. Disposal of designated substances including asbestos.
- iv. Adhere to the requirements of the Province/Territory as per project location for:
 1. Construction hoists; and
 2. Elevators, escalators and dumb waiters.
3. Local / Municipal By-laws, Regulations, Standards and Inspections:
 - a. Unless directed otherwise by the Departmental Representative, the CM will:
 - i. Make preliminary municipal submissions at stages required by the AHJ;
 - ii. Provide all required supporting documentation for permit applications;
 - iii. Apply for and obtain all permits and approvals necessary for the work, including, but not limited to Building, Electrical and Plumbing Permits;
 - iv. Resolve all Building Permit related issues, with support from the Consultant as may be required;
 - v. Provide fire safety equipment and access for fire-fighting services, as required by the city; and
 - vi. If required by the AHJ, apply for an Occupancy Permit and co-ordinate the resolution of all outstanding issues related to obtaining the permit.
4. Provide Local / Municipal authorities with access to the site as required and arrange for inspections of the construction work by the AHJ or governing utility officials.

2.9. Acceptance of Project Deliverables

2.9.1. Acceptance of Project Deliverables

1. While RCMP acknowledges the CM's obligations to meet project requirements, the project delivery process entitles RCMP to review all work.
2. RCMP reserves the right to reject undesirable or unsatisfactory work.
3. The CM must obtain Departmental Representative acceptance of all required deliverables for the Project.
 - a. Acceptance indicates that based on a general review of material for specific issues, the material is considered to comply with governmental and departmental objectives and practices and those overall project objectives appear to be satisfied.
 - b. Acceptance does not relieve the CM of responsibility for the work and compliance with the CM contract.
 - c. Acceptance does not prohibit rejection of work, which is determined to be unsatisfactory at later stages of review

3. Project Monitoring and Reporting

3.1. General

1. Use industry recognized and readily available software for project monitoring and reporting.



- a. Make available all deliverables electronically (in native software format and PDF) and hard copy.
2. Notwithstanding more detailed project monitoring and reporting requirements in the TOR, Definitions and Division 01 documents, provide a system for documentation and project monitoring and reporting through each milestone of project delivery, for review and acceptance by the Departmental Representative prior to proceeding with next milestone.
 - a. The actual report outline to be approved by the Departmental Representative.
3. As a component of the Project Procedures Manual (PPM), prepare and submit, at the start of the project, sample outlines/formats for all reports, for review and acceptance by the Departmental Representative.
 - a. Resubmit as may be required.
 - b. Date(s) of issue of the CM Monthly Report shall be established.
 - c. The Monthly Report formats shall be used for all subsequent project milestones.
4. During the Design and Construction Documentation milestones, prepare and submit monthly progress reports.
 - a. The purpose of the report shall be to review and monitor the progress of the services delivered under the CM contract. Reports shall provide:
 - i. An executive summary of key points;
 - ii. Progress of CM Advisory (CMA) support and CM Construction (CMc) support services;
 - iii. Progress Claims and Payments (including Change Orders and Indigenous Benefits Plan Status Reports) in a form that compares the budgets for each subcontract, with the expected costs;
 - iv. Instances where the schedule is not being met and identify impact on scheduled completion date;
 - v. Outline of remedial measures being taken or planned to be undertaken to ensure the scheduled completion date; and
 - vi. Anticipated or potential problems to be addressed.
 - vii. Progress in Commissioning Process development.
5. During the Construction/Implementation milestone, notwithstanding Division 01, General Requirements document, specifying reporting requirements, prepare and submit monthly reports to address status and variances with respect to schedule, budget, quality, and scope:
 - a. The actual report outline to be approved by the Departmental Representative, and shall provide;
 - i. An executive summary of key points,
 - ii. General progress of the Work and modifications to reflect changes in project parameters as may be identified throughout the project life,
 - iii. Construction Cost Plan Report including an overview of cost issues as outlined in this TOR,
 - iv. Master Schedule Update and narrative report including an overview of schedule issues as outlined in the TOR,



1. Monitor changes to the Master Schedule at least once a month and submit written reports to the Departmental Representative on any deviations or delays from the master schedule, and identify possible remediation measures required to maintain the Master Schedule Completion date.
2. Monthly reports must identify not only reasons for delay but also offer suggestions, where possible, on how to bring the project back on track.
 - v. Identification of risks and proposed strategies for mitigation, including scope creep as well as quality control outlined in the TOR,
 - vi. Health and Safety status Report, and
 - vii. Progress in Commissioning Plan updates and Commissioning Manual development.

3.2. Executive Summary on Key Points

1. Per report, provide general commentary/narrative on the status of the project, milestones achieved, upcoming milestones and estimation on how the project is progressing at a high level including;
 - a. Assumptions, exclusions, risk assessments, opportunities and deviation from standards, major changes relative to previous report including market events.

3.3. General Progress of Work

1. Per report describe;
 - a. Work completed in the last reporting period.
 - b. Upcoming work that is anticipated to be completed in the next reporting period.
 - c. Issues requiring resolutions.

4. Monthly Reporting Outline

4.1. General Progress of Work

1. Description of Work completed in the last reporting period.
2. Description of upcoming work that is anticipated to be completed in the next reporting period.
3. Issues that need to be resolved.

4.2. Commissioning Plan Progress Report

1. Component of Project Procedures Manual.
2. Update on progress of Commissioning Plan.
3. Commentary on next steps.
4. Update Issues/Resolutions Log complete with highlighted pending resolutions and associated narratives.
5. Implementation/Construction and Project Close-Out, Cx Schedule of commissioning activities, to include updated:
 - a. Cx Team meetings;
 - b. Start and substantial/interim completion of each construction phase;
 - c. Systems and related assembly completion and testing;



- d. Static Verification, Start-Up and Functional Performance Testing;
- e. Training sessions;
- f. Deferred Cx testing;
- g. Warranty start and end dates;
- h. Occupancy dates for each construction phase;
- i. Schedule, planned vs. actual; and
- j. Final Acceptance.

4.3. Health & Safety Report

1. Narrative on the application or adjustment to the CM's Health and Safety Plans.
2. Safety incidents identified and resulting actions
3. Confirmation that Safety Tailgate Meetings are occurring.
4. On site activities that warrant special safety consideration or awareness.

4.4. Master Cost Plan Report

1. Component of Project Procedures Manual
2. Basis of Estimate (BOD)
3. Budgeted dollars per month.
4. Expenditure Cash Flow per month.
5. Forecasted Expenditures per month.
6. Actual Expenditures per month.
7. Authorized Plan Deviations.
 - a. Variances between actual costs and Estimated Construction Cost limits.
8. Earned value of work done to end of reporting period, per fiscal year and project overall. Include;
 - a. Progress Claims per subcontracts.
9. Actions Required to Maintain Estimated Construction Costs limit, if required.

4.5. Master Schedule Update

1. Component of Project Procedures Manual.
2. Identification of critical path tasks completed, critical path tasks upcoming
3. Progress on Schedule.
4. Authorized deviations to schedule to date
 - a. Detail variances between actual and estimated dates for milestone deliverables.
5. Work Packages;
 - a. Design, Construction Documentation Tender, Award Construction/Implementation and Close-Out
6. Actions Required to Maintain Schedule, if required.

4.6. Move Progress Report

1. Continued roles and responsibilities, critical milestones, estimate of move scope cost, logistics and coordination with the overall delivery.
2. Move Plan and Move Process Protocols Narrative updates.
3. Tender Package cost estimate updates and actual subcontract costs.



4.7. Risk Management Report

1. Component of Project Procedures Manual.
2. Identified risk; stating new or ongoing risk.
3. Identified risk mitigation strategy.
4. Report on the outcome of the mitigation strategy

5. Quarterly Up-Date Reporting Outline

5.1. Milestone Reporting

1. Cost Estimating and Cost Planning;
2. Master Schedule;
3. Quality Management Plan (QMP) – QM planned/actual actions and results;
4. Project Procedures Manual (PPM);
5. Design and Construction documentation review summaries;
6. Shop Drawings, per each tender package, schedule, log and issues/resolution log.