



MEETING DATE: 10/15/07
ITEM NO: 10

COUNCIL/AGENCY AGENDA REPORT

DATE: October 4, 2007

TO: MAYOR AND TOWN COUNCIL/CHAIR AND REDEVELOPMENT
AGENCY BOARD

FROM: PAMELA JACOBS, INTERIM TOWN MANAGER/EXECUTIVE DIRECTOR *P. Jacobs*

SUBJECT: ADOPT A RESOLUTION AUTHORIZING THE INTERIM TOWN
MANAGER TO EXECUTE AN AGREEMENT WITH THE STAUBACH
COMPANY TO PROVIDE PROJECT MANAGEMENT SERVICES FOR THE
POLICE SERVICES BUILDING AT 15900 LOS GATOS BOULEVARD.

RECOMMENDATION:

Authorize the Interim Town Manager to enter into an agreement with The Staubach Company to provide project management for construction of the police services building at 15900 Los Gatos Boulevard.

BACKGROUND:

At the June 18 meeting, the Town Council authorized the Town Manager to proceed with the purchase of the building at 15900 Los Gatos Boulevard for use as police services building. The Council also approved a capital project budget adjustment in the amount of \$7,685,468 for the purchase and building improvements.

DISCUSSION:

The escrow for the purchase of the building has closed and the Town has taken possession of the property. The next steps include processing the Conditional Use Permit (CUP) and preparation of the construction drawings for the building additions and tenant improvements.

The project budget approved by the Town Council included funds to hire project manager (PM) to assist staff with oversight of the project. The services they will provide include the following:

PREPARED BY:

Bud N. Lortz

[Signature]
Director of Community Development

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Reviewed by: _____ Assistant Town Manager *[Signature]* Town Attorney
_____ Clerk Administrator *[Signature]* Finance _____ Community Development

MAYOR AND TOWN COUNCIL

SUBJECT: POLICE SERVICES BUILDING – PROJECT MANAGEMENT SERVICES

October 15, 2007

- Working with staff, they will prepare the RFP for a contractor, screen the candidates, the proposals, conduct reference checks and help negotiate the construction contract.
- Coordinate activities of the architect, contractor and other consultants to maintain the project schedule.
- Review plans for quality, completeness and constructability and initiate an ongoing value engineering of plans to identify alternative construction methods or materials that might provide equivalent results at a reduced cost and/or construction time.
- Monitor construction to evaluate construction progress, quality, and adherence to project plans, and anticipate and resolve potential issues in advance.
- Review invoices and track actual costs against the approved budget.
- Prepare status reports on schedule, costs, and resolution of past issues and potential issues that will need to be resolved.

Staff received proposals from four construction management firms. The Staubach Company was selected based on their understanding of the project, cost of services and for their experience and ability to complete projects on-time and on-budget. The proposal from The Staubach Company to provide project management services is \$72,000. It is requested that the Interim Town Manager be authorized to enter into a contract for a maximum of \$79,200, which includes a ten percent contingency for unexpected expenses that may arise. This would allow staff to deal with unforeseen circumstances without delaying the project.

FISCAL IMPACT:

As discussed above, at the meeting of June 18, 2007, the Town Council Authorize capital project budget adjustment in the amount of \$7,685,468 for the Police Services Building using funding source transfers to the Town's Capital Project Fund.

Sufficient funds are available in the Police Facility project as shown below:

POLICE FACILITY PROJECT						
	Original Budget	Adjusted Budget	Total Budget	Exps/Encumb To Date	Proposed Contract	Available Balance
FY 2007/08 Fiscal Impact						
Project 400-0729	153,000	4,965,468	5,118,468	2,134,672	51,718	2,932,079
Project 930-0729		2,720,000	2,720,000	1,134,351	27,482	1,558,167
TOTALS	153,000	7,685,468	7,838,468	3,269,023	79,200	4,490,245
Expenditure Detail						
Services Supplies & Equipment				210		
Site Acquisition & Preparation				3,217,269		
Consultant Services				51,544	72,000	
Contingency					7,200	
TOTALS				3,269,023	79,200	

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MAYOR AND TOWN COUNCIL

SUBJECT: POLICE SERVICES BUILDING – PROJECT MANAGEMENT SERVICES

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CONCLUSION:

Staff believes The Staubach Company has the experience and capacity to provide project management services for the project. Staff recommends that Council authorize the Town Manager to enter into an agreement with The Staubach Company to provide project management for the construction of the Police Services Building.

Attachments:

1. Resolution
2. Scope of Work

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RESOLUTION

RESOLUTION AUTHORIZING THE INTERIM TOWN MANAGER TO EXECUTE AN AGREEMENT WITH THE STAUCBACH COMPANY TO BE PROJECT MANAGER FOR THE POLICE SERVICES BUILDING AT 15900 LOS GATOS BOULEVARD.

WHEREAS, the Town of Los Gatos Town Council has determined that there is a need for a project manager for the construction for the police services building; and

WHEREAS, The Staubach Company is the most qualified firm to provide project management services because of their extensive experience providing project management services ranging from tenant improvements to development of large scale campus developments.

WHEREAS, project managers, Mark Grieco and David Blitz have applicable experience having been involved in more than 20 million square feet of construction and development.

RESOLVED, by the Town Council that the Interim Town Manager is authorized to execute an agreement with The Staubach Company to provide project management services for the Town of Los Gatos Police Services building.

PASSED AND ADOPTED at a regular meeting of the Town Council held on the 15th
day of October 2007, by the following vote:

COUNCIL MEMBERS:

AYES:

NAYS:

ABSENT:

ABSTAIN:

SIGNED:

/s/ Joe Pirzynski
MAYOR OF THE TOWN OF LOS GATOS
LOS GATOS, CALIFORNIA

ATTEST:

/s/ Jackie Rose
CLERK ADMINISTRATOR OF THE TOWN OF LOS GATOS
LOS GATOS, CALIFORNIA

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August 10, 2007

Randal Tsuda
Assistant Director of Community Development
Town of Los Gatos
110 E. Main Street
PO Box 949
Los Gatos, CA 95031

RE: Los Gatos Police Station

Dear Randal,

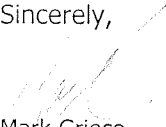
David and I enjoyed our meeting a few weeks ago with you, Curtis and Anthony. We're excited about the opportunity to partner with the Town of Los Gatos on the new Police Station and have assembled the attached proposal and Scope of Service for our involvement.

We've based our proposal on our understanding of the Town's expected level of our involvement and have made a number of assumptions in the area of Scope of Service. Please consider this a "first pass" for your review and comment.

We've proposed an innovative and experienced team that will work alongside the Town to develop contracting and project delivery solutions that will best fit the Town of Los Gatos's culture, operating philosophy and legislative requirements.

Thank you for the opportunity to submit this proposal. We welcome the challenge and look forward to the next steps.

Sincerely,


Mark Grieco
Vice President


David Blitz
Senior Project Manager

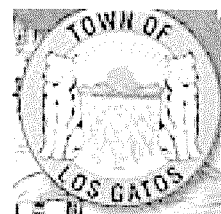
Cc: Curtis Banks



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Project Management Proposal Police Services Building

**15900 Los Gatos Boulevard
Los Gatos, California**



August 13, 2007

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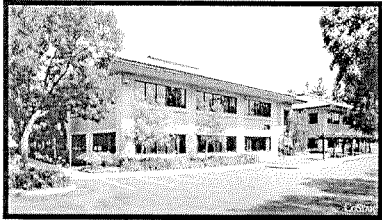


Santa Clara

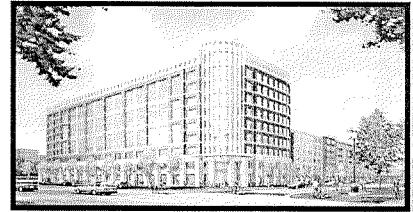
Company Background

Founded in 1977, The Staubach Company is a full service real estate strategy and services firm that provides innovative solutions for companies seeking a wide variety of space types ranging from interior improvements and renovations to full corporate campus developments. By focusing on the real estate related needs of our clients, we enable our clients to concentrate on other facets of their business.

A privately held corporation, Staubach has a shared and widely distributed ownership structure. Its officers and employees own approximately 72% of the company. Staubach's ownership is held by senior Staubach professionals involved in corporate and regional office management and client service.



The Staubach Company
Regional Headquarters
2200 Geng Road, Suite 200
Palo Alto, CA 94303



The Staubach Company
Corporate Headquarters
15601 Dallas Parkway, Suite 400
Addison, TX 75001

Staubach helped pioneer the concept of representing tenants exclusively, thus minimizing potential conflicts with developers or building owners. As a market leader in providing custom space solutions to meet the needs of client companies undergoing change, we take pride in our ability to inspire confidence and build long-term relationships with our clients. It begins and continues with serving their interests and their interests alone.

What We Are ...

- Free From Conflicts Of Interest
- Advisors To Major Real Estate Space Users
- Specialists In Headquarters, Corporate and Industrial and Healthcare Assignments
- Broad/ Fully Integrated Real Estate Services
- Reputation For Integrity and Best Of Class
- Employee Owned Company
- Known For "*Consultative Approach*" and Precision Implementation

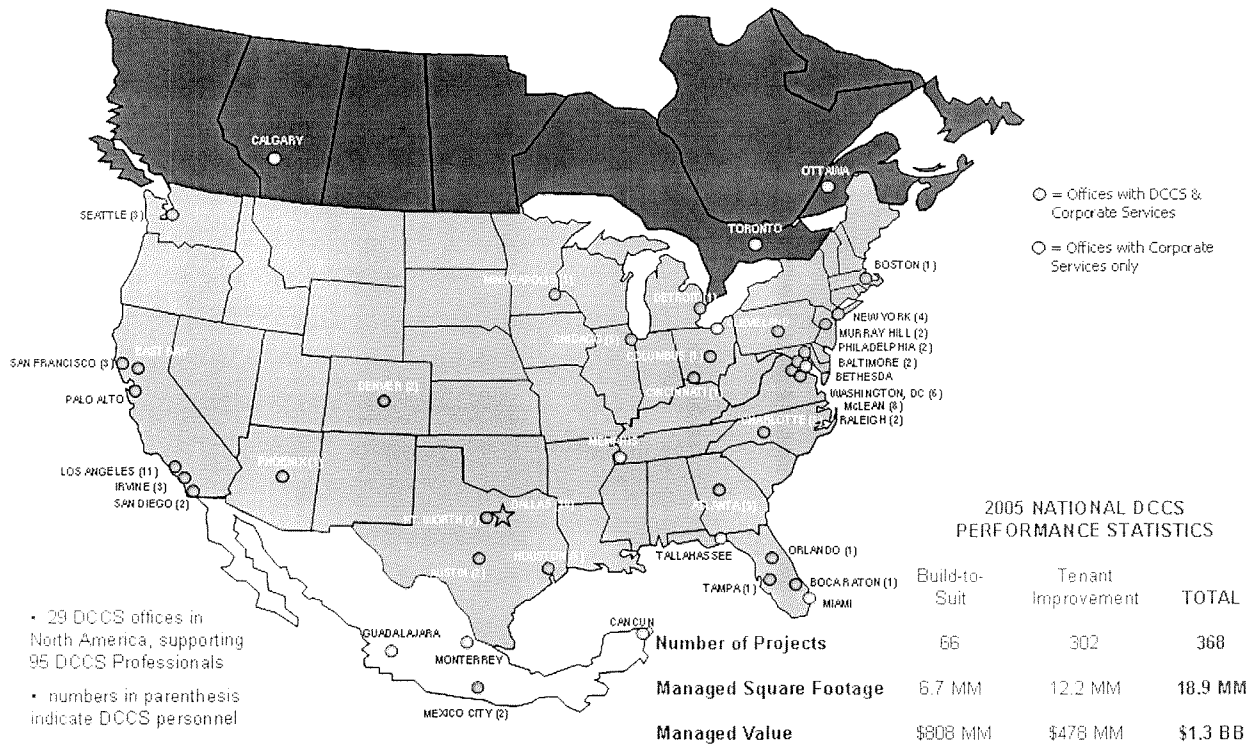
What We Are NOT...

- Leasing Agents
- Contractors, Architects, Engineers
- Real Estate Sales People
- For Profit Developers
- Third Party Property Managers
- Publicly Traded Company
- Limited By Conventional Wisdom
- All Things To All People



Company Background

In the past 30 years, Staubach has grown to be the largest real estate services company in the world dedicated exclusively to users of space, with 64 offices, 1370 employees in the Americas and revenues over \$400 million. Staubach's Design and Construction Consulting Services is comprised of over 100 professionals (6 professionals in the San Francisco Bay area) with backgrounds in architecture, construction, engineering and real estate development.



While our resources worldwide are both broad and deep, each project is managed by a team of local experts with local construction industry knowledge. In the Bay Area, our Design and Construction Consulting Services team is made up of six professionals with widely differing backgrounds. Our team members have held senior positions in architecture, contracting, real estate development and corporate real estate. Jointly, this seasoned team has nearly a century and a half of experience.

Our Design and Construction Consulting Services include: construction project management; development consulting; strategic planning; acquisition and disposition; benchmarking studies; site selection and implementation; demographic research and mapping; facility and energy audits; financial consulting and capital acquisition; move coordination; relocation services; and municipal incentive negotiations

Locally Recognized Employer of Choice

Employer of Choice



The Staubach Company was recently voted among the Bay Area's Best Places to Work in 2007 by the *San Francisco, Silicon Valley, and East Bay Business Journals*. This award reflects our ability to attract and retain the best talent. It's quality people that provide extraordinary service and world-class results. Our mentoring program ensures that our employees stay not only up to speed on the issues you are facing and on top of the emerging trends that will affect your company, but in the forefront of industry expertise and professional development. Everyone in the company is fully aware of the cornerstone of our customer service philosophy: Take care of the client first and the rest will take care of itself.

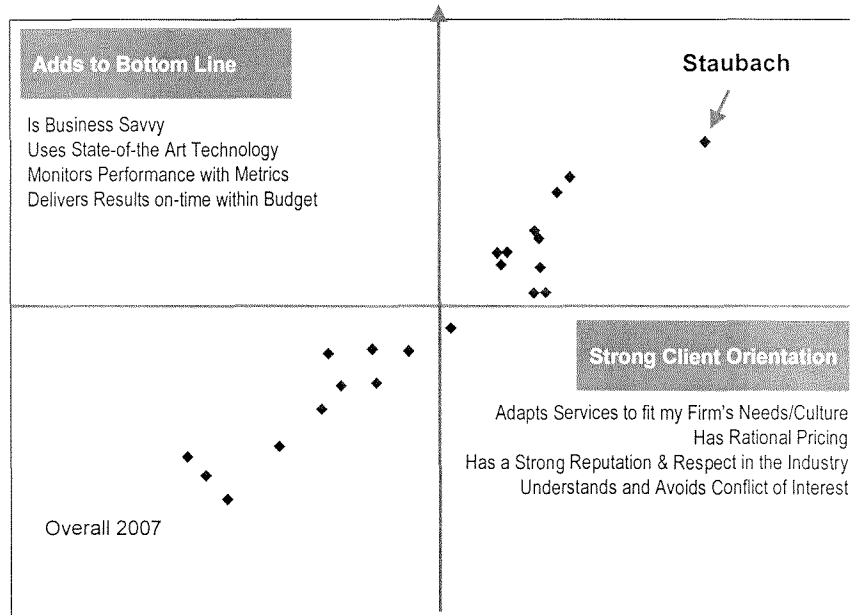


34071

Company Background

Position by the Business Development Opportunities Survey for Corporate Real Estate Providers 2007

In a recent survey of 253 corporate real estate ("CRE") executives by the Watkins Research Group, Inc.,¹ Staubach was rated as the most highly respected real estate services firm in the industry for the second year in a row. In evaluating their operating needs and rating the leading real estate providers in meeting those needs, the CRE decision makers not only concluded that Staubach was most effective at providing economically beneficial services and support (adding to their "Bottom Line"), but Staubach also demonstrated the most consistent alignment of interests of all twenty-five firms evaluated ("Strong Client Orientation"). It should be noted that Staubach did not underwrite, collaborate or participate in this study.



Key Factors that Influence the Corporate Real Estate Decision Process

Importance as ranked by Survey Respondents Most ↑ Least ↓	Factors	Staubach's Overall Rating	Impact
	Is Business Savvy	#1	Adds to Bottom Line
	Delivers Results On-time & Within Budget	#1	Adds to Bottom Line
	Understands and Avoids Conflicts of Interest	#1	Strong Client Orientation
	Adapts Services to fit my Firm's Needs/Culture	#1	Strong Client Orientation
	Has Rational Pricing	#1	Strong Client Orientation
	Has a Strong Reputation & Respect in the Industry	#1	Strong Client Orientation
	Has Major Offices in all the Major Markets Where I Need Them	#2	Not a Factor on the Perceptual Map
	Monitors Performance with Metrics	#2	Adds to Bottom Line
	Uses State-of-the-Art Technology	#1	Adds to Bottom Line

¹ The Watkins survey was conducted in 2005 and 2007 for the purpose of evaluating corporate real estate providers. The survey was sponsored by a number of the 20+ providers evaluated who also supplied many of the contacts to be interviewed. *Staubach did not sponsor the survey nor did Staubach provide any contacts for interviews.*



Company Background

In addition, a closer look at the evaluation factors shows that Staubach and its personnel were rated first of over twenty firms evaluated on seven of the nine assessment factors considered by these executives, and first on all of the personnel related issues (providing superior service, seasoned and experienced management, ease of working relationship and strength in negotiations).

Our Clients speak out

TDRL

"The Staubach Company's knowledge and skills are important to delivering results but the value and ethics are their key to keeping our business."

LAUREL

"Responsive, hard working, fun people to work with. They try to anticipate customer needs. Outstanding customer service."

BOOZ ALLEN

"Keep hiring great people like I have worked with to date."

KLA TENCOR

"I appreciate the values and integrity in which Staubach chooses to do business."

CLAY PERRY

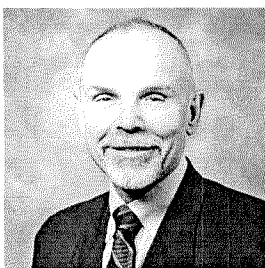
"Staubach did a great job helping work thru the issues including being closely involved with the attorney's as they worked thru the issues. They helped me tremendously – the real estate issues are relatively new to me and Staubach was a great teacher!"

MORGAN STANLEY

*"I use The Staubach Company throughout the western United States; it is a firm with **high integrity** and people with a genuine interest in their clients. "*



Company Background



Mark Grieco

Project Account Manager

Experience:

Mark Grieco has a uniquely rich and diverse background in corporate real estate, design / construction and real estate development. He has over 30 years of related experience ranging from hands on field construction to CRE executive. He's been involved in more than 20 million SF of commercial construction or development. Mark has held positions with Cisco Systems Inc. as Director, Global Operations-Workplace Resources. As such, he's managed teams responsible for new campus development, for capital projects throughout North and South America and for the development of a number of policies, procedures, guidelines and process refinements to improve the efficiency and effectiveness of Cisco's CRE organization world wide.

Mark had been with Staubach prior to joining Cisco, during which time he provided Design and Construction Consulting Services to clients on a wide range of project types. Prior to joining Staubach, Mark worked as Vice President of Construction for Lincoln Property Company which followed his 12 year tenure with two national General Contractors. His experience includes high-rise, campus, suburban office, retail, technology and biotech. He has consulted as expert witness for construction defect remediation and has led acquisition due diligence studies on a number of major projects.

Representative Clients:

- **Palm**
- **Capital One**
- **E*TRADE**
- **Fibrogen**
- **MCI**
- **Heartport**
- **KLA-Tencor**

Education:

BS in Construction Engineering - Roger Williams University

AA in Mechanical Engineering – Connecticut Community College

References:

1) Bill Jamaca

RGB Networks

650-350-3707

bjamaca@rgbnetworks.com

2) Scott Tiraschi

Vice-President, Real Estate and Facilities, KLA-Tencor

408-875-5369

scott.tiraschi@kla-tencor.com

3) Mark Golan

VP, Real Estate, Cisco Systems

408-526-4000

mgolan@cisco.com



STAU BACH

Company Background



David Blitz

Project Lead

Experience:

David Blitz offers a unique perspective to Staubach projects as he has over 30 years of experience working throughout the United States, Canada and South America including corporate real estate, development, finance and brokerage. He's also managed a family owned health care business.

David has represented developer and institutional clients in arranging project financing and investment sales, he's served as Division Manager, Development Director and Marketing Director for a Midwestern suburban office, retail, industrial and hotel developer, acted as Vice President of Sverdrup Corporation, an international engineering, architectural and construction company with projects including a 500 acre joint venture with McDonnell Douglas for the development of office, retail, industrial, hotel and a 20,000 seat amphitheater. Most recently, David has served as the Senior Manager, Real Estate & Facilities for the Israeli based internet security software company, Check Point Software Technologies, with responsibility for 25 office locations around the US, Canada and South America.

David offers our clients the benefit of broad experience in hands-on project management as well as strategic planning. His exposure to the diverse aspects of the industry provides a unique perspective and value to clients in project management and corporate real estate services.

Education:

Master of Public Administration, University of San Francisco
Bachelor of Arts, Northern Illinois University

Professional Designation:

Master of Corporate Real Estate, MCR

References:

1) Andrew Dunn

Financial Consultant & Former Director, Check Point Software
415-987-2751
andrew_dunn@solfocus.com

2) Randy Garrett

Principal, Transwestern
214-446-4519
Randy_garrett@transwestern.net

3) Robert Kelley

Director, Global Purchasing, Sterling Commerce
614-793-5007
Bob_kelley@stercomm.com



Project Approach

STEPS

As detailed in the Scope of Services, 'Mobilization' includes orienting the project management team on the history of the project, understanding the ownership objectives, identifying the vested interests, clarifying the design, budget and scheduling goals, and clearly defining the roles and responsibilities. Next, the project team is assembled and the discipline of weekly meetings begins where reporting and accountability are key components to project success.

CHALLENGES

Establishing good communication between team members is a primary factor defining successful teams. It is the Project Manager's role to assemble a team capable of direct but professional communication as issues will occur that require cross discipline solutions. Common project goals are critical where each team member must understand the importance of accomplishing their role.

Although we do not anticipate obstacles at this time, all projects are subject to inclement weather delays and market factors of the availability of labor and material resources.

The Staubach Company has 30 years of experience in delivering projects to the private sector that result in average project savings of 5-10% and return on investment of Staubach services of 200%. We are enthusiastic about applying these methods to the Los Gatos Police Department project but understand there are requirements of open communication for public projects that we will need assistance to understand from the City's management team.

DELIVERABLES

The objective of Staubach project managers is not only to deliver quality projects on time and on budget. The Staubach Guarantee of Service demonstrates a successful project is additionally defined as complete satisfaction that we have achieved your goals of project delivery. This commitment ensures managers are not distracted from their daily responsibilities.



Scope of Services

Staubach Project Managers believe that "on time and on budget" is not sufficient. We strive for a higher standard of overall customer satisfaction with the process and results.

We take on the responsibility of managing the overall project process by becoming your expert resource. Utilizing successful methods to establish standards, promote goal-oriented team communication, competitive procurement and development of aggressive and achievable schedules consistently achieves 5-10% project savings and an average return on investment of 200%.

EXECUTIVE

Staubach Design & Construction Consulting Services was created to manage the full range of client development activities including campus planning, new buildings, interior improvements, alternative workplace strategy and strategic planning. The results are a client satisfaction score of 4.7 out of 5.0 and 78% repeat business.

COMMUNICATION

We believe in pre-planning, assigning responsibilities, accountability and open reporting of all issues to eliminate ambiguities and keep all team members informed. This gives everyone a stake in the success of the project.

TEAM APPROACH

The diversity of our professional staff insures all aspects of the design and construction process are efficiently managed. Staubach personnel include experienced architects, contractors, engineers, developers and planners. We consistently focus on the desired result as the unifying force for success.

EXPERIENCE

Staubach managers have gained insight by successfully completing challenging projects globally. It is critical to combine specific project knowledge with familiarity of local designers, consultants and vendors to assemble the very best team. Annual projects planned, managed or delivered by Staubach design and construction professionals exceed \$5 billion and 38+ million square feet.



Scope of Services

CATEGORY

PROJECT MANAGEMENT

PROJECT DEFINITION

Mobilization and Set-Up



Meetings



Site Evaluation / Reporting



- ☐ Define the CLIENT's project goals and priorities to determine how they will be achieved in the built environment.
- ☐ Define individual roles and responsibilities, project procedures, schedule requirements and establish lines of communication and approval.
- ☐ Tour and become familiar with current facilities and understand the perceived positive and negative aspects.
- ☐ Receive and become familiar with all relevant information about the project and the CLIENT's organization.
- ☐ Work with the architect and CLIENT's officers, employees and consultants to understand facility needs and workflow.
- ☐ Jointly establish all facility strategies, goals and objectives, including business, functional, philosophical and civic goals, key project parameters, design character, cost parameters, time constraints, and financial requirements.
- ☐ Define and document perceived constraints to the process.
- ☐ Work with CLIENT to develop an overall preliminary project budget and project milestone schedule as a framework for the planners and designers to proceed.
- ☐ Conduct, coordinate and orchestrate weekly meetings and specialized meetings as required. Assign tasks, responsibilities and deadlines. Follow-up on the progress of assigned tasks.
- ☐ Record minutes of all meetings. Distribute to all parties via email within 3 business days of the meeting.
- ☐ Arrange and participate in meetings with agencies having jurisdiction.
- ☐ Report on project status at monthly client meetings. Provide analysis and define current status and overall progress.
- ☐ Work with the architect and appropriate consultants to coordinate the evaluation of the site regarding such items as:
 - Environmental
 - Geotechnical
 - Ecological
 - Space / Utilization Capacity
 - HVAC Capacity
 - Code / ADA Compliance
 - Electrical Capacity
 - Utility Services
 - Hazardous Materials
 - Structural (Seismic)
- ☐ Prepare reports as necessary to communicate any issues to the staff or the Board.
- ☐ Analyze reports generated by others and provide recommendations.
- ☐ Assist in the preparation of required reports for compliance with the California Environmental Quality Act (CEQA)
- ☐ Develop a plan for utility shutdowns, and coordinate with onsite facilities staff and CLIENT Project Manager.
- ☐ Help establish access to the site and existing facilities during construction.
- ☐ Help establish site layout areas and access points.

Scope of Services

CATEGORY

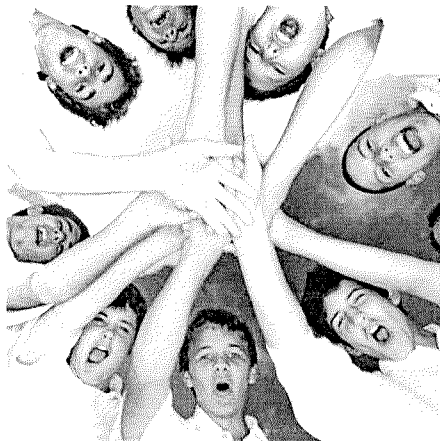
PROJECT MANAGEMENT

PROJECT DEFINITION

Municipal Approval



Project Team Selection and Management



- ☐ Meet with all involved agencies throughout the process to establish a working dialogue for the free flow of information to assist with permitting and inspections.
- ☐ Develop a comprehensive review and approval strategy, assign responsibilities and establish procedures.
- ☐ Assist with negotiation of agreements with private and public entities regarding development responsibilities and site improvements.
- ☐ Develop strategies regarding the public approval process, existing and projected zoning, covenants, traffic, utilities, geotechnical, environmental and infrastructure requirements.
- ☐ Present project concept to appropriate authorities and other interested parties for preliminary evaluation and ultimate approval.
- ☐ Assist The CLIENT in negotiating all development, on-site and off-site public improvement agreements with applicable government authorities and public utilities if required.
- ☐ Along with CLIENT, develop the management structure for the project and establish roles and responsibilities of each team member. Assist CLIENT with the evaluation and selection of the project team members not already selected. Manage the performance of all team members. Third party professionals who may comprise the project team include:
 - Architects and interior architects
 - Programmers
 - Environmental engineers
 - Ecological engineers
 - Structural / mechanical / electrical / plumbing engineers
 - Lighting, food service, security, information systems, audio visual, telecommunications, process engineers and other design consultants as necessary.
 - Testing and inspection agencies
 - Peer review consultants
 - Commissioning agent
 - Construction inspection services
 - General contractor, design build subcontractors and subcontractors.
 - Other miscellaneous contractors including data/communications, furniture, special equipment and move coordinator.
- ☐ In conjunction with the CLIENT, Staubach will screen each candidate, prepare Requests for Proposals (RFP), review submitted proposals, do reference checks and/or on-site reviews of similar projects and personal meetings.
- ☐ Together with CLIENT's legal counsel, prepare and negotiate contracts for design team members.
- ☐ Review Architects invoices and reimbursable expenses for approval for payment.
- ☐ Review architects requests for scope changes and recommend the appropriate action.

Scope of Services

CATEGORY

PROJECT MANAGEMENT

PROJECT DEFINITION

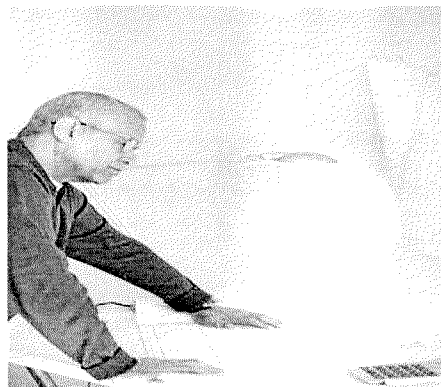
Construction:
 Existing Building 9,138 GSF
 Existing Addition 1,579 GSF
 Total 11,907 GSF



Building Design and Agency Approval Process



General Contractor Selection



- ☐ Review the CLIENT's program of space requirements and help identify and delineate any special functional requirements, adjacencies, and aesthetic preferences.
 - ☐ Coordinate communications and activities between the CLIENT and the selected architect.
 - ☐ Represent the CLIENT during the conceptual design process to ensure compliance with CLIENT's goals and objectives and development agreement, including review and approval meetings.
 - ☐ Assist architect and the CLIENT with coordination and interface with state, CLIENT and city government authorities having jurisdiction and with local utility companies.
 - ☐ Coordinate enhancement requests and ensure the changes are properly implemented at a reasonable cost.
 - ☐ Initiate an ongoing value engineering process to identify alternative construction methods or materials that might produce equivalent architectural or functional results at reduced cost and/or construction time.
 - ☐ Review proposed details and materials to help ensure the best practices and most cost effective methods are being utilized.
-
- ☐ Manage the design team to help assure that previously established overall project philosophies, goals and objectives are consistent through schematic design, design development and construction documents.
 - ☐ Continually review preliminary and final documents for quality and completeness and to expose and resolve any potential concerns relating to constructability and space utilization inefficiencies.
 - ☐ Initiate an ongoing value engineering process to identify alternative construction methods or materials that might produce equivalent architectural or functional results at reduced cost and/or construction time.
 - ☐ Develop a comprehensive review and approval strategy related to the local approval process, existing and projected zoning, covenants, traffic, utilities, geotechnical, environmental, wetlands and infrastructure requirements, assign responsibilities and establish procedures.
 - ☐ Coordinate and oversee any third party reviews.
-
- ☐ At the beginning of the design process, determine methodology for working with the general contractor (e.g. hard bid, design/build, fees and general conditions, etc.). Based on that decision, identify appropriate general contractors and prepare and distribute a Request for Qualifications (RFQ).
 - ☐ Based on the information received in the RFQ, including comparable work experience, staff credentials, financial credibility, reference checks and any prior relationship with the CLIENT, prequalify contractors for the CLIENT's approval.
 - ☐ Prepare Request for Proposals (RFP), review of submitted proposals, check references, and conduct on-site tours of similar projects and personal meetings. General contractor's proposals will include general contractor's fee, general conditions, proposed staffing, qualifications and project schedule.
 - ☐ Together with CLIENT's legal counsel, develop and negotiate the construction contract for CLIENT's approval.
 - ☐ At completion of these documents, establish the general contractor's commitment to the scope of work, quality of materials and workmanship, a final Contract amount and a final project schedule.

Scope of Services

CATEGORY

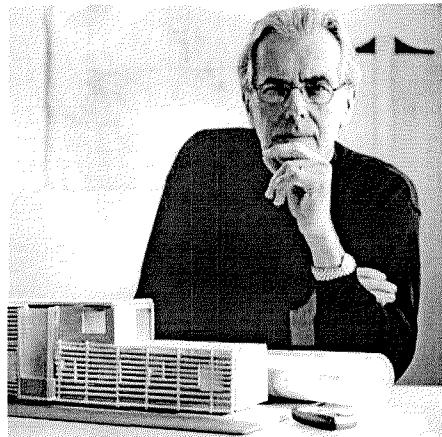
PROJECT MANAGEMENT

PROJECT DEFINITION

Subcontractor Bidding and Negotiation



Construction Administration



Cost Control



- ☐ Review the contract documents with the architect and general contractor to help ensure that they are sufficiently complete to determine the scope of work for bidding purposes.
- ☐ Work with the general contractor to establish an appropriate subcontractor bid list.
- ☐ Review bid packages.
- ☐ Review subcontractor bid results and general contractor's recommendations. Compare the bid results to the project budget, evaluate the results and report to CLIENT with recommendations

- ☐ Monitor the project status on-site including periodic site visits, regular job site meetings, general contractor's monthly reports, preparation of bid packages, shop drawings, as-built record drawings, insurance compliance and other related information.
- ☐ Perform regular job site observations to evaluate the general compliance with quality requirements, construction progress, adherence to project plans and specifications, and assist in resolving field questions and disputes in the most economical and expeditious manner possible.
- ☐ Coordinate with equipment vendors and contractors to interface with building systems and general contractor schedule.
- ☐ Coordinate with CLIENT representatives, outside regulatory agencies, Fire Marshal, Phone Company and other utilities for timely inspections and compliance with requirements.
- ☐ Maintain construction records at the site including updated drawings, contracts, architects supplemental instructions, change orders, field orders, submittals, shop drawings, meeting notes, and correspondence.
- ☐ Oversee design and construction coordination of interior construction and the related interface between shell construction and/or the site conditions.
- ☐ Review, analyze and recommend for approval the contractor pay applications.
- ☐ Coordinate furniture, information technology, audio visual, and other vendors and contractors with the general contractor's schedule and site planning.
- ☐ Manage resolution of construction claims during the construction period and prior to project closeout construction.
- ☐ Maintain a photographic record of construction progress and record potential issues.

- ☐ Maintain status of projected and anticipated costs along with related cash flow requirements. Track actual costs against approved budgets. Variances would be investigated and reported to the CLIENT.
- ☐ Work with each project team member to assist in anticipating any cost overruns in advance and determine ways to avoid them if possible.
- ☐ Establish draw procedures. Review and approve invoices from each project team member in preparation for the CLIENT's review, approval and subsequent authorization for payment.
- ☐ Review all change order requests, prepare analysis, negotiate pricing and credits and prepare recommendations for the CLIENT's review.

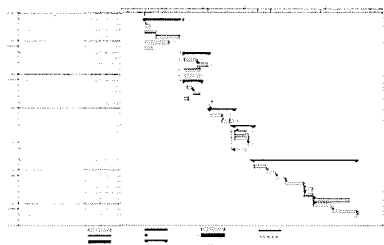
Scope of Services

CATEGORY

PROJECT MANAGEMENT

PROJECT DEFINITION

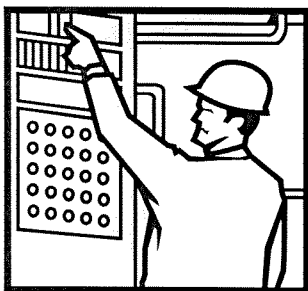
Schedule Control



Project Reports



Commissioning and Close Out



- ☐ Maintain status of the project schedule and review current status of the approved project schedule with the CLIENT and the project team. Variances will be investigated and reported to CLIENT.
 - ☐ Review general contractor overall and "look ahead" schedules to verify compliance of actual progress to master schedule. Report any potential issues to the CLIENT's Project Manager and assist with the resolution.
 - ☐ Work with each project team member to assist in anticipating any schedule delays or conflicts in advance.
 - ☐ Verify the general contractor reviews comments on and monitors subcontractors' construction schedules, including delivery of products requiring long lead-time procurement.
 - ☐ Incorporate the CLIENT's vendors, and contractors into the general contractor's construction schedule.
-
- ☐ Prepare monthly status reports, including invoice summary, cash flow summary, change order summary, contingency usage summary, milestone schedule progress summary, and resolution of past issues and potential issues that will need to be resolved.
 - ☐ Provide a monthly schedule update and describe the effect on the final completion date.
 - ☐ Provide a brief overview (broadcast email or website) to keep site occupants and users informed of construction activities, potential shutdown, traffic pattern changes and potential noisy work.
-
- ☐ Work with the CLIENT Facilities department to provide a full commissioning package for the start-up of the building. Assist with the selection of the commissioning agent and coordinate with the MEP subcontractors.
 - ☐ Set-up staff training on building systems as required.
 - ☐ Assist architect and general contractor in preparing the Notice of Substantial Completion and punch list for items that require completion or correction.
 - ☐ Assist the CLIENT in obtaining all required guarantees, warranties, affidavits, releases, bonds, and waivers. Coordinate start-up and orientation demonstrations with building maintenance personnel. Assist with compiling all as-built documents and Operations and Maintenance Manuals, for distribution through the architect to the building manager.
 - ☐ Assist the architect and general contractor in final project closeout, which would include the development of a punchlist and completion of punchlist work, final payment, and final waiver of liens and turnover to the CLIENT.
 - ☐ Assist the move coordinator with the relocation of the existing users to the new facility

Scope of Services

CATEGORY

PROJECT MANAGEMENT

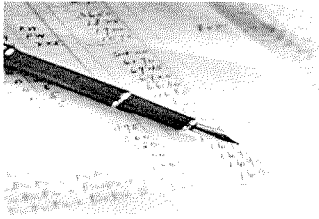
PROJECT DEFINITION

Move & Occupancy



- ☐ Assist CLIENT in the selection of a move consultant as part of its fit-up program. Coordinate this program with the general contractor, architect and any other involved consultants. Provide assistance with troubleshooting during occupancy until proper operations are established.
- ☐ Assist CLIENT in coordinating the installation of furniture and equipment upon project completion.
- ☐ Work with the move consultant to select the moving company and develop a move schedule.
- ☐ Work with the IT personnel to develop a cut-over schedule for the migration of the data and phone systems
- ☐ Establish a post move help desk and review sheet to assist personnel with any issues that develop immediately after the move.

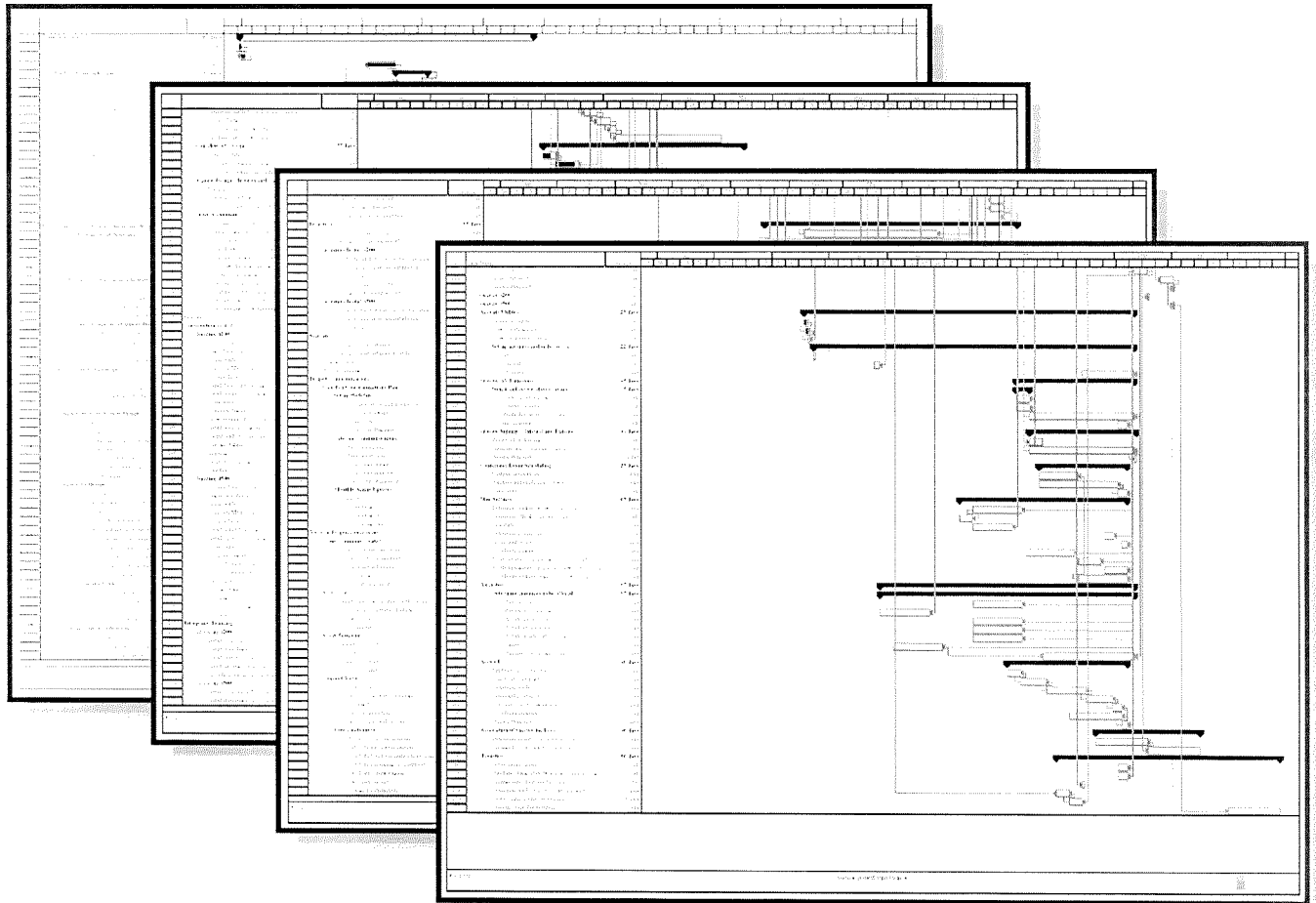
Auditing



If required, assist in the selection and coordination of an independent auditing firm for the review of the general contractor and architect/engineer expenses for any overcharges and other irregularities.

Sample Documents

100 Schedule



3-10-71

Sample Documents

Project Management Report Form

City, State TBD																																																														
Project Management Report																																																														
<p>Last Update: None</p> <p>Design Meeting: No. 1</p> <p>Meeting Date: June 3, 2003 (phone conference)</p> <p>Next Meeting: June 25, 2003 at Staubach Office 1:00PM Eastern MSA, Staubach Carolinas, Myers & Chapman to conduct interim team meeting on June 10 at 2:00PM at MSA office.</p> <p>Today's Date: June 4, 2003</p>																																																														
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Item	Meeting Summary	Responsibility	Status	Opened	Due	Notes																																																								
A. Management																																																														
1-A-1	Survey proposal (\$15,000) obtained for subdivide work, rough staking of the building and topography survey. Proposal has been signed by M. Aldridge and returned to D. Schmitt. Survey work was started on Monday 6-02-03.																																																													
1-A-2	D. Schmitt to obtain proposals for geo-technical investigation and phase 1.	D. Schmitt	Open	6-10-03		Once proposal is obtained D. Schmitt to forward to Staubach & M. Aldridge for Patterson approval.																																																								
B. Design/Construction																																																														
1-B-1	The site plan was reviewed with Patterson. Approved the basic layout for the design team to develop construction drawings. Patterson requested many existing trees to stay.																																																													
1-B-2	The warehouse and office area reviewed in detail. D. Schmitt to and FED CX to M. Aldridge and review.																																																													
1-B-3	MSA to forward layout to the insurance carrier for preliminary review and input.	D. Schmitt	Open	6-03-03	6-10-03																																																									
C. Budget/Pricing/Pay Applications																																																														
1-C-1	M. Spokas & K. Walsh to develop construction contract for review by M. Aldridge and Patterson legal department.	M. Spokas, Walsh	Open	6-03-03	6-10-03																																																									
D. Schedule																																																														
E. Voice/Data lines/IT Computer/Security																																																														
F. Submittals																																																														
G. Near Term Action Items																																																														
	Boundary Survey complete for subdivide or	MSA/WK Jackson			6-10-03																																																									
	Subdivision application submitted	MSA/WK Jackson			6-10-03	Provided land owner will allow.																																																								
	Survey (with topo & utilities) completed	MSA/WK Jackson			6-10-03																																																									
	Soil testing complete	MSA			6-10-03																																																									
	Subdivision approved	MSA/McGovern			6-10-03																																																									
	Clearing, Erosion Control and Grading permit	MSA/McGovern			6-10-03																																																									
	Complete Site plan approval & obtain permit	MSA/McGovern			6-10-03																																																									
	Dwelling Permit Obtained	MSA			6-10-03																																																									
H. Change Orders																																																														
	Requested by	Status	Requested by	Status	Notes																																																									
Totals																																																														



John D. B. B.

[illegible]

Compensation

Compensation

For the Basic Project Management Services outlined herein and subject to the Guarantee of Value set forth below, The Town of Los Gatos agrees that The Staubach Company shall be compensated for its efforts hereunder in the amount of Seventy-two Thousand dollars (\$72,000.00) at the rate of Four Thousand Five Hundred dollars (\$4,500.00) per month to be accelerated to full payment if the project is completed in less than sixteen months.

Additional Services beyond those identified in the Scope of Services that are requested by The Town of Los Gatos shall be billed at the following rates or as agreed to prior to the commencement of such additional services.

TSC Executive	\$225/hour
TSC Project Manager	\$200/hour

All fees shall be billed on a monthly basis of equal installments of the total fee over the duration of the project (estimated to be sixteen months) and approved reimbursable expenses shall be billed on a monthly basis as expended, beginning in September 2007. Should the project be delayed or extended due to changes and/or business related postponements beyond the control of The Staubach Company, Staubach will bill The Town of Los Gatos the amount accrued, on an ongoing monthly basis until the agreed sum is expended, and reserves the right to request additional compensation for the period of delay if it is anticipated the extension will affect Staubach's involvement.

Reimbursable Expenses

Reimbursable expenses include: per-approved out-of-town travel expenses, and out-of-pocket expenses such as delivery services, overnight delivery and photography. Any single expense exceeding \$200 shall be pre-approved. Services will be billed at cost (no markup). U.S. Postal Service, phone and fax expenses will not be billed.

Guarantee of Value

If, in the sole opinion of The Town of Los Gatos, Staubach has not provided value, in terms of time, money, and qualitative issues, in excess of the cost of the services, Staubach will waive all or a part of the Fees it is to receive pursuant to this Agreement. Such Fee reduction is at the discretion of The Town of Los Gatos, provided written notice of such determination is given to Staubach within one week of receipt of the invoice for such Fees. If the election to reduce Staubach's Fee is made, The Town of Los Gatos agrees to provide a written summary of the reasons for such Fee reduction. The Town of Los Gatos will also provide Staubach with an additional opportunity to meet with representatives to understand and address any service issues that may have caused the exercise of this right.

However, The Staubach Company's role is as Project Management Consultant and this Agreement will not constitute a warranty or guaranty of any type beyond provision of the Services specifically described herein. In all cases, the architect/designer, engineer, general contractor, subcontractors, material suppliers, and others shall retain responsibility for the quality and scheduling of their work and for preparing and/or adhering to the applicable plans, specifications, codes and ordinances. The Staubach Company will use its best efforts to ensure performance from all vendors, but will not be liable for the inability of any contractor or vendor to meet its contractual obligations. This Agreement in no way reduces the responsibility of The Town of Los Gatos to fulfill any role it may have as the contracting party.

