

CHAPTER 11

CONSTRUCTION MANAGEMENT AT RISK

11.1 RELATED STATUORY AUTHORITY

- 11.1.1 SC Code §§ 8-13-700 through 8-13-795 of the Ethics, Government Accountability and Campaign Reform Act of 1991 establishes the Rules of Ethical Conduct for public employees.
- 11.1.2 SC Code § 11-35-1520(3) requires notices be published in South Carolina Business Opportunities.
- 11.1.3 SC Code § 11-35-1530 outlines the use of Competitive Sealed Proposals.
- 11.1.4 SC Code § 11-35-1710 allows for solicitations to be cancelled when it is in the best interest of the State.
- 11.1.5 SC Code § 11-35-1830 addresses cost or pricing data for contracts and Change Orders awarded by RFP.
- 11.1.6 SC Code § 11-35-2910(2) defines the Construction Manager Agent as a business to provide construction management services, but not construction.
- 11.1.7 SC Code § 11-35-2910(3) & (5) defines the Construction Manager at Risk as a business and the Construction Management at risk as a project delivery method.
- 11.1.8 SC Code § 11-35-3005(3) allows firms that have participated in a report or study used in the preparation of design requirements to qualify as a member of a proposing team unless the participation provides the firm a substantial competitive advantage.
- 11.1.9 SC Code § 11-35-3010 requires the Agency to make a written determination of the project delivery method that is most advantageous to the State and submit it for approval by the State Engineer.
- 11.1.10 SC Code § 11-35-3015(3) requires contracts for construction management at risk to be procured as provided in either § 11-35-1520 (Competitive Sealed Bidding) or § 11-35-1530 (Competitive Sealed Proposals).
- 11.1.11 SC Code § 11-35-3023 allows the prequalification of Offerors with the approval and supervision of OSE.
- 11.1.12 SC Code § 11-35-3024(4) and SC Regulation 19-445.2095(G) requires the State Engineer's Office to oversee the evaluation process for the procurement of construction if factors other than price are considered in the evaluation of a proposal.
- 11.1.13 SC Code § 11-35-3030(4) limits the amount of retention that can be withheld from progress payments to three and one-half percent.
- 11.1.14 SC Code § 11-35-3210 defines construction management agent as a construction related professional service subject to the qualification-based selection.
- 11.1.15 SC Code § 11-35-4210 defines the right of protest to a prospective Bidder, Offeror, Contractor, or Subcontractor who is aggrieved in connection with a solicitation.
- 11.1.16 SC Code § 40-11-320 provides the licensure requirements for a Construction Manager.
- 11.1.17 SC Regulation 19-445.2010(C) & (D) provides that prior to award or notice of intent, state personnel shall not furnish source selection information to anyone other than the procurement officer.
- 11.1.18 SC Regulation 19-445.2095(G) through (L) provides the procedures for competitive sealed proposals, discussions with Offerors, rejection of individual proposals and the delay in posting award.
- 11.1.19 SC Regulation 19-445.2097(B) allows for the cancellation of a solicitation prior to award.
- 11.1.20 SC Regulation 19-445.2145(N) defines the Construction Management at Risk process.
- 11.1.21 SC Regulation 19-445.2097 provides reasons and exceptions for the rejection of proposals

11.2 DEFINITIONS

- 11.2.1 "Construction Management at Risk" (CM-R) is a project delivery method in which the Agency awards separate contracts, one for architectural and engineering services to design the project and the second to a CM-R for both construction management services and construction of the project facility according to the design. Subject to appropriate PIP Phase I approval, the CM-R may be hired before, at, or shortly after the time the architect/engineer (A/E) is hired and begins providing construction management services at that time. A decision and request to hire a CM-R after completion of a significant percentage of the design eliminates major benefits of CM-R and will be evaluated by OSE accordingly for the best interest of the State.
- 11.2.2 "Construction Manager Agent" (CM/A) contracts, unlike CM-R, provide only construction management services and do not assume any of the responsibility or risk for construction of the project. The Procurement Code treats CM/A as a construction related professional service subject to the qualification-based selection requirements of the Procurement Code. Therefore, an Agency desiring to procure the services of a CM/A must use the procedures outlined in Chapter 4.

- 11.2.3** “Construction Management services” (CM) are the provision of the management activities required to plan, schedule, coordinate, and manage the construction plan of a project in a manner that contributes to the control of time, cost, and quality of construction. CM services typically include oversight of the following:
- A. Project Schedules,
 - B. Project Cost Control,
 - C. Constructability of the Project,
 - D. Project Management,
 - E. Building Technology (e.g., building materials, equipment, and systems),
 - F. Bidding and Negotiation of Construction Contracts, and
 - G. Construction.

11.3 SPECIAL CONSIDERATIONS FOR CM-R

- 11.3.1** In accordance with the requirements of Chapter 3, prior to advertising for A/E services using CM-R, the Agency shall provide the State Engineer with a written determination that the use of CM-R will be the most advantageous to the State and results in the most timely, economical, and successful completion of the project. Upon approval by the State Engineer, the Agency will choose personnel to serve as the Selection Committee to conduct the RFP process.
- 11.3.2** Firms seeking CM-R work must be registered both as a Construction Manager and as a General Contractor with the SC Contractor’s Licensing Board. The CM-R’s General Contractor’s license must have a license group designation that will allow the CM-R to provide CM services for the full construction value of the project.
- 11.3.3** The fees awarded to both the A/E and the CM-R (for the Preconstruction services portion of the CM-R’s services) must represent fair and equitable compensation for the actual services required. The form and amount of compensation for the construction portion of the CM-R’s services must reflect the degree to which the Agency and the CM-R share the risks and rewards of project cost overruns and savings.
- 11.3.4** The Basic Services to be performed by the A/E in a CM-R delivery method vary from those performed in a Design-Bid-Build.
- A. The Contract used for the A/E services is the AIA B133, SCOSE Version. The Agency and A/E should become familiar with the services required by the B133 and negotiate accordingly.
 - B. The A/E design and submittal procedures for the CM-R delivery method are similar to the procedures noted in Chapter 5, except Design Documents must be submitted using the Design Document Transmittal Form CM-R (SE-471).
- 11.3.5** A Building/Construction Permit (SE-580) will be issued with an approved Change Order to the CM-R Contract establishing a new GMP.
- 11.3.6** Construction phase services are subject to the limitations on retainage in the Procurement Code.

11.4 SOURCE SELECTION METHOD

- 11.4.1** The Procurement Code provides that the CM-R may be selected using either competitive sealed bidding or competitive sealed proposals; however:
- A. the use of competitive sealed bidding would require substantially complete design documents and a significantly late selection of the CM-R. Such an approach would negate many of the primary benefits normally supporting a determination to use the CM-R project delivery method that it is hard, if not impossible, to imagine a determination that meets statutory and regulatory requirements calling for such an approach.
 - B. the industry standard is for an early selection of the CM-R using competitive sealed proposals.
 - C. this document assumes an early selection of the CM-R and only considers using the competitive sealed proposal source selection method.
- 11.4.2** The competitive sealed proposal source selection method is referred to throughout this document as the Request for Proposal (RFP) process and as discussed herein will consist of a two-phase selection process which includes both the Request for Qualifications (RFQ) and RFP procedures.
- 11.4.3** The RFP process for selecting the most qualified CM-R involves a significant amount of time and resources. As part of their determination, an Agency should consider the time required and the level of staffing needed to make the selection process successful.

11.5 SELECTION COMMITTEE STRUCTURE AND STAFFING FOR THE RFP PROCESS

11.5.1 Selection Committee Structure

- A. The Selection Committee (Committee) consists of voting and non-voting members, organized to evaluate qualifications and proposals. They will make a selection based on their evaluations and assist the Agency Project Manager in reporting their decision to the final approving authority (Agency Head or a designee) at a management level above the Agency Project Manager.
- B. The Committee is chaired by a non-voting Chairman (Chair) appointed by the State Engineer and is typically the OSE Project Manager assigned to the project.
- C. Voting and non-voting Committee Members are selected by the Agency Head or a designee and should include the Agency Project Manager and others that are qualified to evaluate the proposals. OSE must concur with all Committee appointments.
- D. Technical advisors, usually non-voting members of the Committee, may be required to assist the Committee in the evaluation of qualifications/proposals.
- E. The Committee should be comprised of a minimum of five voting members. While there is not a maximum number of voting or non-voting members on the Committee, it should be noted that as the number of members increases, so does the difficulty to schedule Committee meetings.

11.5.2 Selection Committee Membership

- A. The voting members of the Committee shall be state employees or considered to be state employees. For the purpose of meeting this requirement, members of Agency Boards acting in their official capacity, are considered state employees.
- B. Committee members are subject to the Ethics, Government Accountability and Campaign Reform Act of 1991. Committee members should become familiar with the requirements of this act and avoid any conflict of interest.
 - 1. Each member must sign an SE-414 stating that they have read and understand those standards of conduct and that they do not have an actual or apparent conflict of interest relating to the proposed acquisition. Other persons involved in the process must also sign an SE-414. For example, the Agency Head is not a member of the Committee but has final say over the Committee's decision, so they must sign a SE-414. The same is true for technical advisors, members of a Board of Trustees and administrative associates who assist in document preparation and handling
 - 2. If a Committee Member has an actual or apparent conflict of interest related to a proposal under evaluation, the Chair must remove that member and, if a sufficient number of voting members do not remain, request the Agency Head to replace them with another.
 - 3. If a Committee Member has a current or past relationship with an Offeror but does not believe the relationship creates a conflict of interest or is not sure, the member must notify the Chair of the relationship for a determination as to whether an actual conflict of interest exists.
- C. The Committee must comply with the Freedom of Information Act; however, Committee members must not disclose confidential information derived from proposals and negotiations submitted by competing Offerors during the selection process. There is a summary of the requirements of this act in Chapter 1.
- D. There are no requirements for who may be appointed to the Committee. The following could be possible Committee members:
 - 1. A member of the board or commission governing the Agency or a designee.
 - 2. The Agency head (Secretary, Executive Director, President, or like officer) or their designee.
 - 3. One representative of the division, department, or Program Agency for which the project is being built.
 - 4. Agency Project Manager; and/or
 - 5. Agency Facilities Director or a designee.

11.5.3 Changes in Selection Committee Membership

An Agency may only make changes in the membership of the Committee with the approval of the Agency Head and OSE.

11.5.4 Selection Committee Duties

- A. Agency Head or a designee, acting as the final selection authority, has the following duties:
 - 1. Direct the Agency's efforts during the entire source selection process.
 - 2. Review and approve the Selection Plan (Plan).

3. Appoint members of the Committee other than the Chair; and
 4. Review and approve the Committee's final report for selection and recommendation. The Agency Head may choose to reject the Committee's final choice by directing the Agency Project Manager to cancel the solicitation prior to award in accordance with the procedures set forth in SC Regulation 19-445.2097(B).
- B.** Agency Project Manager, subject to the policies and procedures of a specific Agency, has the following duties:
1. Prepare and submit a draft of the Plan to the Committee for its review.
 2. Prepare and submit the final Plan to the Agency Head for concurrence and the Chair for approval.
 3. Assure that each Committee Member and any other participant signs and returns an SE-414 before they are provided access to source selection information.
 4. Prepare advertisements for South Carolina Business Opportunities (SCBO) and any other publications.
 5. Post notices of Committee meetings in accordance with the Freedom of Information Act (FOIA) open meeting requirements.
 6. Prepare the RFQ and/or RFP outline for input by the Committee.
 7. Coordinate the preparation and issuance of the RFQ and/or RFP with the Chair and Committee.
 8. Issue amendments to the RFQ or RFP with the Chair.
 9. Schedule Selection Committee Meetings.
 10. Conduct a pre-submittal conference (optional) in accordance with established procedures, meeting minutes and attendance.
 11. Receive and register responding firms responding to the RFQ.
 12. Summarize the RFQ evaluation data by the Committee to determine prequalified firms.
 13. Notify firms individually of successful prequalification and notify unsuccessful firms individually.
 14. Safeguard confidential information and materials, including proposals and amendments.
 15. Determine Offeror responsiveness and responsibility.
 16. Conduct and control all discussions and negotiations with Offerors.
 17. Maintain written records of all discussions and negotiations with Offerors.
 18. Prepare the Selection Committee's report and recommendation to the Agency Head; and
 19. As requested, conduct the debriefing for unsuccessful Offerors.
- C.** The Chair's duties are to:
1. Assist the Agency Project Manager in scheduling and conducting Committee meetings and deliberations.
 2. Provide overall supervision, planning direction, and execution of the Committee's activities.
 3. Assist the Agency Project Manager in the determination of responsibility and responsiveness on individual proposals; and
 4. Prepare the summary of the voting Committee member's raw evaluation data in response to the RFP.
- D.** Voting Members' duties are to:
1. Independently review each proposal against the Plan criteria for the RFQ and RFP.
 2. Attend all Committee meetings.
 3. Participate in the prequalification selection for the RFQ; and
 4. Participate in the interview of each prequalified firm and complete an evaluation taking into account both the written technical proposal and the interview presentation.
- E.** Technical Advisors, Non-Voting Members
1. The Agency Head may appoint outside technical advisors with special expertise not available on the Committee but essential to the selection process.
 2. The Agency should use technical advisors in discrete areas such as reviewing technical aspects of proposals to assure compliance with the technical requirements of the RFP.
 3. The Agency should not give technical advisors access to information concerning overall Committee activities that is not required for them to perform their advisory duties. Technical advisors should not attend Committee meetings unless specifically requested by the Chair or Agency Project Manager.

11.6 SELECTION COMMITTEE MEETINGS

- 11.6.1. Every meeting of public bodies must be open to the public unless closed pursuant to SC Code § 30-4-70. A Committee is a body subject to this requirement. Every meeting of the Committee must be publicly announced at least twenty-four hours before the meeting pursuant to SC Code § 30-4-80.
- 11.6.2. When a meeting is held to discuss source selection information such as ranking statements of qualifications and proposals, the meeting will open publicly and any item on the agenda which is not protected source selection information will be addressed publicly.
- 11.6.3. Thereafter, the Committee should adjourn to go into executive session to discuss source selection information. The public must be excluded from these executive sessions with no exceptions.

11.7 SELECTION PLAN FOR THE RFP PROCESS

11.7.1 The Selection Plan

- A. The Plan is the document that:
 - 1. Explains how the Agency will solicit statements of qualifications and proposals from Contractors and evaluate those statements and proposals in order to make the selection decision.
 - 2. Establishes the required qualifications and the numerical ranking of those qualifications.
 - 3. Outlines how the Agency will conduct negotiations.
 - 4. Identifies the Chair and members of the Committee; and
 - 5. Establishes milestone dates for the completion of the selection process.
- B. The Plan is the Agency's statement to itself and to others as to how it intends to acquire what it needs. It distinguishes what is important from what is not and, by assigning rankings, defines how important these distinctions are.
- C. The Plan is never shared with an Offeror or potential Offeror.

11.7.2 Minimum Requirements

The Plan must include the following, as a minimum:

- A. Description of the facility to be constructed.
- B. Description of the duties and responsibilities of the Committee. Include the nominations for Committee by including a roster of personnel by name, title, and Agency in the Plan.
- C. Schedules and key events or milestones that will occur between the time the Committee is organized and its adjournment, including proposed pre-solicitation activities such as the drafting and issuance of South Carolina Business Opportunities (SCBO) announcements or the convening of a pre-submittal conference.

Note: The Procurement Code requires adequate public notice of the RFQ. Therefore, the Plan should address not only the publication in SCBO, but how the Agency intends to develop interest in the project other than through advertising in SCBO.
- D. Description of the contract to be used.
- E. Statement of the RFQ and RFP evaluation factors and their numerical weighting, or ranking; and
- F. Description of the evaluation process, methodology, and techniques.

11.7.3 Preparation and Approval of the Plan

- A. The Agency Project Manager prepares and submits the Plan to the Chair and Committee for review.
- B. The reviewed Plan is finalized and submitted to the Agency Head, or a designee, for approval.
- C. The approved Plan must be reviewed and approved by the Chair before the Agency issues a solicitation or holds a pre-submittal conference.

11.8 REQUEST FOR QUALIFICATIONS

- 11.8.1 When the Plan provides for prequalification of Offerors, the criteria in the Plan must be used to evaluate the submittals received. Only those firms who are likely to be selected should be prequalified. A minimum of two firms must be prequalified and at least three firms should be interviewed.
- 11.8.2 To prequalify Offerors, the Agency must determine in writing that prequalification is justified due to the nature of the project. The determination for prequalification shall be included in the written determination of project delivery method discussed above.
- 11.8.3 If only one prospective Offeror is qualified, the prequalification process must be canceled. In this event, the Agency may start the process over or publicly advertise a request for proposals from all interested parties.

- 11.8.4** The decision to not prequalify a particular firm is protestable at the time the Notice of Intent to Award is posted. The standard of review is the same as for a determination of non-responsibility.
- 11.8.5 Contents of the RFQ**
- A. The Committee must give adequate notice to prospective Offerors of any pre-submittal conference so that all who wish to attend may arrange for representation. The notice must define as explicitly as possible the nature and scope of the project.
 - B. The Committee must prepare an RFQ that will clearly communicate to potential Offerors both the Agency's needs and the relative importance of the evaluation factors the Committee will use in evaluating a business's qualifications. The numerical weighting or ranking of each factor should not be communicated to the Offerors. The RFQ should not include the Plan.
 - C. The RFQ shall provide for prequalifying of responsive and responsible Offerors determined to be reasonably susceptible of being selected for award before discussions and evaluations. The RFQ must:
 1. Contain a description of the general scope of work to be acquired.
 2. Advise prospective Offerors how they may apply for consideration including how their statements of qualifications should be organized and arranged.
 3. Provide Offerors the evaluation criteria that the Agency will consider in evaluating statements of qualifications and their relative importance. The evaluation factors should at a minimum include:
 - a. Past performance and references from designers and owners.
 - b. Description of the firm's CM-R project management approach.
 - c. Bonding capacity/financial stability; and
 - d. Related experience on CM-R projects of similar size and scope.
 4. Set forth the deadline for submission of statements of qualifications; and
 5. Include the paragraphs from the *Clauses for Use in Construction Management at Risk RFQ*, found in Appendix C.
- 11.8.6 Licensing and Bonding Requirements for Construction Managers at Risk**
- A. The CM-R must comply with all licensing requirements of the SC Department of Labor, Licensing and Regulation as both a General Contractor and a Construction Manager.
 - B. The CM-R must provide a Performance Bond and a Labor and Material Payment Bond, for 100% of the contract price.
- 11.8.7 Solicitation**
- A. Using the Invitation for Construction Management at Risk Services (SE-410), the Agency must advertise in SCBO for interested firms to provide Preconstruction and Construction Management services for the project.
 - B. The Agency Project Manager will prepare the SE-410 and submit it in MS Word format to OSE. OSE will review the SE-410 and send an approved copy to SCBO and the Agency.
 - C. The SE-410 must state as explicitly as possible the nature and the scope of the project and give adequate public notice to prospective Offerors so that all who wish may receive the RFQ.
 - D. When the Agency determines that a Pre-Submittal Conference is in its best interest, the SE-410 must provide notice of the Pre-submittal Conference to be held.
- 11.8.8 Pre-Submittal Conference (optional)**
- A. The Agency may conduct a Pre-Submittal Conference to explain the design requirements, qualification requirements, proposal format, and other pertinent information to interested firms. The conference may be conducted by conference call or other electronic means to reduce travelling costs to potential Offerors.
 - B. The Agency must furnish all prospective Offerors identical information in connection with the proposed acquisition. The Agency may not use remarks and explanations at the conference to modify or qualify the terms of the RFQ. If the Agency wishes to modify or qualify the terms of the RFQ, it must do so by written amendment.
 - C. The Agency Project Manager and Chair will represent the Agency at the conference with the Agency Project Manager conducting the conference. All other members of the Committee should not attend the conference.
 - D. The Agency must make a record of the conference and make the record a part of its procurement file.
- 11.8.9 Receipt and Opening of Statement of Qualifications**
- A. The rules governing non-disclosure of procurement and confidential information applies to the receipt of statements of qualifications.
 - B. The Agency should date and time stamp statements of qualifications upon receipt; however, unlike proposals the Agency is not required to secure and publicly open statements of qualifications.

- C. The Agency Project Manager may open statements of qualifications upon receipt and, with a witness, record the names of the firms that have responded to the RFQ on the Register of Responding Firms for CM-R (SE-411). The Agency shall not make the SE-411 open to public inspection until after the issuance of an award or notification of intent to award, whichever is earlier.
- D. Any modifications to an Offeror's statement of qualifications shall be accepted and noted on the SE-411.
- E. The Agency Project Manager, with guidance from the Chair, may conduct discussions with Offerors whose qualifications can be classified as acceptable or potentially acceptable. The purpose of the discussions is to clarify ambiguities or uncertainties, for the determination of responsiveness. The exchange of information with the Offeror shall be in writing.
- F. Following the registering of firms, the Agency Project Manager may immediately start performing reference checks and determining the responsiveness and responsibility of Offerors.
- G. If no submittals are received, the Agency must close out the procurement by doing the following:
 1. Submit a Request for Concurrence in Posting Notice of Intent to Award CM-R Contract (SE-460) to OSE with "No Submittals Received" shown as the Intended Awardee.
 2. After OSE approval of the SE-460, post the Notice of Intent to Award CM-R Contract (SE-470) with "No Submittals Received" shown as the Name of Contractor.

11.8.10 Evaluation and Ranking of Prospective Offerors

- A. The Committee meeting must comply with the Open Meeting requirements of law when ranking prospective Offerors.
- B. The Committee must evaluate the statements of qualifications and rank prospective Offerors from most qualified to least qualified. The Committee should rank firms using only the evaluation factors found in the RFQ.
- C. The Agency Project Manager shall conduct discussions with the Committee to review the strengths and weaknesses of the firms. By consensus of the voting Committee members, the Agency Project Manager shall create a list of the firms considered to be the most qualified to participate in the RFP process.
- D. The Agency Project Manager shall record the specific reasons for each firms' qualification on the Selection Committee Report for RFQ Prequalification - CM-R (SE-412) to support the Committee's determination of the ranking of the firms.

11.8.11 Number of Firms Prequalified

- A. The Agency must solicit proposals from at least the two most qualified prospective Offerors by means of an RFP; however, OSE recommends a minimum of 3 be prequalified to ensure competition. All prequalified firms should be interviewed.
- B. The Agency's determination of how many proposals to solicit is not protestable.

11.8.12 Notification

- A. Within ten (10) days after ranking prospective Offerors and determining from which Offerors it will solicit proposals, the Agency Project Manager shall send a letter individually to each pre-qualified Offeror indicating the following:
 1. Notice is hereby given that the Agency Selection Committee has, in accordance with the SC Code § 11-35-3023, the Manual for Planning and Execution of State Permanent Improvement Projects, and the solicitation documents, reviewed the qualifications of interested firms and determined (firm name) to be qualified to present a proposal for this project.
 2. Attached (or provide the website address if the Agency posts online) is a copy of the RFP, which (firm name) should review and follow in preparation to submit a response. The RFP provides the expected organization of the proposal, the criteria the Committee will use to evaluate the response, and the date the response is due to the Agency.
 3. A Pre-Proposal Conference is scheduled to be held at (time), in the (location), on (date); and
 4. Upon receipt and review of the responses to the RFPs, the Agency will conduct interviews with each pre-qualified Offeror. The date and time the firm is scheduled to be interviewed and location. Please be prepared to provide a (?) minute presentation and allow (?) minutes for Committee questions.
- B. The Agency Project Manager shall send a letter individually to each prospective Offeror that was not prequalified indicating the following:
 1. The Agency Selection Committee has, in accordance with the SC Code § 11-35-3023, the Manual for Planning and Execution of State Permanent Improvement Projects, and the solicitation documents, reviewed the qualifications of interested firms. Unfortunately, this is to inform (firm name) that it was determined that (firm name) will not advance to the RFP process; and

2. In accordance with SC Code § 11-35-4210, any actual Bidder, Offeror, Contractor, or Subcontractor who is aggrieved in connection with the intended award or award of a contract may protest. Any Offeror may file an intent to protest within 7 business days of the date of award and a subsequent protest within 15 business days of the date of award which is posted in the SE-470.
- C. Prospective Offerors are notified of their status only and are not notified of the status of any other prospective Offeror, how many prospective Offeror's submitted statements of qualifications, or how many firms were prequalified.
- D. A copy of the letters sent to successful and unsuccessful Offerors should be placed in the Agency's procurement file.

11.9 REQUEST FOR PROPOSALS

11.9.1 Contents of the RFP

- A. The Committee must prepare an RFP that will communicate to the prequalified firms the Agency's needs and the relative importance of the evaluation factors the Committee will use in evaluating the proposals. The numerical weighting or ranking of each factor should not be communicated to the Offerors. The RFP should not include the Plan.
- B. As a minimum, Offerors shall be evaluated on the following factors:
 1. Qualifications of the CM-R staff to be assigned to the project.
 2. Proposed staff's related experience on projects of similar size and complexity.
 3. Ability to perform the requirements of the contract.
 4. History of on-time, on-budget, and on-schedule for previous CM-R projects.
 5. Proposed Cost (CM-R Preconstruction and Construction Management fee should be a factor of more than 10% of the ranking); and
 6. Other pertinent factors noted in the Plan, e.g., costs for General Conditions.

NOTE: Since the RFP procurement method begins with a prequalification process, the ranking of the Cost Proposal should not be weighted too heavily as to nullify the qualifications and experience factors.

- C. The RFP must:
 1. Advise Offerors on how their proposals should be organized and arranged.
 2. Instruct Offerors to submit the price for Preconstruction Services at the time of interviews in a separate sealed envelope. The Agency may also ask the Offerors to include the Construction Management Fee (expressed as a percentage), General Conditions costs and any other fees or costs requested in the RFP in the same envelope.
 3. Inform Offerors of the relative importance of the evaluation factors the Agency will employ to evaluate proposals and award.
 4. Set forth the deadline for submission of proposals; and,
 5. Notify Offerors that they must visibly mark as "confidential" each part of their proposal which they consider to be proprietary information.

11.9.2 Pre-Proposal Conference (optional)

- A. The Agency may conduct a Pre-Proposal Conference to clarify the requirements of the RFP. The Conference may be conducted by conference call or other electronic means in addition to an onsite conference to reduce travelling costs to potential Offerors.
- B. When the Agency determines that a Pre-Proposal Conference is in its best interest, the Agency must notify all prequalified firms.
- C. At the Pre-Proposal Conference, the Agency must furnish all prospective Offerors identical information in connection with the proposed acquisition. The Agency may not use remarks and explanations at the conference to modify or qualify the terms of the RFP. If the Agency wishes to modify or qualify the terms of the RFP, it must do so by written amendment.
- D. Attendance at a Pre-Proposal Conference for the RFP must be limited to prequalified Offerors and is not advertised.
- E. The Agency must make a complete record of the conference and make the record a part of its procurement file.
- F. The Agency Project Manager and Chair will represent the Agency at the conference with the Agency Project Manager conducting the conference. No other members of the Committee should attend the conference.

11.10 POTENTIAL OFFEROR'S PARTICIPATION IN A REPORT OR STUDY USED IN PREPARATION OF DESIGN REQUIREMENTS

- 11.10.1** Participation in a report or study that is used in the preparation of design requirements for a project does not disqualify a firm from participating as a member of a proposing team in a CM-R project unless the participation provides the business with a substantial competitive advantage.
- 11.10.2** A copy of a report or study that was prepared by a potential Offeror shall be given to all Offerors.

11.11 RECEIPT, OPENING AND REGISTERING OF PROPOSALS

- 11.11.1** The Agency must time-stamp proposals and any modifications upon receipt and hold them unopened (except as otherwise provided in the Procurement Regulations) in a secure place until the established due date.
- 11.11.2** The Agency Project Manager must open the proposals publicly in the presence of one or more State witnesses at the time and place designated in the RFP.
- 11.11.3** The Agency Project Manager should declare the arrival of the time for receipt of proposals and verify each of the Offerors submitting a proposal have been previously prequalified.
- 11.11.4** The Agency may not make the proposals open to public inspection until after the issuance of an award or notification of intent to award, whichever is earlier.
- 11.11.5** The Agency must not disclose the contents or the identity of competing offers during the process of opening proposals.
- 11.11.6** If members of the public appear at the opening, the Agency Project Manager should state that they will conduct the opening of proposals and verify the names in silence to protect confidential information.

11.12 PERMISSIBLE COMMUNICATIONS WITH OFFERORS AFTER OPENING BUT BEFORE AWARD

- 11.12.1** The Chief Procurement Officers have jointly published guidelines for communications with Offerors after opening proposals but prior to award. Such communications include discussions and negotiations. These guidelines are found in Appendix I.
- 11.12.2** Communications after opening but prior to award should be limited to seeking clarification of statements of qualifications or proposals from Offerors whose submission is obviously responsive to the solicitation's requirements. The exchange of information should be in writing between the Agency Project Manager and the Offeror, with guidance from the Chair.
- 11.12.3** Negotiations with the highest ranked Offeror is permitted after evaluation and ranking concerning:
- A. Cost, and/or
 - B. Scope of the work, so long as the changes are within the general scope of the RFP.

11.13 REJECTION OF PROPOSALS, WITHDRAWALS OF PROPOSALS AND CANCELLATION OF SOLICITATION

11.13.1 Rejection of Individual Proposals

- A. The Agency does not need to accept proposals unconditionally without alteration or correction, and to the extent otherwise allowed by law, the State's stated requirements may be clarified after proposals are submitted. The Agency must consider this flexibility in determining whether reasons exist for rejecting all or any part of a proposal.
- B. Reasons for rejecting proposals include but are not limited to the following:
 - 1. The Contractor that submitted the proposal is non-responsible as determined by SC Code § 11-35-1810.
 - 2. The proposal ultimately fails to meet the announced requirements of the State in some material respect; or
 - 3. The proposed price is clearly unreasonable.
- C. The Agency must document the reasons for cancellation or rejection and make the documentation a part of the procurement file.

11.13.2 Withdrawal of Individual Proposals

In rare instances, an Offeror may request to withdraw their proposal. This might occur at any stage of the process for a variety of reasons. The request for withdrawal from the Offeror should be in writing and acceptance of the withdrawal should also be documented in writing. Copies of both documents should be included in the procurement file.

11.13.3 Rejection of All Proposals – Cancellation of Solicitation Prior to Award

- A. Unless there is a compelling reason to reject all proposals, the Agency, after receiving and opening proposals, will award a contract to the highest ranked responsible Offeror or otherwise as allowed by SC Code § 11-35-1530.
- B. Should the Agency decide to cancel a solicitation after opening proposals but before award, the Agency must determine in writing that:
 - 1. Inadequate or ambiguous specifications were cited in the solicitation.
 - 2. Specifications have been revised.
 - 3. The services or construction being procured is no longer required.
 - 4. The solicitation did not provide for consideration of all factors of cost to the State.
 - 5. All otherwise acceptable proposals received are at unreasonable prices.
 - 6. The proposals were not independently arrived at in open competition, were collusive, or were submitted in bad faith; or
 - 7. For other reasons, cancellation is clearly in the best interest of the State.
- C. If the determination is due to a change in requirements, the Agency must show in its determination that prior to opening, it made every effort to anticipate changes in requirements.
- D. The determination to cancel the solicitation must be made in good faith, after which the Agency must close out the procurement by doing the following:
 - 1. Submit an SE-460 to OSE with “No Contract to be Awarded” shown as the Intended Awardee and indicate the reason under “Remarks”. Attach a list of Offerors and the Agency Determination to the SE-460.
 - 2. After OSE approval of the SE-460, post the SE-470, with “No Contract to be Awarded” shown as the Name of Contractor and indicate the reason under “Remarks”. Send a copy to all Offerors and OSE the same day it is posted.

11.14 INTERVIEWS, EVALUATIONS AND RANKING OF PROPOSALS

11.14.1 Interviews

- A. All interviews should occur on the same day.
- B. If the Committee will be interviewing the Offerors in multiple rooms, the Agency Project Manager should make sure that each room is similarly equipped and furnished.
- C. Each voting member of the Committee must be present for all interviews. If invited, non-voting members and technical advisors should be present for all interviews.
- D. During the interviews, the Committee evaluates the Offerors only on the criteria listed in the RFP.

11.14.2 Evaluation of Proposals and Interviews

- A. After each interview, voting members must independently evaluate the technical proposals and information presented in the interviews and assign a score to each evaluation factor using the CM-R Selection Committee Member Evaluation–RFP (SE-415). The Agency Project Manager will open the sealed envelope that contains the Cost Proposal from each firm and read them aloud. Voting members will then score the Cost Proposal.
- B. If a voting member determines more than one firm to be equally qualified, the voting member must re-evaluate their rankings to break any ties in scores prior to submitting the SE-415 to the Chair.
- C. After each voting member has completed and submitted their SE-415 to the Chair, the Chair will verify the individual scoring and compile the individual evaluations into the CM-R Selection Committee Summary – RFP (SE-417) to determine the Committee’s final ranking of the Offerors.
- D. The Committee must discuss significant variations in voting members’ scores or assessments of technical merit and explain them in the record.

11.14.3 Selection Committee Report and Recommendation

- A. After the Committee ranking has determined the most qualified offeror, the Agency Project Manager must prepare a Committee Report (Report) for the Agency Head.
- B. The Report must include the Committee’s recommendation of the Offeror the Agency should select for negotiation and award.
- C. The Report must include a copy of each SE-415 and the SE-417. For each Offeror, the Report should provide the final score and a summary of each proposal including an assessment of the Offeror’s compliance with the requirements of the solicitation, any changes to the technical evaluation scores and a narrative to support the changes.

11.15 APPROVAL OF THE RECOMMENDATION

- 11.15.1** The Agency Head or its governing body makes the final selection decision based on the Committee's recommendation and must provide written approval or rejection of the Committee's Report.
- 11.15.2** The Agency Head or its governing body may not overturn the Committee's decision unless they determine in writing that there is no rational basis for the Committee's decision, the Committee did not follow the RFP evaluation factors, or the Committee exercised its discretion in an arbitrary or capricious manner.
- A.** If the Agency Head or its governing body decides to reject the Committee's selection decision, the Agency must cancel the procurement action and start a new procurement process.
 - B.** If the Agency rejects the decision of the Committee and chooses to cancel the procurement, the Agency must comply with the requirements of Section 11.13.3.

11.16 NEGOTIATION OF THE CONTRACT

- 11.16.1** Upon receipt of the Agency Head's approval of the recommended firm, the Committee is adjourned and negotiations between the selected firm and the Agency may proceed.
- 11.16.2** The standard form of contract for the CM-R services is AIA Document A133, Standard Form of Agreement between Owner and Construction Manager as Constructor, SCOSE Version, with AIA A201 (SCOSE Version) used as the General Conditions to the contract. The AIA A201 should be modified in accordance with the modifications listed in the *Standard Modifications to the SCOSE AIA A201 for Use with the SCOSE AIA A133*, found in Appendix C. The modifications should be noted in Section 12.2.5 of the AIA A133 (SCOSE Version).
- 11.16.3** Utilizing the AIA Document A133, SCOSE Version, negotiations should consider the following:
- A.** Preconstruction Phase services including, but not limited to, participation in design progress and coordination meetings with the Owner and Architect, review of construction documents for constructability, availability of materials and labor, time requirements for construction, costs of alternative designs or materials, preliminary budgets, life-cycle data, and possible cost reductions; and
 - B.** The Construction Manager's Fee as a percentage of the Cost of the Work.
- 11.16.4** Negotiated proposal revisions may affect the scope of the proposed project, so long as the changes are within the general scope of the RFP.
- 11.16.5** Negotiations must be controlled by the Agency Project Manager and may include an advisor to the Project Manager. An advisor that has not previously signed an SE-414 must do so prior to assisting in negotiations.
- 11.16.6** Once negotiations with an Offeror begin, the Agency must attempt to successfully negotiate a "satisfactory contract" without regard to any other proposals received. Negotiations are not an opportunity to re-evaluate one Offeror against another.
- 11.16.7** If the Agency concludes that a satisfactory contract cannot be negotiated with the highest ranked Offeror, negotiations may be conducted with the second Offeror, then the third, and so on. In no case may confidential information derived from proposals and negotiations submitted by competing Offerors be disclosed.
- 11.16.8** During the negotiation process, if the Agency Project Manager is unsuccessful in the first round of negotiations, they may re-open negotiations with any Offeror with whom they previously negotiated.
- 11.16.9** The award of the contract must be based on the evaluation factors stated in the solicitation. The basis for award must explain the results of any negotiations or the reasons any negotiations were unsuccessful with an Offeror.

11.17 NOTICE OF INTENT TO AWARD

11.17.1 Requirement of Posting

- A.** Once the Agency negotiation is final, it must post and distribute a Notice of Intent to Award CM-R Contract (SE-470) following concurrence by OSE.
- B.** The Agency must post the SE-470 at the time and in the location announced in the RFP. The Agency must also promptly mail a copy of the SE-470 to each Offeror.
- C.** If an Agency is unable to confirm intent to award on the posting date announced in the RFP, it must post a notice on that date at the specified location stating the new date the Agency will post the SE-470.

11.17.2 OSE Concurrence with Posting

- A.** The Agency must submit a Request for Concurrence in Posting Notice of Intent to Award CM-R Contract (SE-460) to OSE with a copy of the supporting documentation as listed at the bottom of the SE-460.
- B.** The submittal must be made after the Committee's final selection, approval of final selection by the Agency Head, and completion of negotiations.

- C. OSE will have five (5) business days from the date of receipt of the SE-460 and all required documentation for approval. If the Agency does not receive an objection from OSE within the five (5) business days, OSE will be deemed to have granted approval for the Agency to post the SE-470.
- D. To expedite this process, the Agency should email the OSE Project Manager and OSE Administrative Assistant PDF copies of the SE-460 and all required documentation. The copy to the Administrative Assistant is to assist in the process if the OSE Project Manager is out of the office.

11.18 CONTRACT EXECUTION WAITING PERIOD

- 11.18.1** The Agency must wait seven (7) business days after posting the SE-470 before it may execute the contract with the selected Offeror. During this time, any Offeror who is aggrieved by the Agency's decision may protest the contract award.
- 11.18.2** If the State Engineer receives such a protest in writing during the seven business-day period, the Agency may not execute a contract until the matter is resolved unless the Agency, in accordance with the Procurement Code, requests a lifting of the stay and the CPOC grants the request.
- 11.18.3** If the State Engineer does not receive any protests, the Agency may execute the contract on the day after the expiration of the seven (7) business day protest period.

11.19 EXECUTING THE CONTRACT

Once all conditions precedent to executing a contract have occurred, the Agency should submit an unsigned copy of the contract to the CM-R with a cover letter requiring them to execute the contract and return the original contract along with the Certificates of Insurance within fourteen (14) days. The Certificates of Insurance shall be in the form of the latest edition of the ACORD 25S showing that the CM-R has insurance in place for the project meeting the requirements of the RFP.

11.20 DEBRIEFING UNSUCCESSFUL OFFERORS AFTER NOTICE OF AWARD

- 11.20.1** When the Agency awards a contract, unsuccessful Offerors may desire a debriefing with the agency by submitting a written request to the Agency Project Manager.
- 11.20.2** The Agency may provide unsuccessful Offerors with a debriefing promptly upon receipt of the written request.

11.21 PRECONSTRUCTION SERVICES

- 11.21.1** Typically, the CM-R should be engaged during or soon after the Schematic Design phase to take full advantage of the CM-R's Preconstruction services.
- 11.21.2** Following the award of the Contract for Preconstruction Phase services, the Agency should issue the Notice to Proceed – CM-R for Pre-Construction Services (SE-491).
- 11.21.3** The CM-R should meet with the Agency and A/E to develop a schedule to coincide with the Agency's proposed project activities and timelines. The schedule will be coordinated with the design schedule already prepared by the A/E to include the CM-R's review of design documents, design coordination meetings with the Owner and A/E, and ultimately a meeting to present and negotiate the Guaranteed Maximum Price (GMP).
- 11.21.4** During the design process by the A/E, the CM-R will conduct reviews of the design documents to:
 - A. Perform constructability reviews and availability of materials and labor.
 - B. Identify project sequencing and possible "early" construction packaging for phased construction.
 - C. Evaluate major systems and make recommendations concerning the most cost-effective.
 - D. Evaluate the budget and make suggestions for cost-savings or value enhancements.
 - E. Update cost estimates and scheduling; and
 - F. Consult with Subcontractors on components of the work.
- 11.21.5** At a time agreed to by the Agency and the CM-R, the CM-R shall provide the Agency with a GMP. The GMP will include the Cost of the Work, the CM-R Construction Management fee, General Conditions, CM-R contingency, and the cost of bonds and insurance.

11.22 NEGOTIATING THE GUARANTEED MAXIMUM PRICE (GMP)

- 11.22.1** While the intent of the CM-R process is to award a single GMP for the work, it is recognized that the process allows for phased construction, which can be awarded as separate GMPs. This can be problematic to the scope, the budget, and the quality of the work; therefore, the number of phases (GMPs) should be kept to a minimum.
- 11.22.2** Prior to converting the CM-R contract from the Preconstruction services to a construction contract using Exhibit “A”, the Agency must have a reasonable assurance that the proposed project will be completed within the approved construction budget. The time of this assurance will vary depending on the complexity of the work. Most often the cost estimate created by the CM-R at the Design Development stage will be the best indicator of the projects ability to remain within the approved construction budget.
- 11.22.3** The CM-R shall provide the Agency with sufficient data and cost matrices to allow the Agency to review the GMP and be prepared to negotiate with the CM-R.
- A.** Negotiations may include the Cost of the Work, General Conditions, and CM-R contingency.
 - 1.** Cost of the Work is the direct cost of labor and materials, including Subcontractor(s) overhead and profit to perform the work.
 - 2.** General Conditions are the costs associated with the CM-R establishing and manning a project office.
 - 3.** CM-R Contingency is an amount available to be used at the Contractor’s discretion to cover increased costs incurred as a result of causes beyond their control, i.e., lost time, increases in subcontracts, acceleration, alleviate costs for damaged work. The CM-R contingency is not available for Agency-directed design or scope changes and does not require the Agency’s approval. Upon completion and final acceptance of the project, any unused CM-R contingency is returned to the Owner.
NOTE: The Preconstruction Fee in not included as part of the GMP on Exhibit “A”.
 - B.** If negotiations are successful, the Agency will complete the following for signature by OSE Manager:
 - 1.** Exhibit A to the AIA A133, SCOSE Version; and
 - 2.** Change Order to CM-R Contract (SE-480) along with Change Order Request Summary – CM-R (SE-480, Page 2).
 - C.** If negotiations are unsuccessful, the Agency will terminate the contract with the CM-R and proceed with the construction of the facility utilizing the Design-Bid-Build process.
- 11.22.4** Alternates should not be used in a CM-R contract. The A/E or Contractor may propose alternatives during the development of the construction documents; however, the alternatives that are accepted will be incorporated into the GMP and are not priced as alternates.
- 11.22.5** Allowances should seldom be used and can be avoided by making material decisions early in the design process.

11.23 OSE CONCURRENCE WITH THE REQUEST FOR AUTHORITY TO EXECUTE EXHIBIT “A”

- 11.23.1** The establishment of a GMP constitutes a change in the contract amount. The Agency shall complete and submit an SE-480, Page 1 & 2.
- 11.23.2** The use of multiple GMPs may require multiple:
- A.** Exhibit As to the AIA Document A133.
 - B.** Certificates of Insurance as required by the contract documents.
 - C.** Performance and Labor & Material Payment Bonds, each for not less than 100% of the amount of the GMP awarded.
 - D.** Inspection/Material Testing Order Form (SE-955) applicable to the work awarded.
 - E.** Building/Construction Permit (SE-580) applicable to the work awarded; and
 - F.** Notice to Proceed – CM-R Contract (SE-490) applicable to the work awarded.
- 11.23.3** In the case of multiple GMPs, the Agency shall complete and submit an SE-480, Pages 1 & 2, to OSE for the establishment of each GMP along with the pertinent data noted at the bottom of the SE-480 regardless of the Agency’s Construction Contract Certification.

11.24 NOTICE TO PROCEED WITH CONSTRUCTION SERVICES

The Agency must issue a Notice to Proceed – CM-R for Construction Services (SE-490) following the execution of an SE-480 for each GMP.

11.25 INSPECTION AND TESTING SERVICES

- 11.25.1** During the construction period, OSE and any other legally constituted authorities have access to the project premises for periodic inspections. The A/E's Basic Services may include site visits and observations of work-in-progress, Substantial Completion inspections, Final Completion inspections and other inspections. Details of the A/E's observation requirements are set forth in the A/E contract.
- 11.25.2** The Agency must procure inspection and material testing services from firms on state contract to provide tests and inspections in accordance with Chapter 1 of each of the applicable International Code Council Series of Codes and with Chapter 17 of the International Building Code. This shall be documented using the Inspection/Material Testing Order (SE-955) and the Inspection/Material Testing Order Negotiation Worksheet (SE-955A).
- 11.25.3** The requirements and procedures for using inspection and material testing services on a project are set forth in Appendix G.2. Statewide term contracts for inspection and material testing services, including services and fees, and the listing of Inspection and Testing Firms, including point of contact, phone numbers, and addresses, may also be found in Appendix G.2.
- 11.25.4** Inspection and material testing firms shall use and maintain in the Contractor's job trailer, the Project Inspection/Material Testing Log (SE-965), the Project Inspection/Material Testing Deficiency Log (SE-966), and a copy of the inspection/material testing report. Copies may be found in Appendix G.1.

11.26 BUILDING / CONSTRUCTION PERMIT

- 11.26.1** A Building/Construction Permit (SE-580) is issued to the Contractor for the Work of a GMP.
- 11.26.2** To obtain approval of a permit, the Agency shall submit to OSE the following:
- A. A fully completed SE-580 signed by the Agency.
 - B. An executed SE-955 and SE-955A; and
 - C. A signed Statement of Special Inspection Responsibilities (SE-962), if required.
- 11.26.2** OSE will approve the permit by signing the SE-580 and return a signed copy to the Agency.

11.27 CERTIFICATE OF INSURANCE AND PERFORMANCE AND PAYMENT BONDS

- 11.27.1** After receiving the certificates of insurance and performance and payment bonds from the Contractor, the Agency should review them to determine that they are authentic and meet the requirements of the Procurement Code, Regulations and Contract.
- 11.27.2** The Agency is responsible to assure that it has the required labor and material payment bond in place before permitting the Contractor to start construction. Failure to do so could make the Agency liable for the Contractor's failure to pay its Subcontractors and suppliers.

11.28 CHANGE ORDERS

11.28.1 General Information

- A. A Change Order is any written amendment to a Construction Contract to which all parties agree. The parties shall process Change Orders using the SE-480, Pages 1 & 2. Under no circumstances may the Contractor proceed with the work of a Change Order without proper approval noted in this Section.
- B. A Change Order normally modifies one or more of the following elements of the contract:
 - 1. Scope of Work
 - 2. Contract Sum
 - 3. Contract Time
- C. An Agency's Construction Contract Certification limit and Agency's Construction Contract Change Order Certification limit is determined by Department of Procurement Services (DPS) Auditors.
- D. If the amount of a Change Order establishes a new GMP, the Change Order must be approved by OSE.
- E. If the amount of a Change Order to an existing GMP is within the limit of the Agency's Construction Change Order Certification, the Agency may approve the work. The Agency will send a copy of the approved Change Order with substantiating documentation to OSE for information within fourteen (14) days of Agency's approval.
- F. If the amount of a Change Order to an existing GMP exceeds the limit of the Agency's Construction Change Order Certification, OSE must approve the Change Order before the Contractor may perform any work.

11.28.2 Determining if a Change Order is Within Agency Certification

- A. The DPS - Audit and Certification web page contains a link to a listing of Agency Certifications. The web page is located at <https://procurement.sc.gov/audit>.
- B. To determine whether the Agency or OSE can approve the work:
 - 1. The value of a Change Order item is the total cost required to complete an individual item of work. For example: installation of a drinking fountain may take mechanical, electrical, plumbing, carpentry, painting, and wall covering installation to complete the individual work item.
 - 2. The value of the individual item determines whether OSE authorization is required.
 - 3. The value determination applies to any change in work whether it deducts or adds to the contract amount.
- C. The Agency may not break down a Change Order into separate, related items of work to circumvent the requirement for authorization by OSE. For example, an Agency may not break a Change Order adding a parking lot to a contract down into separate items such as one for grading and one for paving.

11.29 CHANGE ORDERS: DELAYS AND TIME

- 11.29.1** The Agency must promptly evaluate a Contractor's claim for time to avoid claims for acceleration and damages.
- 11.29.2** The Agency must document any adjustment in contract time by Change Order. Except in the case of continuing delay, the Agency must execute the Change Order within fourteen (14) days after the Contractor submits written notice of the claim for additional time, provided that:
 - A. Any request for adjustment of time includes written substantiation and justification for the change; and
 - B. The A/E has provided written justification concerning the time claimed.
- 11.29.3** A claim for time should include any associated costs and the effect the delay will have on the progress of the work. Only one claim is necessary when an on-going delay is evident during a project.
- 11.29.4** The Agency should not convert Change Directives to Change Orders until time claims and contract values are resolved.
- 11.29.5** The Agency must send a Change Order for time to OSE for information. Change Orders for only time are within the Agency's certification.

11.30 CHANGE DIRECTIVES

Change Directives shall be issued utilizing the AIA Document G714 and the process noted in Chapter 7.

11.31 RESOLUTION OF CONSTRUCTION CLAIMS AND DISPUTES BETWEEN THE CONTRACTOR AND THE AGENCY

Resolution of claims and disputes shall be in accordance with the process noted in Chapter 7.

11.32 PAYMENTS TO THE CONTRACTOR

The application and certification for payment, progress payments, withholding payment, and retained amount of payments shall be in accordance with the process noted in Chapter 7.

11.33 SUBSTANTIAL COMPLETION

The inspections and declarations for Substantial Completion shall be in accordance with the process noted in Chapter 7.

11.34 CERTIFICATE OF OCCUPANCY / USE

The issuance of the Certificate of Occupancy/Use (SE-585) shall be in accordance with the process noted in Chapter 7. If multiple GMP's are awarded, requiring the issuance of multiple Building Permits, only a final Certificate of Occupancy/Use will be issued at the completion of the facility.

11.35 RECORD DOCUMENTS

Record Documents shall be issued in accordance with the process noted in Chapter 7.

11.36 FINAL COMPLETION

Final Completion declaration and inspection shall be in accordance with the process noted in Chapter 7.

11.37 CONTRACT CLOSURE AND FINAL PAYMENT

Contract closure and final payment shall be in accordance with the process noted in Chapter 7.

11.38 ONE-YEAR CORRECTIVE WORK PERIOD

Corrective work of deficiencies noted within one year after the date of Substantial Completion shall be in accordance with the process noted in Chapter 7.

11.39 PROJECT CLOSE-OUT

When an Agency determines that a PIP project is complete, the Agency shall submit a Form A-1 to the Capital Budget and Planning Unit for approval to close out the project.