Sample Best Practice Checklist

Use the following list as a template to modify based on the requirements of your project. It is not intended to be inclusive or exhaustive but instead to introduce the main considerations for producing a building that will last and with minimal defects.

PROJECT TEAM
- Utilize a Development Task List (see sample) to assign project responsibilities. The typical project team would include:
  - Owner/Sponsor
  - Owner’s Rep/Project Manager
  - Property Management
  - Maintenance team
  - A & E team – Architect, Engineers (Structural, Civil, Mechanical, Electrical), Landscape Architect, Geotechnical,
  - Owner’s Legal
  - Owner’s Insurance provider
  - General Contractor
  - Envelope Consultant
  - Environmental Consultant
  - Green Building Consultant
  - Special Inspections and Testing Agencies
  - Other consultants/participants per project requirements – Historic, Accessibility, Hazardous Materials, Tenants, Surveyor, Marketing, Accountants, Traffic Studies
- Establish Document Discovery Checklist (see sample) and rigorously maintain during the entire development process

SITE SELECTION
- Pre-Purchase Due Diligence (purchase and sale agreement should allow sufficient time for the following – min. 2 months):
  - Environmental Review
  - Zoning Review including discussions with governing agencies
  - Utilities availability
  - Geotechnical analysis
  - Storm water control requirements
  - Market analysis
  - Title search/review
  - Transportation opportunities (or lack of)
- Existing Project (i.e. acquisition rehab) would require similar analysis plus:
  - Capital Needs Assessment
  - Envelope Assessment
  - Operations review
Opportunity for Brown/Grey field remediation
Contact Neighborhood Associations for project feedback

DESIGN
- Involve as much of entire team as appropriate as early as possible
  - Develop and utilize an Owner's standard specification:
    - Include items project management/maintenance prefer – have history of successful use, parts inventory, standardized systems, low maintenance
    - Work with A&E team and GC to incorporate this specification – as applicable – into the Project specification
- Site design decisions are paramount:
  - Tend to be set for the life of the project – very difficult and expensive to alter in the future.
  - Buildings/structures locations govern solar gain, response to weather, accessibility, interface with neighboring structures, impact on urban design, pedestrian and vehicular access and movement, quality of outdoor space, recreation and landscaping, storm water impact, utilities placement, etc.
- Pre-Application Meeting with Building Dept. to discuss project goals and parameters/requirements; expect input from all development agencies – building, land use, storm water/sewer, utilities, transportation, fire
- Project Team develops Green Building Plan – usually a charrette process
  - Required on publicly funded projects and now required statewide in recently adopted International Green Building code
  - Decisions of compliance path need early by-in and adoption by project team
  - has impacts on life of building, maintainability, and tenant health/comfort and satisfaction
- Main Building Components impacting long term Maintenance and potential Construction Defects:
  - Site grading and drainage
  - Building envelope – roof, exterior walls (surface transitions and flashings), and penetrations (doors, windows, vents) – impacted by water and air intrusion
  - Heating and Ventilation Systems – impacts tenant health and comfort and potential organic growth
  - Interior build-out – finished surfaces, cabinets, appliances, plumbing fixtures, lighting, etc.

BIDDING & CONTRACTS
- Maintain strict adherence to specified systems and products and follow a rigorous substitution process
Cost reduction is not Value Engineering (VE) - eliminating items or choosing less costly materials does not necessarily result in equivalent value

Industry standard contracts such as AIA A series are a good starting point

Match your contracts to your business practices

Get the right insurance and verify that your partners have the correct insurance

Educate team members about key contract provisions

Review by Owner’s legal and representative imperative

Insure consistency between construction documents and contract language

CONSTRUCTION

Utilize a Project Responsibility Matrix for construction (see sample)

Pre-construction meeting with lender (and building officials if required) to discuss construction draws, change order procedures, signing authority, decision making chain/ responsible personnel

Pre-construction meeting with major sub-contractors to discuss schedule, communication protocol, specific owner requirements, green building goals

Pre-installation meetings for major systems - envelope, roofing, HVAC, etc.

Mockups and Testing procedures per specifications

Review meeting minutes and field and special inspections reports

Address potential problems promptly (even if it means a call to your attorney)

Maintain accurate, up to date, as-built documentation including drawings and specifications.

Assemble binder of required green building product submittals which can later be used in producing the tenant information manual

LEASE UP/CLOSE OUT

Utilize a Project Responsibility Matrix for closeout (see sample)

Architect & Owner review of O & M manuals

Thorough maintenance training - conduct turnover walk-thru with key maintenance staff and appropriate sub-contractors
  - Performed in conjunction with O & M Manuals
  - Should be filmed with sound and burned to DVD for future reference

Warranties - place warranty periods on a master calendar and review condition of respective items prior to end of warranty

General Contractor to provide point of contact for 1 year warranty requests

Establish maintenance contracts with outside vendors as necessary
- Codify replacement reserve; coordinate with operations budget and potential refinance scenarios
- Collect and permanently file all documents listed in the project document discovery checklist
- Tenant Education - prepare tenant information manual and carefully walk through the manual during leasing.
- Property management to keep detailed record of warranty items and maintenance/repair requests and logs and periodically audit
- One year walkthrough - Owner, owner's rep, owner's property manager and maintenance head, general contractor, and architect (include sub-contractors as necessary)
- Perform periodic project inspections coordinated with warranty expirations and the expiration of the statute of limitations
<table>
<thead>
<tr>
<th>Supervise Professionals</th>
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<tbody>
<tr>
<td>Accountants</td>
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<tr>
<td>Appraisers</td>
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<tr>
<td>Architects</td>
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<tr>
<td>Attorneys</td>
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<tr>
<td>Building inspectors</td>
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<tr>
<td>Engineers</td>
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<tr>
<td>Environmental consultants</td>
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<tr>
<td>Escrow officers</td>
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<tr>
<td>Pest and dry-rot inspectors</td>
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<tr>
<td>Property management</td>
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<tr>
<td>Realtors</td>
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<td>Surveyors</td>
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<tr>
<td>Special testing companies</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Purchase Negotiation</th>
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<tbody>
<tr>
<td>Negotiate with seller, including wording of purchase agreements</td>
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<tr>
<td>negotiation through closing</td>
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<tr>
<td>Review tenant leases</td>
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<table>
<thead>
<tr>
<th>Assemble Development Team</th>
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<tbody>
<tr>
<td>Select Accountant</td>
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<tr>
<td>Select Attorney</td>
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</table>
## Development Task Grid

<table>
<thead>
<tr>
<th>Owner</th>
<th>Owner's Rep</th>
<th>Arch.</th>
<th>GC</th>
<th>Other</th>
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<tbody>
<tr>
<td>Select Architect (more detail below)</td>
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<tr>
<td>Select Property Manager</td>
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<tr>
<td>Select Surveyor (request bids, review proposals and select provider, negotiate contract, review completed work)</td>
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<tr>
<td>Select Environmental Level I provider (same as above)</td>
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<tr>
<td>Select Geotechnical/Soils consultant (same as above)</td>
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<tr>
<td>Select Special Testing firm</td>
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### Financial Packaging - Predevelopment

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<tr>
<th>Owner</th>
<th>Owner's Rep</th>
<th>Arch.</th>
<th>GC</th>
<th>Other</th>
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<tbody>
<tr>
<td>Assess financial feasibility / estimate operating expenses</td>
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<td>Letters, community outreach, local fund raising</td>
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<tr>
<td>Prepare and maintain financial pro formas</td>
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<tr>
<td>Predevelopment loan application, disbursements, and repayment</td>
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<tr>
<td>Identify potential funding sources</td>
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</table>
## Development Task Grid

<table>
<thead>
<tr>
<th>Development Task Grid</th>
<th>Project Name: _______________</th>
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</thead>
<tbody>
<tr>
<td><strong>Owner</strong></td>
<td><strong>Owner’s Rep</strong></td>
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<tr>
<td>Prepare grant applications to:</td>
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<tr>
<td>1) Local HOME/CDBG</td>
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<tr>
<td>2) State</td>
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<td>3) Private Foundation / Other</td>
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<tr>
<td>Perform market study</td>
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<td>Order appraisal</td>
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</table>

### Financial Packaging – Construction

- Inspect the property and/or preliminary plans
- Improvements or ‘development program’ for new construction
- Provide preliminary project cost estimate

### Financial Packaging - Partners

- Of interest, commitment letters, loan documents, due diligence, closing
- Interest, commitment letters, document review, due diligence and
- Service provider partners, formalize relationships
- Interest, commitment letters, Partnership Agreements, due
### Development Task Grid

<table>
<thead>
<tr>
<th>Task</th>
<th>Owner</th>
<th>Owner’s Rep</th>
<th>Arch.</th>
<th>GC</th>
<th>Other</th>
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<tbody>
<tr>
<td>Financial Packaging - Closing</td>
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<td>with attorney to create the L.P., set up books w/ the accountant</td>
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<td>carry forward, cost certification, IRS 8609 form and first annual audit</td>
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<td>Project Accounting / Bookkeeping</td>
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<tr>
<td>Prepare chart of accounts</td>
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<tr>
<td>Track expenses</td>
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<td>Process invoices</td>
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<td>Prepare checks</td>
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<td>Sign checks</td>
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<tr>
<td>Maintain bookkeeping software, assist with annual audits</td>
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<tr>
<td>Selection of Architect, Plan Development</td>
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<tr>
<td>Request proposals from Architects</td>
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<tr>
<td>Organize selection committee to review submittals</td>
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<tr>
<td>Recommend which Architect to use</td>
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<tr>
<td>Convene and chair meetings with the Owner and Architect</td>
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</table>
## Development Task Grid

**Project Name:** 

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<th>Owner</th>
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### Design Work

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<th>Task</th>
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<th>Other</th>
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<tbody>
<tr>
<td>Conceptual Design</td>
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<td>Design Development</td>
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<td>Contract Documents: Plans</td>
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<td>Contract Documents: Specifications</td>
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<td>Structural Design/Documentation</td>
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<td>Mechanical Design/Documentation</td>
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<td>Plumbing Design/Documentation</td>
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<td>Electrical Design/Documentation</td>
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<td>Civil Design/Documentation</td>
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<td>Landscape Design/Documentation</td>
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<td>Interior Design/Documentation</td>
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<tr>
<td>Renderings</td>
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<tr>
<td>Model Construction</td>
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<td>FF&amp;E Services</td>
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### Drawings & Specifications

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<th>Other</th>
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<tr>
<td>Write</td>
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<tr>
<td>Review</td>
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<td>Approve</td>
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<td>Produce ______ copies</td>
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### Design Build
## Development Task Grid

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### Project schedule

- Conceptual design
- Specifications
- Schematic design
- Select design build partners
- Conduct bidding
- Screen successful bidder
- Negotiate contract
- Review design work
- Supervise construction
- Supervise bidding process

## Selection of General Contractor

1. Select procedure for hiring General Contractor
2. **A. Competitive Bid**
   - Prepare bid documents
   - Request bids
   - Submit addendum as necessary
   - Conduct site walk-through (Rehab)
3. **B. Negotiated Bid**
   - Write & distribute RFP or RFQ
   - Review contractors’ written proposals
### Development Task Grid

<table>
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<tr>
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<th>Owner's Rep</th>
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<th>Other</th>
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<tbody>
<tr>
<td>Screen and conduct interviews with successful applicants</td>
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<tr>
<td>Select contractor</td>
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<tr>
<td>Draft contract between Contractor and Owner</td>
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#### Zoning and Building Adjustments
- Apply for and manage

#### Permits
- Apply for permit fee waiver, if available
- Walk plans through permit process
- Pick up and pay for permits

#### Demolition Services
- Plan scope of demolition activities
- Demolition permit
- Obtain demolition bids
- Oversee demolition work

#### Mobilization for Construction
- Review contract documents
- Prepare Schedule of Values
- Prepare Construction Schedule
- Conduct Pre-Construction conference
## Development Task Grid

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</table>

### Construction Oversight
- Check for compliance with Contract Documents
- Convene and chair periodic on-site meetings
- Attend on-site meetings
- Record and distribute meeting minutes
- Coordinate testing and inspection services
- Arrange access to inhabited units during construction
- Photograph construction progress

### Construction Finance
- Review progress payments
- Approve progress payments
- Approve Change Orders under _________
- Approve Change Orders over _________
- Documentation as required during construction

### Construction Close-out
- Perform punch list inspections (initial and follow-up)
### Development Task Grid

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<thead>
<tr>
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- **Designate project as “Substantially Complete”**
- **Review lien waivers and respond to active liens if necessary**

### Warranty Review

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<tr>
<th>Owner</th>
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</tbody>
</table>
- **Conduct warrantee inspection**
- **Follow through with contractor to perform necessary work**

### Miscellaneous

<table>
<thead>
<tr>
<th>Owner</th>
<th>Owner's Rep</th>
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</table>
- **Administer requirements of the Davis-Bacon Act**
- **compliance with the Uniform Relocation Act requirements**
- **Plan project ceremonies (ground-breaking, grand opening)**
- **Apply for weatherization rebates**
Document Discovery Checklist

1. PRE-BID DOCUMENTS
   - Publications, articles, and correspondence about the pending project
   - Documents regarding project funding and design
   - Engineering and financial study reports
   - Other:

2. ESTIMATE AND BID DOCUMENTS
   - Request for qualifications and proposals, or invitation to bidders
   - Minutes and notes from pre-bid meetings
   - Contractor's pre-bid site inspection and findings report
   - Geotechnical reports
   - Bid/estimate files
   - Record of MIWBE contacts, if required by the bid documents
   - Bid form or proposal with prices or Bid tabulations by the owner listing all contractor bids (if publicly bid)
   - Other:

3. OTHER PRE-CONSTRUCTION DOCUMENTS
   - Correspondence, bond documents, insurance, award, other:
   - Correspondence and other documents regarding mobilization
   - Minutes of pre-construction meeting, handwritten notes
   - Permit applications, permits and related correspondence
   - Other:

4. CONTRACT DOCUMENTS
   - Plans and specifications with all addenda and approved changes
   - The contract (the subcontract for subcontractors)
   - The general contractor's contract with the owner
   - Superseded contract documents - drawing revisions, etc.
   - Referenced industry standard specifications and codes
   - Subcontracts and purchase orders or Approved change orders
   - Design clarifications, sketches and supplementary design information
   - Drawing issuance logs, if provided by the designer
   - Other:

5. CLARIFICATIONS, NOTICES OF CHANGE, CORS, CLAIMS AND CHANGE ORDERS
   - Requests for information (RFIs)
   - RFI Log or Index
   - Documents attached/related to the individual RFIs
   - Notices of change, requests for proposals, etc.
Logs for the above o Change Order Requests (CORs)
COR Log or Index o Owner responses to the CORs requested
All documents referenced in the CORs
Claim files with all documents related to each claim
Claim Log or Index
Change Order (CO) files with related documents
CO Log or Index
Other:

6. PAYMENT RECORDS
Schedule of values (lump sum) or bid schedule (unit price)
Progress payment requests
Approved progress payments
Supporting calculations/records for progress payments, lien release forms
Records of when payments were actually requested and received
Cash flow forecasts and actual cash flow chart
Reconciliation of revenues, invoices, payments & retainage (sub & vendors)
Other:

7. CORRESPONDENCE AND ADMINISTRATIVE DOCUMENTS
Correspondence
Correspondence Logs
Facsimiles
Memorandums and other written communications
Telephone conversation notes
E-mail files o Backups from computers
Transmittal forms
Weekly and monthly reports to company management
Other:

8. MEETING RECORDS
Weekly and monthly progress meeting agendas and minutes
Handwritten notes, recordings, transcripts, and any other records of meetings
Minutes and notes of periodic meetings with the owner’s representative
Minutes and notes of special meetings with any party
Other:

9. SHOP DRAWINGS AND OTHER SUBMITTALS
Submittals with transmittal forms and attachments
Submittal Log
Other:
10. SCHEDULES AND PROGRESS REPORTS
- Electronic copies of all requested schedules
- First schedule submittal and all revisions thru approval of baseline schedule
- Baseline schedule as approved/accepted (with resource & cost data if included)
- The latest (or final) schedule update
- All schedule updates, including recovery schedules and schedules to completion
- Draft contractor schedules not submitted to the owner
- Short interval (look-ahead) schedules (printed copy if not on computer)
- Weekly or monthly progress reports from the project team, owner, or designer Subcontractor schedules and record of subcontractor schedule input
- All fragnets (partial or preliminary schedules) and what-if analyses
- Other:

11. COST ACCOUNTING RECORDS
- Budgeting files (converting estimate into chart of accounts for job cost accounting)
- The project budget, with all available detail
- Weekly labor cost reports, with details
- The final/latest job cost report
- Monthly job cost summary reports with details
- General ledger reports: sorted/subtotaled by vendor, cost code, category
- Cost ledgers for the project
- Balance sheets
- Monthly/quarterly project profit & loss statements, cost-to-complete analyses, etc.
- Weather remediation/site protection costs (heaters, erosion control, etc.)
- Overtime hours and rates
- Home office overhead cost data necessary to develop home office overhead markup and extended home office overhead costs for delays:
  - detailed G&A expenses for corporation and subsidiaries for each contract year
  - total company billings/revenues and all other revenues for each year
- Jobsite overhead cost data necessary to develop jobsite overhead markup and extended jobsite overhead costs for delays:
- amount bid with details and duration (copy of original bid documents)
- estimated costs with detail, and backup as appropriate
- actual cost from job cost reports with non-time-dependent costs removed

- Labor rate calculations for each craft & skill-level claimed (base, taxes, insurance)
- Salaried employee labor cost (project manager, superintendent, etc.)
- Payroll registers
- Certified payroll reports
- Expected/actual labor escalation costs due to delay
- Equipment operating and standby rates for equipment claimed, with backup
- Material cost backup (paid invoices or other backup)
- Materials and equipment cost reports
- Subcontractor and vendor invoices
- Time sheets, especially if annotated
- Special audits, cost studies, cost-to-complete analyses
- Internal or external auditor’s reports and work papers
- Financial statements, income analyses (if prepared), and tax returns
- Job financial reports
- Invoices
- All other accounting reports relevant to the project
- Annual corporate financial reports for each year of the contract duration
- Other:

12. FIELD RECORDS
- Daily diaries by all project personnel o Superintendent's/foremen’s daily reports, with subcontractor crew sizes, etc. o Subcontractors’ daily reports
- Equipment use logs, for equipment claimed (inc! cranes, welders, dozers, etc.)
- Designer and owner representative reports
- Inspection, quality control, & test reports - concrete placement, soil tests, etc.
- Field survey notes
- Delivery tickets for specified materials/suppliers
- Estimated or actual hours or extra time by salaried employees
- Weather records including rainfall, temperature, wind, other:
- Other:

13. OTHER RECORDS
- Photographs and videotapes
News clippings about the project
Safety plan, safety reports, accident reports, etc.
Union agreement and labor relations files
Quality assurance and quality control plans and records
Other:

14. SUBCONTRACT FILES AND SUBCONTRACTORS’ RECORDS
Subcontracts and all records of quotes and negotiations with all proposers
Correspondence
Other files, similar to those above
Other:

15. PURCHASE ORDERS AND MATERIAL SUPPLY RECORDS
Purchase orders for specified vendors or items
Release orders for specified vendors or items
Change orders for vendors for specified vendors or items
Submittals and approvals for specified vendors or items
Correspondence and other communication for specified vendors or items
Packing slips for specified vendors or items
Delivery tickets and receiving reports for specified vendors/items
Invoices, statements and records of payment for specified vendors or items
All other documents related to materials (designer & owner's rep.)
Other:

16. RECORDS FROM THE OWNER OR DESIGNER
Clerk, resident engineer’s, and inspectors’ diaries and daily reports
Inspection and test reports
Correspondence between the owner and the designer or other third parties
Memorandums and internal documents of the owner and designer
Subcontractor correspondence between the owner and general contractor
Other:

17. COMPUTER RECORDS
Print-out of all directory contents
E-mail
Files
Other:
## PROJECT RESPONSIBILITY MATRIX

**PARTICIPANTS**

<table>
<thead>
<tr>
<th>Client</th>
<th>Owner's Rep</th>
<th>Architect</th>
<th>General Contractor</th>
<th>Funders</th>
<th>Other</th>
</tr>
</thead>
</table>

### CONSTRUCTION PHASE

1. Pre-Construction Conference
2. Bonds and Insurance
3. Coordination and Communication Procedures
4. Construction Administration Procedures
5. DCVR Management
6. Shop Drawings, Log Maintenance and Review
7. Project Site Meetings with Minutes
8. Coordinate Owner-Provided Consultants
9. Change Order Authority
10. Owner-Initiated Changes
11. Prepare Change Orders
12. Issue Change Orders
13. Site Observations and Reports
14. Rejection of Work
15. Contractor Safety Program
16. Contractor’s CPM Construction Schedule
17. Effect of Change Orders on Schedule
18. Recovery Schedule
19. Schedule of Values
20. Pay Request Review and Acceptance
21. Project Cost Reports
22. Program Pay Request Log Reports
23. Change Order Log Reports
24. Proposed Request Log Reports
25. Submittal Log Report