



SOLICITATION FOR QUALIFICATIONS

CONSTRUCTION MANAGER AT RISK SERVICES

**FOR
JOINT COURT COMPLEX
at**

**Site bounded by
North Stone Avenue, East Tool Avenue, and East Alameda Street**

PIMA COUNTY FACILITIES MANAGEMENT DEPARTMENT

TUCSON, ARIZONA



December 2010

**Pima County Procurement Department
Design & Construction Division**
130 W. Congress Street, 3rd Floor, Tucson, Arizona 85701
(520) 740-3731 / Fax (520) 243-4434

Solicitation No. 1101289

**PIMA COUNTY PROCUREMENT DEPARTMENT
NOTICE OF SOLICITATION FOR QUALIFICATIONS #1101289**

**JOINT COURT COMPLEX
TUCSON, ARIZONA**

CONSTRUCTION MANAGER AT RISK SERVICES

Pima County is seeking Statements of Qualifications from qualified firms to provide Construction Manager at Risk (CMAR) services for the Joint Court Complex to be located in downtown Tucson on a site bounded by N. Stone Ave., E. Alameda St., and E. Toole Ave. The County intends to execute one contract with the most qualified firm after all evaluations and contract fee negotiations have been completed.

The Project initially consists of constructing the 257,000 s.f., (7) story Courts Tower shell only and separate Central Plant facility. The County intends to use a CMAR for this Project and has already contracted and completed the Design Development documents with AECOM Technical Services, Inc. The CMAR will work with the Design Consultant and Pima County Facilities Management throughout the remainder of the Project.

The County elected the CMAR delivery method as a means to accelerate the Project. Using CMAR, the County expects that the Project can be "fast tracked" to start construction on or before July 2011, with the Tower shell and Central Plant construction completed by June, 2012. The preliminary Project construction budget for this phase of the Project is estimated at approximately \$30 million to \$40 million.

Funding constraints do not allow contracting at this time for the associated tenant improvements and parking garage to complete the project. The estimates for these requirements range from \$42 million to \$58 million for both. If funding becomes available in time, the County will consider negotiating a guaranteed maximum price with the CMAR for project completion. These added elements are included in this solicitation and competition.

The entire information package can be downloaded from the Pima County website at: <http://www.co.pima.az.us/procure/ifbrfp-dc.htm>. Information regarding the submittal requirements of this solicitation may be obtained at the Design and Construction Division of the Procurement Department located at 130 W. Congress Street, 3rd Floor, Tucson, AZ 85701. Contact Ms. Sue Aegerter regarding documents at (520) 740-3727, FAX: (520) 243-4434; Email: sue.aegerter@pima.gov.

Design Development reference drawings will be made available electronically to describe the scale, magnitude and complexity of the project at <http://www.co.pima.az.us/procure/ifbrfp-dc.htm>.

A pre-submittal conference will be held at 2:00 PM Local Tucson Time, Wednesday, January 5, 2011, in the Pima County Procurement Department 3rd Floor Conference Room, 130 West Congress Street, Tucson, Arizona.

Statements of Qualifications are due no later than 4:00 PM Local Tucson Time, Friday, January 28, 2011. No submittals will be accepted after the date and time indicated.

Certified Minority/Woman/Small Business Enterprise (M/W/SBE) firms are encouraged to participate.

Publish – The Daily Territorial: December 21, 22, 23 & 27, 2010

/s/ Terri Spencer
Terri Spencer, C.P.M.
Contracts/Commodity Officer



TABLE OF CONTENTS

1. General Information & Requirements

- 1.1 General Information
- 1.2 Public Information
- 1.3 Protests
- 1.4 Pre-Submittal Conference
- 1.5 Notice of Intent to Submit
- 1.6 CMAR Contract
- 1.7 Questions
- 1.8 Clarifications and Interpretations
- 1.9 Submission of Qualifications
- 1.10 Point-of-Contact
- 1.11 Evaluation and Selection
- 1.12 County's Reservation of Rights
- 1.13 Acceptance of Evaluation Methodology
- 1.14 No Reimbursement for Costs
- 1.15 Waiver of Claims
- 1.16 Eligible Respondents
- 1.17 Suspension & Debarment
- 1.18 Pima County OneStop Career System

2. Executive Summary

- 2.1 Project Description/Scope
- 2.2 CMAR Methodology

3. Requirements for Statement of Qualifications

- 3.1 Introductory Letter – Statement of Interest and Availability to Undertake the Project
- 3.2 Qualifications and Experience of the Project Team and Firm
- 3.3 Respondent's Ability to Perform Construction Management Services
- 3.4 Respondent's Understanding of Project Scope and Respondent's Method of Approach
- 3.5 Professionalism of Written Statement
- 3.6 Consultant Performance Evaluation
- 3.7 Subcontracting Plan
- 3.8 Presentations/Interviews



4. Format for Statement of Qualifications

- 4.1 General Instructions
- 4.2 Page Size, Binding, Dividers and Index Tabs
- 4.3 Table of Contents
- 4.4 Pagination

5. Attachments to the SFQ

- 5.1 Sample Contract
 - Appendix A – Scope of Work
 - Appendix B – Right of Audit
 - Appendix C – Dispute Procedures
 - Appendix D – General Conditions
 - Appendix E – Construction Costing
- 5.2 Small Business Enterprises Requirements
- 5.3 Subcontractor Selection Plan Criteria
- 5.4 Completed Project Information Sheet
- 5.5 Current Project Information Sheet
- 5.6 Contractor Performance Evaluation



SECTION 1 – GENERAL INFORMATION & REQUIREMENTS

- 1.1 **GENERAL INFORMATION:** Pima County is soliciting statements of qualifications ("Qualifications") for selection of a Construction Manager at Risk for the Joint Courts Complex ("Project"), in accordance with the terms, conditions, and requirements set forth in this Solicitation for Qualifications (SFQ).
 - 1.1.1 This SFQ provides the information necessary to prepare and submit Qualifications for consideration and initial ranking by the selection committee. Based on the initial ranking, the County will short-list three (3) of the top ranked respondents to participate in interviews/presentations.
 - 1.1.2 The short-listed respondents will be requested to attend an interview/presentation with the selection committee. The selection committee will then score the short-listed firms.
 - 1.1.3 The score of the SFQ and the score of the interview will be combined to establish the final ranking for award. The two scores are of equal weight and are added together to determine highest score and final ranking for award.
- 1.2 **CONFIDENTIALITY AND DISCLOSURE:** Responses to this solicitation shall be considered privileged communications as to technical, financial, and institutional Content until award of the contract or termination of the procurement. Until that time, pursuant to A.R.S. §34-603(H), only the names of the firms on the final list may be disclosed. Disclosure of limited materials may be made after award of the contract; after the contract has been executed, all materials are considered public documents in accordance with A.R.S. § 34-603(H). **Any material that you consider to be trade secret or proprietary must be clearly identified and marked. Under 34 A.R.S. §34-603(H), the COUNTY must agree with your claim of confidentiality before any material may be withheld from disclosure. The County has initiated a new policy on confidential information that is reflected in Article XXV - Public Information of the attached sample contract. Respondents should familiarize themselves with that provision.**
- 1.3 **PROTESTS:** Pima County protest procedures are in Chapter 11.20.010 of the Pima County Code, available through the Municode library at <http://www.municode.com/Library/Library.aspx>.
- 1.4 **PRE-SUBMITTAL CONFERENCE:** A pre-submittal conference will be held at the time and location described in the Notice of Solicitation. The purpose of this conference will be to clarify the contents of this SFQ and provide an opportunity for questions regarding the SFQ or the Project.
- 1.5 **NOTICE OF INTENT TO SUBMIT:** Firms that intend to submit proposals should notify the County as soon as possible of their intent by email to: terri.spencer@pima.gov and cc: sue.aegerter@pima.gov.
- 1.6 **CMAR CONTRACT:** The contract resulting from this solicitation will be in the form of the County's Standard Construction Manager at Risk Agreement that the successful firm will enter into with County for the Pre-construction phase, a copy of which is attached to this SFQ as **Attachment 5.1 – Sample Contract**. By submission of a proposal, each Firm will be certifying to County that the contract is acceptable as written, unless exceptions are taken and specific alternate language proposed. County may consider proposed changes and negotiate terms or conditions if deemed in the interest of the County. However, County reserves the right to reject any proposal that takes exceptions or proposes alternate language unacceptable to County.
- 1.7 **QUESTIONS:** Questions outside of the Pre-Submittal Conference must be written and submitted by fax or email to the Point of Contact listed in Paragraph 1.9 below. While the County will make every effort to respond to all questions, those received less than five (5) calendar days in advance of the submittal due date may not be answered. Direct contact with the design firm or with the Pima County Facilities Management department concerning this solicitation will be grounds for rejection of a firm's statement of qualifications.
- 1.8 **CLARIFICATIONS AND INTERPRETATIONS:** Any clarifications or interpretations of this SFQ that materially affect or change the scope or intent will be issued via addenda and posted by the County on the County's web site (<http://www.co.pima.az.us/procure/ifbrfp-dc.htm>). Oral statements or clarifications shall be non-



binding and without legal effect. County will make an effort to provide notice by email of the posting of addenda; however, it cannot guarantee that every potential respondent will be notified each time. Therefore, **it is the responsibility of all respondents to check the website periodically for addenda and to obtain this information in a timely manner.** Failure to include acknowledgment of all addenda may be cause for rejection of the proposal.

1.9 SUBMISSION OF QUALIFICATIONS:

1.9.1 DEADLINE AND LOCATION: The County will receive Statements of Qualifications at the time and location indicated on the Notice page of this solicitation. Submissions received after the due date and time will be returned unopened.

1.9.2 SUBMISSION PACKAGE: Proposers shall submit **one (1) original and six (6) identical copies** of their Qualifications, and **one (1) original and two (2) copies** of their Subcontracting Plan in the format described in the Required Submittal Information and Evaluation Criteria Section. The Qualifications and Subcontracting plans shall be submitted in separate, clearly marked sealed envelopes or boxes addressed to the Point of Contact person; each submittal must clearly identify the submittal deadline, the SFQ number, and the name and return address of the respondent. The "Introductory Letter", as described in Section 3, paragraph 3.1, submitted with the original copy must bear an original signature in ink.

1.9.3 The County will not acknowledge or accept Qualifications that are delivered by telephone, facsimile (fax), or electronic mail (e-mail).

1.9.4 Properly submitted Qualifications will not be returned to respondents.

1.10 POINT-OF-CONTACT: The County designates the following person as its representative and Point-of-Contact for this SFQ. Respondents shall restrict all contact with the County and direct all questions regarding this SFQ, including questions regarding terms and conditions, to the Point-of-Contact person:

Terri Spencer, C.P.M., Contracts Officer; Phone: 520-740-3722, Fax: 520-243-4434
Email: terri.Spencer@pima.gov
Pima County Procurement Department, Design & Construction Division
130 W. Congress Street, 3rd Floor
Tucson, Arizona 85701

1.11 EVALUATION and SELECTION:

1.11.1 The evaluation of the Qualifications shall be based on the requirements described in this SFQ. All properly submitted Qualifications meeting the Minimum Qualifications will be reviewed, evaluated, scored, and ranked by the selection committee. **Qualifications shall not include any information regarding respondent's fees, pricing, person-hours or other cost information.**

1.11.2 The selection committee will be comprised of three (3) architects from Pima County Facilities Management, one architect from AECOM, one member from the University of Arizona's Construction Department, and a senior member of a licensed General Contractor. A Contracts Officer from the Pima County Procurement Department, Design & Construction Division will act as the non-scoring Chair of the selection committee.

1.11.3 This committee will review initial proposals, conduct interviews with at least three (3) but no more than five (5) short-listed firms, and recommend the most qualified firm or firms to provide the services based upon the criteria published in this SFQ. The selection committee may not consider fees, price, man-hours or any other cost information in the selection or order of preference.

1.11.4 A recommendation for award based on the final ranking will then be forwarded to the Pima County Board of Supervisors for approval. The recommendation will be faxed to each participating firm.



1.11.5 The County intends, but is not obligated, to negotiate fees for these services with the highest ranked firm. If an agreement cannot be reached with the highest ranked firm, the County intends to enter into negotiation with the next highest ranked firm, and so on until either the final list is exhausted, or the COUNTY determines to reject all proposals. Selection of Contractor shall be at the discretion of Pima County and the County reserves the right to reject any or all qualification statements. Upon approval by the Board of Supervisors, a contract will be issued to the selected firm.

1.11.6 The following tentative schedule has been prepared for this Project. Firms interested in this Project must comply with the schedule and be available on the interview/presentation date(s).

SFQ Pre-Submittal Conference	January 5, 2011
SOQ's due	January 28, 2011
Short List notification	February 2011
Short List Interviews/Recommendation	March 2011
BOS for Award	April 2011
Fee Negotiation for Phase 1 (Preconstruction Services)	April 2011
Contract Executed	May 2011
County issues Notice to Proceed for Phase I	May 2011
CMAR achieves Substantial Completion of Construction	June 2012

1.12 COUNTY'S RESERVATION OF RIGHTS: The County may evaluate the Qualifications based on the anticipated completion of all or any portion of the Project. The County reserves the right to divide the Project into multiple parts, to reject any and all Qualifications and re-solicit for new Qualifications, or to reject any and all proposals and temporarily or permanently abandon the Project. County makes no representations, written or oral, that it will enter into any form of agreement with any respondent to this SFQ for any project and no such representation is intended or should be construed by the issuance of this SFQ.

1.13 ACCEPTANCE OF EVALUATION METHODOLOGY: By submitting its Qualifications in response to this SFQ, respondent accepts the evaluation process and acknowledges and accepts that determination of the "most qualified" firm(s) will require subjective judgments by the County.

1.14 NO REIMBURSEMENT FOR COSTS: Respondent acknowledges and accepts that any costs incurred from the respondent's participation in this SFQ process shall be at the sole risk and responsibility of the respondent. Respondents submit Qualifications and Proposals at their own risk and expense.

1.15 WAIVER OF CLAIMS: Each Respondent, in submitting a proposal is deemed to have waived any claims for damage by reason of the selection of another proposal and/or the rejection of his proposal.

1.16 ELIGIBLE RESPONDENTS: Only individual firms or lawfully formed business organizations may apply (This does not preclude a respondent from using consultants.) The County will contract only with a firm or formal organization that submits a Statement of Qualifications. Respondents who submit as Joint Venturers must submit a copy of the joint venture agreement and a letter of authorization bearing the original signature of all members of the joint venture authorizing the signator of the "Respondent's Statement of Qualifications and Ability To Undertake The Project" document to execute documents on behalf of the joint venture. With regard to these latter documents, the original letter of authorization and copy of the joint venture agreement may be submitted in a separate envelope marked as above with the additional notation "Joint Venture Documents."

1.17 SUSPENSION & DEBARMENT: By submitting a proposal, Respondent is certifying that neither it nor any of its principals are currently suspended or debarred, or under consideration for suspension or debarment, by any public agency or entity at the local, state or Federal level.

1.18 PIMA COUNTY ONESTOP CAREER SYSTEM: Pima County OneStop often has professional and administrative staff, managers, and experienced construction supervisors and workers available for immediate hire. Call (520) 243-6700 or contact OneStop at <http://www.pima.gov/CED/CS/OneStop/EmployerServ.html>.



SECTION 2 – EXECUTIVE SUMMARY

2.1 PROJECT DESCRIPTION/SCOPE:

The Joint Court Complex (JCC) is a 2004 General Obligation Bond funded project intended to co-locate the City of Tucson's Municipal Court System with Pima County's Justice Court System. Initial design work with AECOM commenced in August, 2005 based upon the projected demographics, court caseload and population growth occurring in Pima County at that time. Two significant factors since the inception of that initial design work have occurred which has led to a major re-design and consequent funding shortfall to complete the entire project.

The first significant factor was the excessive costs associated with mitigating and preparing the selected site for new construction. Archeological costs far exceeded the initial estimate to remove and provide the required reburial for the approximate 1,200 human remains encountered on the site. In addition, several undocumented utilities traversing the site required hand digging due to co-mingled burial remains in addition to their required relocation.

The second significant factor was the tremendous volatility of the national economy. Prior to the downturn, Pima County was experiencing record increases in population growth and associated court caseload. As a result, the initial programming for the new facility resulted in a much larger facility accommodating significantly more courtrooms, judges, and support space required to meet the projected needs thru year 2025. The design effort based upon these larger projections resulted in a building that ultimately proved beyond available funding. Re-programming of the facility based upon the realities of today's economy and revised growth projections has resulted in a much smaller facility. The spatial relationships, floor stacking and areas of joint consolidation determined by the initial design were salvaged from that first effort and serve as the basis for the current design.

The current approved design is a seven-story (seven stories at or above grade with one basement level and a partial mezzanine level), 257,000 s.f. facility serving the current and future needs of both the City of Tucson and Pima County. The facility includes a stand-alone Central Plant building and an 829-car structured parking garage.

Future tenant improvements for the Court Tower shell consist of build-out for the entire 257,000 sq. ft. including all mechanical, electrical and plumbing improvements for thirty (30) courtrooms, holding cells, customer service areas, administrative areas, archive storage, judicial chambers and all Court ancillary improvements required to meet the operational needs of the Court. The tenant improvements estimated construction cost is \$30,000,000 to \$40,000,000.

The future Parking Garage to be located directly south of the Court Tower is designed to accommodate 829 vehicles. The garage is 312,800 sq. ft. and includes seven (7) levels of at or above grade public parking and one (1) level of below grade secure parking for judicial use. In addition, the design includes 9,200 sq. ft. of retail shell space accessible from the main Tower entry plaza. A below grade tunnel to be utilized by judicial staff will provide secure access from the garage to the Tower. The estimated construction cost for the parking garage is \$12,000,000 to \$18,000,000.

Current available funding allows for the construction of only the Court Tower shell and Central Plant at this time. Project construction is currently planned to begin on or before July 2011 with construction completed by June 2012. The County's desire to facilitate this accelerated Project has brought about the decision to use the Construction Manager at Risk (CMAR) delivery method. Using this method the County expects that the Project can be "packaged" and the construction completed prior to June 2012. AECOM shall remain as the Design Consultant under contract to Pima County and will work with the CMAR developing the design and working on finalizing the Project construction plans, packaging the bid documents, specifications, and construction cost estimate.

Considerable time and expense has been invested in the current design. The current design fully meets the needs, objectives, and growth potential of both City and County organizations. It is not the intent of this proposed delivery method to re-design the facility. Rather, it is the County's plan to utilize the CMAR delivery model to initially package, bid and construct the Tower shell and Central Plant only. Depending upon the timing of future funding, the construction of necessary tenant improvements and the parking garage may be constructed via amendments to the CMAR agreement or, at the discretion of the COUNTY, using other traditional project delivery methods.



The COUNTY plans to utilize the services of a Construction Manager at Risk (CMAR) for the following services:

1. Based upon the existing 100% Design Development documents as prepared by AECOM and their sub-consultants, partner with the COUNTY and the design consultant (AECOM) to mutually establish a documented understanding of those to-be-constructed elements that will comprise the Tower Shell and Central Plant construction scope of work.
2. Develop detailed project construction estimates, study labor conditions, provide advice regarding methods, means, constructability and sequencing and otherwise contribute to the advancement and development of the Project throughout the Pre-construction phase.
3. Based upon the documented understanding of line item #1 above and the 100% Design Development documents, prepare for the COUNTY'S review a Guaranteed Maximum Price (GMP) for the Tower Shell and Central Plant.

If the GMP proposed by the CMAR is acceptable to the COUNTY, the Parties agree to execute an amendment to the initial Agreement to incorporate the GMP, Construction Development documents, CMAR assumptions, clarifications and schedules as may be necessary to define the Scope of Construction Work. If the GMP is not within the COUNTY'S Project Budget, the COUNTY reserves the right to terminate the initial Agreement.

Once adequate future funding is secured, the COUNTY reserves the right to consider this identical methodology to amend the Agreement for the necessary Pre-construction and Construction services required for the tenant improvements and parking garage. The COUNTY also reserves the right to consider other alternatives as well as traditional project delivery methods for these subsequent scopes of work.

2.2 CMAR METHODOLOGY:

2.2.1 Phase I

The intent is to establish a relationship of trust and confidence between the CMAR, the Design Professional, the Project Manager, and the County. The Project will be an "Open Book" job, whereby the Design Consultant and the County may attend any and all meetings and bid openings relating to the Project and have access to any and all books, accounts, and records of the CMAR relating to the Project.

The County will contract for the CMAR services in phases. The County anticipates a minimum of two phases with agreements and fee negotiations for each. For Phase I, the CMAR will start by providing pre-construction services during the design phase of the Project. At the completion of the design, or at any point in Phase I prior to completion of design and construction, as may be required by the County, the CMAR will be requested to provide a Guaranteed Maximum Price (GMP) to act as General Contractor for the construction of the Tower Shell and Central Plant and assume the risk of delivering the Project on schedule at or under the GMP. Acceptance of the GMP by the County will initiate the second phase, which will include complete construction services for the actual completion of the Project. The County reserves the right to phase work and/or use a fast track approach requiring multiple GMP's of the CMAR if deemed appropriate. It is possible that the phases may overlap. Acceptance of the GMP will be reflected in the contract in an amendment. A Small Business Enterprise (SBE) goal, typically in the range of five to fifteen percent, will be set for the construction phase.

The County reserves the right to end the CMAR's services at any time during Phase I, and continue with an alternate CMAR procurement or with a traditional Design-Bid-Build procurement if deemed in the best interests of the County. If this occurs, the CMAR shall be paid at the agreed upon fee for services rendered. No anticipated profits will be paid for work not performed.

2.2.1.1 Phase I Design/Pre-Construction services required of the CMAR may include but not limited to the following:



- Team building/partnering (meetings)
- Project Scheduling/Management
- Value analysis/engineering
- Permit application assistance
- Constructability reviews
- Cost Model/Budget
- Estimating/price guarantees (GMP's)
- Bid package coordination/strategy (subcontracting, SBE compliance)
- Identification and ordering strategy of long lead-time materials

2.2.2 Phase II

If selected to continue as the General Contractor in Phase II, the CMAR shall be responsible for construction means, methods, sequencing, scheduling and coordination, and selection of subcontractors to perform construction of the Tower Shell and Central Plant.

2.2.2.1 Phase II Construction Phase services required of the CMAR may include the following:

- Team management/coordination
- Construction (Including Potential Construction Phasing)
- Scheduling/submittal process
- Cost control/change order management
- Subcontract management
- Field management
- Safety/QC programs
- Project close out
- Warranty period services



SECTION 3 – REQUIREMENTS FOR STATEMENT OF QUALIFICATIONS

Respondents shall carefully read the information contained in the following criteria and submit a complete statement of Qualifications (SOQ) to all information requested in Section 3 formatted as directed in Section 4. Incomplete Qualifications will be considered non-responsive and subject to rejection.

Proposals shall be evaluated based on the following criteria:

- **Solicitation for Qualifications (100 points)**
 - **Qualifications and Experience of the CMAR Team and the Firm – 22 points**
 - **Respondent's Ability to Successfully Perform Construction Management Services – 22 points**
 - **Respondent's Understanding of the Role of the CMAR and Respondent's Method of Approach – 26 points**
 - **Contractor Performance Inquiry – 20 points**
 - **Subcontractor Selection Plan – 10 points**
- **Presentation/Interviews (100 points)**

3.1 **Introductory Letter: Respondent's Statement of Interest and Availability to Undertake The Project (1-2 pages, not included in total page count – no points)**

3.1.1 The introductory letter should not exceed two (2) pages, 8½" X 11". The letter shall be on company letterhead including the company name, address, phone number, fax number, and email address. The letter should be addressed to the Point of Contact referencing the SFQ. The letter shall be signed, in original ink signature, by an authorized officer of the firm and should contain the following:

- 3.1.1.1 A statement of interest for the Project including a summary of key points describing the respondent's unique qualifications as they pertain to this particular Project;
- 3.1.1.2 The availability and commitment of the respondent.
- 3.1.1.3 The respondent's city and state of its corporate headquarters; and
- 3.1.1.4 A statement regarding acknowledgement of all issued addenda, if any, and agreement or exception to the terms contained in the Sample Contract. (See 5.1, "Sample Contract".)
- 3.1.1.5 A statement that the consultant currently maintains insurance in at least the minimum amounts of coverage required, and that the COUNTY will be named as additional insured on General Commercial Liability Insurance and Comprehensive Automobile Liability Insurance. See requirements in the Sample Contract.

3.2 **Qualifications and Experience of the Project Team and the Firm (22 points)**

Project Team:

- 3.2.1 Describe your management philosophy for the Construction Manager at Risk construction delivery method.
- 3.2.2 Provide resumes of the Key Personnel of the Construction Manager at Risk team that will be directly involved in each Phase of the Project, including their experience with similar projects and the number of years with the firm. Identify Professional Registrations and/or Contractor Licenses held by the Key Personnel. (Resumes shall be no longer than two (2) pages each) **Include resumes in Appendix 1 to SOQ.**



- 3.2.3 Unique qualifications and experience of the Project Manager, Key Personnel, and major subcontractors relevant to the Project. Experience when employed by another firm may be included; however, it shall be clearly identified as experience when employed by another firm.
- 3.2.4 Describe, in graphic and written form, the proposed Project assignments and lines of authority and communication for each team member, including subcontractors, to be directly involved in each Phase of the Project. Indicate the estimated percent of time these team members will be involved in the Project for Pre-construction and Construction Services. If your organizational structure will change for the Construction phase, provide a description of the changes in graphic and written form.
- 3.2.5 Demonstrate how each of the proposed team members have been involved in the design phase of a CMAR project.
- 3.2.6 Any other information the Respondent feels relevant to this section that indicates the Project Team's unique qualifications and experience.

Firm:

- 3.2.7 Describe Firm's history, including the name(s) of the Firm, address(es) of the corporate headquarters, regional office, and local office(s), existing or to be established, and number of years in business. Provide the following information on the firm:
 - The Firm's gross revenue totals for the past five (5) fiscal years
 - Total bonding capacity, and single project limit;
 - Available bonding capacity;
 - How many workdays your firm has gone without a lost time injury – to date and longest on record.
- 3.2.8 List the total number of years of experience the firm has with projects of similar type, scope and complexity, particularly with CMAR.
- 3.2.9 Identify any completed projects, of any type, for which your firm has received an award for construction excellence from a recognized organization.
- 3.2.10 Identify any contract or subcontract held by the firm or officers of the firm which is currently in litigation or formal arbitration and/or which has been terminated with cause or by mutual consent within the last five years. Identify any claims arising from a contract that resulted in litigation or arbitration within the last five years. Identify if your firm is currently in default on any loan agreement or financing agreement with any bank, financial institution, or other entity. Describe the circumstances and the outcomes.
- 3.2.11 Any other information the Respondent feels relevant to this section that indicates the Firm's unique qualifications and experience.

3.3 Respondent's Ability to Successfully Perform Construction Management Services (22 points)

- 3.3.1 Using the form provided at the end of this SFQ document (**Attachment 5.4 – Completed Project Information Sheet**), list and describe all Office, Judicial and Institutional construction contracts over \$20,000,000 in value the firm has completed in the past five years (Attachment 5.4 – Completed Project Information Sheet). (Do not list current work, see item 3.3.2) Include name of public agency/owner of the project, project delivery method, total initial contracted price and final cost, (do not include any pre or post construction services) and completed contract time (in days). Provide a reference for each project listed.
- 3.3.2 Using the form provided at the end of this SFQ document (**Attachment 5.5 – Current Project Information Sheet**), provide a brief list of the Firm's current, on-going projects and priorities, and any



potential or anticipated projects for which the firm may be selected but which are not yet awarded. Include name of public agency/owner of the project, description of the project, project delivery method, initial contracted price and final cost (do not include any pre or post construction services) and estimated completion time (in days). Provide a reference for each project listed.

Additional copies of the forms may be made as necessary to provide a complete response to item 3.3.

3.3.3 Demonstrate how each of the proposed team members are able to make the time commitments required to complete all phases of work, including planning, coordination and final design.

3.4 Respondent's Understanding of Role of the CMAR and Respondent's Method of Approach (26 points)

3.4.1 Firm shall demonstrate their expertise, knowledge and understanding of the scope of work and the role the CMAR will fulfill in preconstruction and during the construction phase. Firm may provide comments along the following: What significant challenges do you see to project completion? What significant challenges have you identified that might have a material impact on cost, schedule or quality? Address any environmental concerns associated with the project. What is your strategy to address these challenges and concerns?

3.4.2 Demonstrate familiarity and understanding of the Construction Manager at Risk Design and Construction process, as it relates to this Project. The Respondent should:

- Discuss the Respondent's role in the Construction Manager at Risk process for this project. In particular discuss the CMAR's role in a project where the design development is already largely complete when the CMAR's contract begins. Elaborate on the pre-construction services that can be provided. Discuss how you might transition from constructing the court shell to performing the tenant improvements if that phase of the project were included in your contract.
- Discuss your view of the relationship of the Design Consultant, CMAR, and County for this Project.
- Discuss the value contributed by adding the CMAR to the existing Project Team.

3.4.3 Discuss the challenges of constructing a project of this nature, within a shortened time schedule. Discuss how you will address these challenges.

3.4.4 Describe your method to manage the Project schedule and budget. Identify the specific tools the Project Team will use to manage and schedule this project. Explain how these tools will be used.

3.4.5 Discuss the method and approach you will utilize in creating a cost model during pre-construction services and what contributions you can make to controlling construction costs.

3.4.6 Describe in detail the Project Team's approach for the resolution of technical issues or problems that are anticipated throughout the duration of the Project and, even those that are unanticipated.

3.4.7 Provide any other details regarding special services, products, advantages or other benefits offered to the County by the Respondent.

3.5 Professionalism of Written Statement (Negative points for deficiencies):

All statements are expected to be prepared in a professional manner. This includes organization, formatting, readability and accuracy of spelling and grammar. Evaluation points may be deducted for less than professional work. (0 to -10 points)



3.6 Contractor Performance Evaluation

(20 points)

Contractor shall send copies of Attachment 5.6 ("PERFORMANCE EVALUATION--CONSTRUCTION", page 93) to at least three (3) companies/agencies listed in item 3.3 above for which Contractor has performed similar projects. (Do not include work received as a subcontractor). The reference companies are to independently complete the evaluation form and submit them directly to:

Terri Spencer, Commodity/Contracts Officer
Re: Solicitation # 1101289 – Joint Court Complex
Pima County Procurement, Design and Construction Division
Fax: 520-243-4434, or email: terri.spencer@pima.gov

These forms MUST be received no later than the due date of this SFQ. It is the Consultant's responsibility to ensure that references are submitted directly to County Procurement.

3.7 Subcontracting Plan

(10 points)

Respondent shall provide, in a separate sealed envelope, one (1) original and two (2) copies, their method of approach in selecting subcontractors in accordance with A.R.S. § 34-603 (C)(7) and Pima County's Subcontracting Plan requirements (**See Attachment 5.3**).

The Subcontracting Plan shall bear a cover sheet with the name and address of the firm submitting the plan and shall be captioned as 'Subcontracting Plan Submitted in Response to Pima County Solicitation No. 1101289 for Joint Court Complex CMAR'. One original coversheet must be signed by the person signing the proposal.

3.8 Presentations/Interviews

(100 points)

The date(s) for presentations/interviews with the short-listed firm(s) is estimated to be in March 2011. The Procurement Department will advise the short-listed firms of the time and place in writing at least two weeks in advance. Presentation/Interviews are not anticipated to last longer than 1-2 hours per firm. The County shall provide the evaluation criteria and agenda or outline in advance of the interview covering any additional requirements to be addressed by the shortlisted firms.

In addition to a presentation and response to interview questions, shortlisted firm's may be required to provide additional materials, responses to additional follow up questions or provide examples of the Professional quality of the firm's previous work for similar projects. If required, additional material will be requested formally in writing by the Contracts Officer.

Presentations/Interviews/additional materials will be scored at 100 maximum points. The total score for written proposals will be added to the total score for presentations/interviews (and additional response material, if provided) to arrive at the final score to determine the highest ranked firm. A recommendation for award based on the final ranking will then be forwarded to the Pima County Board of Supervisors. The recommendation will be faxed to each participating firm prior to the Board of Supervisors agenda date.



SECTION 4 – FORMAT FOR STATEMENT OF QUALIFICATIONS

4.1 GENERAL INSTRUCTIONS

4.1.1 Statements of Qualifications shall be prepared SIMPLY AND ECONOMICALLY, providing a straightforward, CONCISE description of the respondent's ability to meet the requirements of this SFQ. Emphasis shall be on the QUALITY, completeness, clarity of content, responsiveness to the requirements, and an understanding of County's needs.

4.1.2 Statements of Qualifications shall be a **MAXIMUM OF THIRTY (30) PRINTED PAGES**.

- The following DO NOT count toward the thirty page count limitation: cover, table of contents, divider sheets, Introductory Letter, resumes (limit 2 pages each) and Subcontracting Plan (see Paragraph 4.1.3). 11" x 17" sheets, folded to 8.5" x 11" size, may be used for organization charts, photos, and exhibits and will count only as one page. 11" x 17" sheets shall not be used for any written text.
- **Appendix '1'** may contain Resumes (not more than 2 pages each) of key personnel, and any subconsultants who will perform these services
- The County reserves the right to accept or reject proposals that deviate from the preferred page count. Individual Resumes should not be more than two (2) pages in length.

4.1.3 Subcontracting Plan: Respondent shall provide, in a separate sealed envelope, one (1) original and two (2) copies, of their proposed Subcontracting Plan as requested in Section 3. There is no page limit for this requirement, however responses should be kept concise.

The subcontracting plan shall bear a cover sheet with the name and address of the firm submitting the plan and shall be captioned as 'Subcontracting Plan Submitted in Response to Pima County Solicitation No. 1101289 for Joint Court Complex CMAR'. One original coversheet must be signed by the person signing the proposal.

4.1.4 Proposals shall be printed on one side only. For typewritten pages, the minimum font size is 10 point, and black ink is preferred.

4.1.5 Respondents shall carefully read the information contained in this SFQ and submit a complete response to all requirements and questions as directed. Incomplete Qualifications will be considered non-responsive and subject to rejection.

4.1.6 Qualifications and any other information submitted by respondents in response to this SFQ shall become the property of the County.

4.1.7 Qualifications that are qualified with conditional clauses, alterations, items not called for in the SFQ documents, or irregularities of any kind are subject to rejection by the County, at its option.

4.1.8 The County makes no representations of any kind that an award will be made as a result of this SFQ. The County reserves the right to accept or reject any or all Qualifications, waive any informalities or minor technical inconsistencies, or delete any item/requirements from this SFQ when deemed to be in County's best interest.

4.1.9 Qualifications shall consist of answers to questions identified in Section 3 of the SFQ. It is not necessary to repeat the question in the Qualifications; however, it is essential to reference the question number with the corresponding answer.

4.1.10 Failure to comply with all requirements contained in this Request for Qualifications may result in the rejection of the Qualifications.



4.2 PAGE SIZE, BINDING, DIVIDERS, AND TABS:

- 4.2.1 Qualifications and Subcontracting Plans shall be printed on letter-size (8-1/2" x 11") paper and fastened with plastic spiral type bindings or staples. **Please do not use 3-ring hard cover binders.**
- 4.2.2 Additional attachments or material not requested shall NOT be included with the Qualifications. Only the responses provided by the respondent to the questions identified in Section 3 of this SFQ will be used by the County for evaluation.
- 4.2.3 Separate and identify each criteria response to Section 3 of this SFQ by use of a divider sheet with an integral tab for ready reference.

4.3. TABLE OF CONTENTS:

- 4.3.1 Submittals shall include a "Table of Contents" and give page numbers for each part the Qualifications.

4.4 PAGINATION:

- 4.4.1 Number all pages of the submittal sequentially using Arabic numerals (1, 2, 3, etc.).



5.1 SAMPLE CONTRACT

PIMA COUNTY DEPARTMENT	
PROJECT:	Construction Manager At Risk Services for Joint Court Complex
CONTRACTOR:	
AMOUNT:	Not to Exceed
FUNDING:	

CONSTRUCTION MANAGER AT RISK

THIS CONTRACT is entered into between Pima County, a body politic and corporate of the State of Arizona, hereafter called COUNTY, and <contractor>, hereafter called "CMAR" or "CONTRACTOR" individually, and collectively described as the "Parties".

WITNESSETH

WHEREAS, COUNTY requires the services of a Construction Manager at Risk (CMAR) to perform pre-construction services and, upon mutual agreement of the parties, construction services for the above-named project (hereafter the Project); and

WHEREAS, COUNTY requires CMAR to participate as a member of the Project Team, consisting of CMAR, the selected Design Professional(s), and COUNTY during pre-construction and other required phases of the Project; and

WHEREAS, CMAR has represented to COUNTY that CMAR has the requisite skill, expertise and resources to provide Construction Manager at Risk services and to construct the Project; and

WHEREAS, CMAR was determined on the basis of its representations submitted in response to Solicitation for Qualifications # <Sol. #> to be the most qualified applicant based on COUNTY's evaluation of qualifications; and

WHEREAS, at its regularly scheduled meeting on <Date> , the Board of Supervisors approved the award of the Contract to CMAR for the not to exceed amount of <Amount> for pre-construction <and construction?> services; and

WHEREAS, COUNTY intends to negotiate with CMAR regarding general conditions, construction fees, and other elements of the Guaranteed Maximum Price (GMP) for construction.

NOW, THEREFORE, the parties hereto agree to the following:

ARTICLE I – TERM AND EXTENSION

This Contract, as approved by the Board of Supervisors, shall commence on <date> and shall terminate on <date> unless sooner terminated or further extended for project completion. COUNTY and CMAR may extend this Contract for such additional period or periods as may be required for project completion. Any extension shall be by formal written amendment executed by the parties.

CMAR's warranty and indemnification obligations shall survive termination of this Contract unless otherwise specifically stated.



ARTICLE II – SCOPE OF WORK

A. CMAR shall perform all needed services in the Pre-Construction and Construction Services Phases of the Project, and provide all material, equipment, tools, and labor necessary to satisfactorily complete all work, deliverables and services described in and reasonably inferable from the Contract Documents (collectively “Scope of Work”, “Project Work” or “the Work”), as more fully described in **Appendix “A” Scope of Work**, to this Contract. The Parties agree that this Agreement covers only Preconstruction Services and shall not be effective as a contract for Construction Phase services until such time as the parties agree on a Guaranteed Maximum Price (GMP), including CMAR’s Construction Phase Fee, and incorporate those terms into this Contract by Amendment.

B. COUNTY has retained CMAR during the preconstruction phase to represent and promote COUNTY’s interests in ensuring delivery of a quality project on schedule and at or below budget. In furtherance thereof, CMAR agrees to take leadership in the development of the Cost Model and Schedule for design and construction of the project and commits to actively participate in design meetings and reviews and apply its best expertise and knowledge to identify and recommend alternatives to advance COUNTY’s project interests. The CMAR will provide a Scheduling and Budget/Cost expert as part of the Preconstruction Team. This expert(s) will be able to advise and render an opinion on a real time basis to the Design Professional (DP) and COUNTY of impacts on the Budget and Schedule of the project arising from proposed design alternatives and/or design options being explored during the Design Process. This advice shall be used to help the Team decide if proposed alternatives or options should be pursued. Nothing in this **Article II** shall be interpreted to require that CMAR provide design services.

C. CMAR shall develop detailed project construction estimates, study labor conditions, provide advice regarding materials, alternatives, methods, means, constructability, and sequencing and otherwise contribute to the advancement and development of the Project throughout the preconstruction phase. CMAR will update and refine the cost model as design progresses. CMAR shall actively track likely construction costs throughout preconstruction and will advise COUNTY and the DP anytime that the likely construction costs approach or exceed COUNTY’s budget for construction.

D. At such time during the Pre-Construction Phase that COUNTY directs, CMAR shall prepare a cost estimate and provide a GMP for construction of the project (or for a segment of the project, if construction is to be in phases) for COUNTY’s review and approval. If the GMP proposed by the CMAR is acceptable to the COUNTY, the Parties agree to execute an amendment to this Agreement to incorporate the GMP and the Design Submission Documents, CMAR assumptions and clarifications, and schedule as may be necessary to define the Scope of Construction Work. If the GMP is not within the COUNTY’s Project budget, the COUNTY reserves the right to terminate this Agreement or act as otherwise provided for in Article 2.2.2 of the General Conditions.

E. The Construction Phase shall begin upon acceptance and execution by COUNTY of CMAR’s GMP, or first GMP in the event of multiple GMPs. Construction shall be accomplished in accordance with this Contract, including all Appendices and Exhibits, and the Construction Documents to be developed under this contract. CMAR agrees to provide efficient business administration and superintendence, and exercise its best judgment and skill to complete the Project in the most expeditious and economical manner consistent with the best interests of COUNTY.

F. Changes in the scope or fee for the Pre-Construction Phase must be accomplished by an amendment to this Contract duly executed by the parties. Preconstruction services in excess of the agreed preconstruction fee shall be at CMAR’s own expense.

G. COUNTY shall have the option to request additional project-related preconstruction and/or construction services from CMAR by providing design goals or design or construction documents and specifications to CMAR and requesting a proposed fee for preconstruction and/or GMP for construction services.



ARTICLE III – PRE-CONSTRUCTION PHASE FEE AND GUARANTEED MAXIMUM PRICE

A. COUNTY shall pay CMAR a Pre-Construction Phase Fee for Pre-Construction Services. The CMAR's Construction Phase Fee, plus the Cost of the Work (direct construction cost) plus a contingency, bonds, insurance and taxes (indirect construction costs) will comprise the GMP to be established in compliance with the General Conditions. Unless otherwise agreed to, CMAR's GMP shall include all required sales, use, franchise and other taxes in effect on the date of COUNTY approval of the GMP, as well as all applicable bond and insurance costs.

B. The Pre-Construction Phase Fee shall be fixed at _____ dollars (\$_____). The Construction Phase Fee shall be a fixed fee, shall be set forth in GMP described in Section II.A above and, if approved by the COUNTY, shall be incorporated into this Agreement by amendment.

C. If the GMP requires an adjustment due to changes in the Scope of the Work during the Construction Phase, the cost of such changes shall be priced under Article 10 of the General Conditions.

D. For COUNTY-caused construction delays, either agreed to or awarded, CMAR will provide all the necessary extended General Conditions for a daily sum as provided for in Article 10.4 of the General Conditions.

ARTICLE IV – PROCEDURE FOR PAYMENT

A. **Progress Payments:** For Pre-Construction Services, CMAR shall submit to COUNTY on the last business day of each month CMAR's Application for Payment based on the percentage completed for each Pre-Construction Design Phase as agreed to by the COUNTY. Payment for CMAR's Construction Services shall be made in accordance with Article 7 of the General Conditions. All construction costs, which exceed the GMP and are not authorized by Change Order, are to be paid by the CMAR and not the COUNTY.

B. **Record Keeping and Financial Controls.** With respect to all Work performed by CMAR, its Subcontractors and Consultants under this Agreement, CMAR, its Subcontractors and any Consultants, shall keep full and detailed accounts and exercise such controls as may be necessary for proper financial management, using accounting and control systems in accordance with generally accepted accounting principles, and subject to approval by the COUNTY. During performance of the Work and for five (5) years after Final Payment, CMAR shall retain and shall also require all Subcontractors and any Consultants to retain for review and/or audit by the COUNTY all correspondence, meeting minutes, memoranda, electronic media, books, accounts, reports, files, time cards, material invoices, payrolls, and evidence of all communications, direct and indirect costs and all other matter related to the Work. Upon request by the COUNTY, a legible copy or the original of any or all such records shall be produced by the CMAR at any time during or after the Work as the COUNTY may request. The CMAR shall submit to the COUNTY upon request all payrolls, reports, estimates, records and any other data concerning Work performed or to be performed and concerning materials supplied or to be supplied, as well as Subcontractor or any Consultant payment applications or invoices and such Subcontractor's or any Consultant's progress payment checks. The requirements of this Section shall be provided for in all contracts between the CMAR and its Subcontractors and any Consultants employed by the CMAR.

C. CMAR's invoices shall parallel the format of the COUNTY's issued Purchase Order, which will be linked to this contract for accounting purposes only. CMAR shall cite the Purchase Order number on all invoices. The pre-printed terms and conditions on the purchase order form do not apply to work performed under this contract, which is to be governed by the terms of this Contract and all attached and referenced documents.

D. For a period of five (5) years from Final Payment under this Contract, COUNTY reserves the right to audit and question any payment made under this Article and to require reimbursement therefor by setoff or otherwise for payments determined to be improper or contrary to the contract or law.



ARTICLE V – CONTRACT TIME

A. COUNTY and CMAR mutually agree that time is of the essence with respect to the dates and times set forth in the Contract Documents. CMAR understands that the time(s) for completion(s) set forth in these documents are essential to the COUNTY and a material consideration for this Agreement.

B. The Work and Contract Time shall commence within five (5) days of CMAR's receipt of COUNTY's Notice to Proceed (NTP) unless the parties mutually agree otherwise in writing.

C Substantial Completion of the entire Work (the Substantial Completion Date) shall be achieved no later than _____, (____), calendar days after receipt of the NTP, subject to adjustments in accordance with the Contract Documents.

D. Interim milestones and/or Substantial Completion of identified portions or phases of the Work shall be achieved as follows, subject to adjustments in accordance with the Contract Documents:

E. **Final Completion.** Final Completion of the entire Work or portion or phase thereof shall be achieved within sixty (60) calendar days after the date established for Substantial Completion of the entire Work.

F. **Liquidated Damages.** CMAR understands and acknowledges that if Substantial Completion is not achieved by the Substantial Completion Date provided in Articles V.C or by the dates in Article V.D above for identified portions or phases of the Work, COUNTY will suffer damages, which are difficult to accurately quantify and ascertain. CMAR agrees that if Substantial Completion for each portion or phase of the work is not timely achieved, CMAR shall pay COUNTY _____ dollars (\$_____) per day as liquidated damages for each calendar day that Substantial Completion for each portion or phase extends beyond the Scheduled Substantial Completion Date(s). In addition, if Final Completion is not attained within the time period defined by **Article V(E)** above, CMAR shall pay COUNTY _____ dollars (\$_____) per day as additional liquidated damages for each calendar day that Final Completion extends beyond the required date. The liquidated damages provided for herein shall be in lieu of all liability for any and all extra costs, losses, expenses, claims, penalties and any other damages, whether special or consequential, and of whatsoever nature incurred by COUNTY which are occasioned by any delay in CMAR achieving Substantial Completion or Final Completion on or after the established dates.

ARTICLE VI – BONDS AND INSURANCE

CMAR shall have and maintain the Insurance Coverage required by **Article 6 of the General Conditions** and shall provide proof thereof to COUNTY before execution of the Contract for Preconstruction Services. Payment and Performance Bonds and proof of Insurance specific to Construction must be provided to COUNTY prior to COUNTY's approval of the GMP, or if there are multiple GMPs, to the GMP to which they pertain. All insurance and bonds must conform to **Article 6 of the General Conditions**.

ARTICLE VII – TERMINATION FOR CONVENIENCE OR DEFAULT

This Contract may be terminated for convenience or default as provided in **Article 12 of the General Conditions**. If this Contract is terminated for default and said termination is determined to be improper or wrongful, in whole or in part, then the termination shall be converted to a termination for convenience under **Section 12.2.3 of the General Conditions**, but only to the extent determined wrongful. In the event of a partial conversion to a Termination for Convenience, any sums due CMAR under the Termination for Convenience may be set off against amounts owed to COUNTY by CMAR as damages arising from the Termination for Default or otherwise.



ARTICLE VIII – INDEPENDENT CONTRACTOR

The status of CMAR shall be that of an independent contractor. CMAR shall perform its obligations under this Contract without supervision by COUNTY. Neither CMAR nor CMAR's officers, agents, employees, or subcontractors at any tier shall be considered an employee of COUNTY or be entitled to receive any employment-related fringe benefits under COUNTY's Merit System. CMAR shall be responsible for payment of all Federal, State and local taxes associated with payments received pursuant to this Contract, and shall indemnify and hold COUNTY harmless from any and all liability which COUNTY may incur because of CMAR's failure to pay such taxes.

ARTICLE IX – ACCESS TO RECORDS

This Contract is "open book" with respect to all price and cost information, including invoices, estimates, pay applications, subcontractor bids or quotes, and any and all other financial or monetary information or data relevant to this Contract, whether hardcopy or in electronic form. CMAR shall keep and maintain proper and complete books, records and accounts, which shall be open at all reasonable times for inspection and audit by duly authorized representatives of COUNTY, including third-parties designated by COUNTY, as more fully set forth in **Appendix "B" Right of Audit – Examination of Records** which is incorporated herein the same as if set forth. Failure by CMAR to provide access to such books or information shall be deemed a material breach of the Contract. CMAR shall retain all records relating to this contract at least five (5) years after its termination or cancellation or, if later, until any related proceeding or litigation has been closed.

ARTICLE X – CONTRACTOR'S PERFORMANCE

CMAR shall employ suitably trained and skilled personnel to perform all required services under this Contract. Prior to changing any key personnel, especially those key personnel COUNTY relied upon in making this Contract, CMAR shall obtain the written approval of COUNTY. For the purposes of this Article, the key personnel shall be those personnel whose resumes were included in CMAR's Statement of Qualifications referenced in the recitals to this Contract or otherwise agreed to during Contract negotiations and referenced in the CMAR's approved Project Organization Chart, incorporated herein by reference.

CMAR shall be responsible for the quality, technical accuracy, timely completion, and the coordination of all its efforts and other services furnished by CMAR under this Contract. Without additional compensation, CMAR shall correct or revise any errors, omission, or other deficiencies in all products of its efforts and other services provided. This shall include resolving any deficiencies arising out of the willful or negligent acts or omissions of CMAR found during or after the course of the services performed by or for CMAR under this Contract, to the extent that such willful or negligent errors, omissions and acts fall below the standard of care and skill that a professional CMAR in Arizona would exercise under similar conditions. CMAR's responsibility for these corrections or revisions is regardless of COUNTY having knowledge of or condoning/accepting the products or the services. Any such resolution of deficiencies shall be at no cost to COUNTY.

Correction of errors, omissions and acts discovered on architectural or engineering plans and specifications shall be the responsibility of the Design Professional.

ARTICLE XI – SUBCONTRACTORS

CMAR will be fully responsible for all acts and omissions of its Subcontractor(s) at every tier and of persons directly or indirectly employed by Subcontractors at any tier and of persons for whose acts any of them may be liable to the same extent that CMAR is responsible for the acts and omissions of persons directly employed by CMAR. Nothing in this Contract shall create any obligation on the part of COUNTY to pay or see to the payment of any money due any Subcontractor, except as may be required by law.

CMAR shall ensure that all Subcontractors have the appropriate and current license issued by the Arizona Registrar of Contractors for work they perform under this Contract. CMAR shall not permit any Subcontractor



to perform work that does not fall within the scope of the Subcontractor's license, except as may be permitted under the Rules of the Registrar of Contractors.

For the purposes of the first paragraph of this Article, "subcontractor" includes consultants to CMAR.

If this Contract or Project is funded wholly or in part under a Federal grant, then CMAR agrees not to subcontract work at any tier to any Contractor or individual named in the Excluded Parties List System, <http://www.epls.gov/>.

ARTICLE XII – OWNERSHIP OF DOCUMENTS AND MODELS

A. The COUNTY, through its separate Agreement with the Design Professional (DP), has and shall continue to have Ownership of all drawings, specifications, and other documents and electronic data furnished by DP.

B. All original drawings, field data, estimates, field notes, plans, specifications, documents, reports, calculations, and other information developed by CMAR under this contract shall vest in and become the property of the COUNTY and shall be delivered to COUNTY upon completion or termination of the services, but CMAR may retain and use copies thereof. The COUNTY agrees that the material will not be used for any project other than the project for which it was prepared without the expressed permission of CMAR.

C. In the event CMAR develops or generates a building information model (or equivalent) of the Project, CMAR will provide one electronic copy of the final model on permanent media to COUNTY. CMAR's delivery of the model to COUNTY shall constitute a grant to COUNTY of an irrevocable, paid-up, nonexclusive license to copy, use, display, disclose, or modify the model for any reasonable purpose for this Project. CMAR agrees that the rights granted to COUNTY include the ability to provide a copy of the model to any subsequent contractor retained to maintain, modify or expand the Project in any way. COUNTY agrees that, as between COUNTY and CMAR only, any modifications to the model by or for COUNTY after final completion and acceptance of this Project shall be at COUNTY's sole risk and responsibility unless such modifications are performed by CMAR.

ARTICLE XIII – DISPUTE RESOLUTION

A. The parties agree that at their initial project meeting, they will develop and establish an escalation procedure to be followed in the event of a failure to resolve an issue or disagreement at the field level.

B. The parties agree to communicate regularly and work cooperatively to avoid disagreements or disputes between them. In the event disagreements or disputes do occur, the parties agree to work cooperatively at the field level to resolve the issue or issues. If the parties are not successful in reaching resolution at the field level, then the parties agree to pursue resolution through escalation. If the parties remain in disagreement, they will then follow the procedures in **Appendix "C - Dispute Resolution**, to this Contract.

C. Unless otherwise agreed in writing, the CMAR shall carry on the Work and maintain its progress during the course of any unresolved claims and controversy proceedings, and the COUNTY shall continue to make payments as they fall due to the CMAR in accordance with the Contract Documents.

ARTICLE XIV – GOVERNING LAW AND REMEDIES

Interpretation of the Contract Documents and any and all disputes arising under or in connection with the Project, Work and Contract Documents shall be governed by Arizona Law. No suit or action shall be commenced hereunder by any claimant other than in the Arizona Superior Court in Pima County, and only after all contractual procedures have been exhausted.

Either party may pursue any remedies provided by law for the breach of this Contract. No right or remedy is intended to be exclusive of any other right or remedy and each shall be cumulative and in addition to any other



right or remedy existing at law or at equity or by virtue of this Contract.

CONSEQUENTIAL DAMAGES: EXCEPT AS OTHERWISE PROVIDED FOR HEREIN, NEITHER THE COUNTY NOR CMAR SHALL BE LIABLE TO THE OTHER FOR ANY CONSEQUENTIAL LOSSES OR DAMAGES ARISING OUT OF BREACH OF CONTRACT, INCLUDING BUT NOT LIMITED TO LOSS OF PROFITS.

ARTICLE XV – NONAVAILABILITY OF FUNDS

Notwithstanding any other provision in this Contract, this Contract may be terminated if, for any reason, there are not sufficient appropriated and available monies for the purpose of maintaining COUNTY or other public entity obligations under this Contract. In the event of such termination, COUNTY shall have no further obligation to CMAR, other than to pay for services rendered prior to termination.

If funding for this Project is dependent on the sale of revenue bonds or other debt instruments and if bonds or other instruments are not sold or proceeds are not available for this Project, Pima County's obligations under this Contract may be canceled by the Board. If such a cancellation should be necessary, the COUNTY shall reimburse CMAR for all services rendered and non-cancelable commitments made prior to the cancellation in the manner set forth in Section 2.2.2.3 of **Appendix "D" – General Conditions**.

ARTICLE XVI – ASSIGNMENT

Neither CMAR nor COUNTY may, without the written consent of the other, assign, transfer, or sublet any portion or part of the Work or the obligations required by a party under the Contract Documents.

ARTICLE XVII – NON-DISCRIMINATION

CONTRACTOR agrees to comply with all provisions and requirements of Arizona Executive Order 2009-09 including flow down of all provisions and requirements to any subcontractors. Executive Order 2009-09 supersedes Executive order 99-4 and amends Executive order 75-5 and may be viewed and downloaded at the Governor of the State of Arizona's website http://www.azgovernor.gov/dms/-upload/EO_2009_09.pdf which is hereby incorporated into this contract as if set forth in full herein. During the performance of this contract, CONTRACTOR shall not discriminate against any employee, client or any other individual in any way because of that person's age, race, creed, color, religion, sex, disability or national origin.

ARTICLE XVIII – AMERICANS WITH DISABILITIES ACT

CMAR shall comply with all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101-12213) and all applicable federal regulations under the Act, including 28 CFR Parts 35 and 36. If CONTRACTOR is carrying out government programs or services on behalf of COUNTY, then CONTRACTOR shall maintain accessibility to the program to the same extent and degree that would be required of the COUNTY under 28 CFR Sections 35.130, 35.133, 35.149 through 35.151, 35.160, 35.161 and 35.163. Failure to do so could result in the termination of this Contract.

ARTICLE XIX – BUSINESS ETHICS

A. Conflict of Interest: This Contract is subject to the provisions of A.R.S. 38-511 which provides in pertinent part:

"The state, its political subdivisions or any department of either may, within three years after its execution, cancel any contract, without penalty or further obligation, made by the state, its political subdivisions, or any of the departments or agencies of either if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the state, its political subdivisions or any of the departments or agencies of either is, at any time, while the contract or any



extension of the contract is in effect, an employee or agent of any other party to the contract in any capacity or a consultant to any other party to the contract with respect to the subject matter of the contract."

B. Ethics: During the course of pursuing contracts with Owner and while performing contract work in accordance with this agreement, Contractor agrees to maintain business ethics standards aimed at avoiding any impropriety or conflict of interest which could be construed to have an adverse impact on the Owner best interests.

- 1) Contractor shall take reasonable actions to prevent any actions or conditions which could result in a conflict with Owner's best interests. These obligations shall apply to the activities of contractor employees, agents, subcontractors, subcontractor employees, consultants of contractor, etc.
- 2) Contractor employees, agents, subcontractors, material suppliers (or their representatives) should not make or cause to be made any cash payments, commissions, employment, gifts, entertainment, free travel, loans, free work, substantially discounted work, or any other considerations to Owner's representatives, employees or their relatives.
- 3) Contractor employees, agents or subcontractors (or their relatives) should not receive any cash payments, commissions, employment, gifts, entertainment, free travel, loans, free work, or substantially discounted work or any other considerations from representatives of subcontractors, or material suppliers or any other individuals, organizations, or businesses receiving funds in connection with the project.
- 4) Contractor agrees to notify a designated Owner representative within 48 hours of any instance where the Contractor becomes aware of a failure to comply with the provisions of this article.
- 5) The telephone number to report any concerns related to any possible violations of the Owner's Business Ethics Expectations is ____ - ____ - ____.
- 6) Upon request by Owner, Contractor agrees to provide a certified Management Representation Letter executed by selected Contractor representatives in a form agreeable to Owner stating that they are not aware of any situations violating the business ethics expectations outlined in this contract or any similar potential conflict of interest situations.
- 7) Contractor agrees to include this clause in all contracts with subcontractors and material suppliers receiving more than \$25,000 in funds in connection with the Owner's project.
- 8) Contractor shall permit interviews of employees, reviews and audits of accounting or other records by Owner representative(s) to evaluate compliance with the business ethics standards. Such reviews and audits will encompass all dealings and activities of Contractor's employees, agents, representatives, vendors, subcontractors, and other third parties paid by Contractor in their relations with Owner's current or former employees or employee relatives.
- 9) Contractor agrees to implement a program requiring their employees sign acknowledgements that they have read and understand Owner's Business Ethics Expectations and the related obligations outlined in this contract.

ARTICLE XX – AUTHORITY TO CONTRACT

CMAR warrants its right and power to enter into this Contract. If any Court or administrative agency determines that COUNTY does not have authority to enter into this Contract, COUNTY shall not be liable to CMAR or any third party by reason of such determination or by any reason of this Contract.



ARTICLE XXI – NON-WAIVER

The failure of either COUNTY or CMAR to insist in any one or more instance upon the full and complete compliance with any of the terms and provisions of this Contract or to take any action permitted as a result thereof shall not be construed as a waiver or relinquishment of the right to insist upon full and complete performance of the same or any other covenant or condition either in the past or in the future. The acceptance by either party of sums less than may be due and owing it at any time shall not be construed as an accord and satisfaction.

ARTICLE XXII – NOTICES

Any notice required or permitted to be given under this Contract shall be in writing and shall be served by personal delivery or by certified mail upon the other party as follows:

COUNTY:

CONTRACTOR:

ARTICLE XXIII – CONTRACT DOCUMENTS

A. This contract is structured as a series of interrelated documents comprised of this contract, associated appendixes, exhibits, and additional documents incorporated by reference.

B The "Contract Documents" are comprised of the following in order of precedence:

1. This Contract, including appendices, as it may be modified from time to time by the Parties.
2. Supplementary Conditions, if any, that modify the General Conditions.
3. General Conditions.
4. Special Conditions, if any, providing project-specific conditions and requirements.
5. The complete design as accepted by COUNTY, including drawings, specifications, and COUNTY-approved design submission documents.
6. COUNTY's Project Criteria developed by COUNTY and Design Professional program (if any).
7. Standard Specifications and similar type documents incorporated by reference.
8. COUNTY's Request for Qualifications (RFQ) with all Addenda, Exhibits and CMAR's Statement of Qualifications in response to the RFQ.

B. In the event of conflict between or among successive addenda, amendments, change orders, or modifications thereto, the later shall govern over the earlier in time, but only to the extent of any conflict.

C. It is the intent of the parties that the Contract documents, including all Appendixes, Exhibits, attachments, Amendments, Change Orders, and documents incorporated by reference be complementary and interpreted in harmony so as to avoid conflict or ambiguity. Terms, words and phrases used in the Contract Documents shall have the meanings defined in the General Conditions or, if not specifically defined, their ordinary and common meaning interpreted in a manner consistent with construction and design industry standards and practice. The objective of the Contract Documents is to provide a contractual framework and define the relationship between the parties within which the parties may complete the Project on time and within the budget for construction.

D. Every effort has been made to eliminate conflicts between and among the Contract Documents; however, in the event of any conflict between this Contract and any other document, the Contract shall govern,



and in the event of a conflict between any Appendix or Exhibit and any other document, the order of precedence shall be as above.

ARTICLE XXIV – MISCELLANEOUS

A. SUCCESSORSHIP. The provisions of this Contract, including the other Contract Documents, shall be binding upon the parties, their employees, agents, heirs, successors and assigns.

B. HEADINGS. Headings used in the Contract Documents are for ease of reference only and shall not in any way be construed to limit or alter the meaning of any provision.

C. SEXUAL HARASSMENT. The CMAR shall comply with the COUNTY's current policy regarding sexual harassment. The COUNTY prohibits sexual harassment by any person on COUNTY's premises or at any COUNTY-affiliated functions or facilities.

D. MODIFICATIONS. The Contract Documents may not be changed, altered, or amended in any way except in writing signed by a duly authorized representative of both parties.

ARTICLE XXV – PUBLIC INFORMATION

Pursuant to A.R.S. § 39-121 et seq., and A.R.S. §§ 34-603(H), 604(H) in the case of construction or Architectural and Engineering services procured under A.R.S. Title 34, Chapter 6, all information submitted in response to this solicitation that underlies this contract, including, but not limited to, pricing, product specifications, work plans, and any supporting data becomes public information and upon request, is subject to release and/or review by the general public including competitors.

Any records submitted in response to the solicitation that underlies this contract that respondent believes constitute proprietary, trade secret or otherwise confidential information must be appropriately and prominently marked as CONFIDENTIAL by respondent prior to the close of the solicitation.

Notwithstanding the above provisions, in the event records marked CONFIDENTIAL are requested for public release pursuant to A.R.S. § 39-121 et seq., County shall release records marked CONFIDENTIAL ten (10) business days after the date of notice to the respondent of the request for release, unless respondent has, within the ten day period, secured a protective order, injunctive relief or other appropriate order from a court of competent jurisdiction, enjoining the release of the records. For the purposes of this paragraph, the day of the request for release shall not be counted in the time calculation. Respondent shall be notified of any request for such release on the same day of the request for public release or as soon thereafter as practicable.

County shall not, under any circumstances, be responsible for securing a protective order or other relief enjoining the release of records marked CONFIDENTIAL, nor shall County be in any way financially responsible for any costs associated with securing such an order.

ARTICLE XXVI – SEVERABILITY

If any provision or any part of a provision of the Contract Documents shall be finally determined to be superseded, invalid, illegal, or otherwise unenforceable pursuant to applicable laws by any authority having jurisdiction, such determination shall not impair or otherwise affect the validity, legality, or enforceability of the remaining provision or parts of the provision of the Contract Documents, which shall remain in full force and effect as if the unenforceable provision or part were deleted.

ARTICLE XXVII – ENTIRE AGREEMENT

This Contract constitutes the entire agreement between the parties pertaining to the subject matter hereof, and all prior contemporaneous agreements and understandings are hereby superceded and merged herein. This Contract may be modified, amended, altered or extended only by a written amendment signed by the parties.



IN WITNESS WHEREOF, the parties have affixed their signatures to this Contract on the dates written below.

PIMA COUNTY - COUNTY

CONTRACTOR

Chair, Board of Supervisors

Signature

Date

Name and Title (Please Print)

ATTEST

Date

Clerk of the Board

APPROVED AS TO FORM

Deputy County Attorney

Name (Please Print)

Date



APPENDIX "A" – SCOPE OF WORK

2.1 PROJECT DESCRIPTION/SCOPE:

The Joint Court Complex (JCC) is a 2004 General Obligation Bond funded project intended to co-locate the City of Tucson's Municipal Court System with Pima County's Justice Court System. Initial design work with AECOM commenced in August, 2005 based upon the projected demographics, court caseload and population growth occurring in Pima County at that time. Two significant factors since the inception of that initial design work have occurred which has led to a major re-design and consequent funding shortfall to complete the entire project.

The first significant factor was the excessive costs associated with mitigating and preparing the selected site for new construction. Archeological costs far exceeded the initial estimate to remove and provide the required reburial for the approximate 1,200 human remains encountered on the site. In addition, several undocumented utilities traversing the site required hand digging due to co-mingled burial remains in addition to their required relocation.

The second significant factor was the tremendous volatility of the national economy. Prior to the downturn, Pima County was experiencing record increases in population growth and associated court caseload. As a result, the initial programming for the new facility resulted in a much larger facility accommodating significantly more courtrooms, judges, and support space required to meet the projected needs thru year 2025. The design effort based upon these larger projections resulted in a building that ultimately proved beyond available funding. Re-programming of the facility based upon the realities of today's economy and revised growth projections has resulted in a much smaller facility. The spatial relationships, floor stacking and areas of joint consolidation determined by the initial design were salvaged from that first effort and serve as the basis for the current design.

The current approved design is a seven-story (seven stories at or above grade with one basement level and a partial mezzanine level), 257,000 s.f. facility serving the current and future needs of both the City of Tucson and Pima County. The facility includes a stand-alone Central Plant building and an 829-car structured parking garage.

Future tenant improvements for the Court Tower shell consist of build-out for the entire 257,000 sq. ft. including all mechanical, electrical and plumbing improvements for thirty (30) courtrooms, holding cells, customer service areas, administrative areas, archive storage, judicial chambers and all Court ancillary improvements required to meet the operational needs of the Court. The tenant improvements estimated construction cost is \$30,000,000 to \$40,000,000.

The future Parking Garage to be located directly south of the Court Tower is designed to accommodate 829 vehicles. The garage is 312,800 sq. ft. and includes seven (7) levels of at or above grade public parking and one (1) level of below grade secure parking for judicial use. In addition, the design includes 9,200 sq. ft. of retail shell space accessible from the main Tower entry plaza. A below grade tunnel to be utilized by judicial staff will provide secure access from the garage to the Tower. The estimated construction cost for the parking garage is \$12,000,000 to \$18,000,000.

Current available funding allows for the construction of the Court Tower shell only and Central Plant at this time. Project construction is currently planned to begin on or before July 2011 with construction completed by June 2012. The County's desire to facilitate this accelerated Project has brought about the decision to use the Construction Manager at Risk (CMAR) delivery method. Using this method the County expects that the Project can be "packaged" and the construction completed prior to June 2012. AECOM shall remain as the Design Consultant under contract to Pima County and will work with the CMAR developing the design and working on finalizing the Project construction plans, packaging the bid documents, specifications, and construction cost estimate.



Considerable time and expense has been invested in the current design. The current design fully meets the needs, objectives, and growth potential of both City and County organizations. It is not the intent of this proposed delivery method to re-design the facility. Rather, it is the County's plan to utilize the CMAR delivery model to initially package, bid and construct the Tower shell and Central Plant only. Depending upon the timing of future funding, the construction of necessary tenant improvements and the parking garage may be constructed via amendments to the CMAR agreement or, at the discretion of the COUNTY using other traditional project delivery methods.

The COUNTY plans to utilize the services of a Construction Manager at Risk (CMAR) for the following services:

1. Based upon the existing 100% Design Development documents as prepared by AECOM and their sub-consultants, partner with the COUNTY and the design consultant (AECOM) to mutually establish a documented understanding of those to-be-constructed elements that will comprise the Tower Shell and Central Plant construction scope of work.
2. Develop detailed project construction estimates, study labor conditions, provide advice regarding methods, means, constructability and sequencing and otherwise contribute to the advancement and development of the Project throughout the Pre-construction phase.
3. Based upon the documented understanding of line item #1 above and the 100% Design Development documents, prepare for the COUNTY'S review a Guaranteed Maximum Price (GMP) for the Tower Shell and Central Plant.

If the GMP proposed by the CMAR is acceptable to the COUNTY, the Parties agree to execute an amendment to the initial Agreement to incorporate the GMP, Construction Development documents, CMAR assumptions, clarifications and schedules as may be necessary to define the Scope of Construction Work. If the GMP is not within the COUNTY'S Project Budget, the COUNTY reserves the right to terminate the initial Agreement.

Once adequate future funding is secured, the COUNTY reserves the right to consider this identical methodology to amend the Agreement for the necessary Pre-construction and Construction services required for the tenant improvements and parking garage. The COUNTY also reserves the right to consider other alternatives as well as traditional project delivery methods for these subsequent scopes of work.

2.2 CMAR METHODOLOGY:

2.2.3 Phase I

The intent is to establish a relationship of trust and confidence between the CMAR, the Design Professional, the Project Manager, and the County. The Project will be an "Open Book" job, whereby the Design Consultant and the County may attend any and all meetings and bid openings relating to the Project and have access to any and all books, accounts, and records of the CMAR relating to the Project.

The County will contract for the CMAR services in phases. The County anticipates a minimum of two phases with agreements and fee negotiations for each. For Phase I, the CMAR will start by providing pre-construction services during the design phase of the Project. At the completion of the design, or at any point in Phase I prior to completion of design and construction, as may be required by the County, the CMAR will be requested to provide a Guaranteed Maximum Price (GMP) to act as General Contractor for the construction of the Tower Shell and Central Plant and assume the risk of delivering the Project on schedule at or under the GMP. Acceptance of the GMP by the County will initiate the second phase, which will include complete construction services for the actual completion of the Project. The County reserves the right to phase work and/or use a fast track approach requiring multiple GMP's of the CMAR if deemed appropriate. It is possible that the phases may overlap. Acceptance of the GMP will



be reflected in the contract in an amendment. A Small Business Enterprise (SBE) goal, typically in the range of five to fifteen percent, will be set for the construction phase.

The County reserves the right to end the CMAR's services at any time during Phase I, and continue with an alternate CMAR procurement or with a traditional Design-Bid-Build procurement if deemed in the best interests of the County. If this occurs, the CMAR shall be paid at the agreed upon fee for services rendered. No anticipated profits will be paid for work not performed.

2.2.3.1 Phase I Design/Pre-Construction services required of the CMAR may include but not limited to the following:

- Team building/partnering (meetings)
- Project Scheduling/Management
- Value analysis/engineering
- Permit application assistance
- Constructability reviews
- Cost Model/Budget
- Estimating/price guarantees (GMP's)
- Bid package coordination/strategy (subcontracting, SBE compliance)
- Identification and ordering strategy of long lead-time materials

2.2.4 Phase II

If selected to continue as the General Contractor in Phase II, the CMAR shall be responsible for construction means, methods, sequencing, scheduling and coordination, and selection of subcontractors to perform construction of the Tower Shell and Central Plant.

2.2.4.1 Phase II Construction Phase services required of the CMAR may include the following:

- Team management/coordination
- Construction (Including Potential Construction Phasing)
- Scheduling/submittal process
- Cost control/change order management
- Subcontract management
- Field management
- Safety/QC programs
- Project close out
- Warranty period services



APPENDIX "B" - Page 1 of 2 Right of Audit - Examination of Records

1. Records for all contracts, specifically including but not limited to lump sum contracts (i.e. fixed price or stipulated sum contracts), unit price, cost plus or time & material contracts with or without a guaranteed maximum (or not-to-exceed amounts) shall upon reasonable notice be open to inspection and subject to audit, scanning, and/or reproduction during normal business working hours. Such audits may be performed by any Owner's representative or any outside representative engaged by Owner for the purpose of examining such records. The Owner or its designee may conduct such audits or inspections throughout the term of this contract and for a period of three years after final payment or longer if required by law. Owner's representatives may (without limitation) conduct verifications such as counting employees at the Construction Site, witnessing the distribution of payroll, verifying information and amounts through interviews and written confirmations with Contractor employees, field and agency labor, subcontractors, and vendors.
2. Contractor's "records" as referred to in this Exhibit shall include any and all information, materials and data of every kind and character, including without limitation, records, books, papers, documents, subscriptions, recordings, agreements, purchase orders, leases, contracts, commitments, arrangements, notes, daily diaries, superintendent reports, drawings, receipts, vouchers and memoranda, and any and all other agreements, sources of information and matters that may in Owner's judgment have any bearing on or pertain to any matters, rights, duties or obligations under or covered by any Contract Document. Such records shall include (hard copy, as well as computer readable data if it can be made available), written policies and procedures; time sheets; payroll registers; payroll records; cancelled payroll checks; subcontract files (including proposals of successful and unsuccessful bidders, bid recaps, negotiation notes, etc.); original bid estimates; estimating work sheets; correspondence; change order files (including documentation covering negotiated settlements); backcharge logs and supporting documentation; invoices and related payment documentation; general ledger, information detailing cash and trade discounts earned, insurance rebates and dividends; and any other contractor records which may have a bearing on matters of interest to the Owner in connection with the contractor's dealings with the Owner (all foregoing hereinafter referred to as "records") to the extent necessary to adequately permit evaluation and verification of any or all of the following:
 - (a) Compliance with contract requirements for deliverables
 - (b) Compliance with approved plans and specifications
 - (c) Compliance with Owner's business ethics expectations
 - (d) Compliance with contract provisions regarding the pricing of change orders
 - (e) Accuracy of contractor representations regarding the pricing of invoices
 - (f) Accuracy of contractor representations related to claims submitted by the contractor or any of his payees.
3. Contractor shall require all payees (examples of payees include subcontractors, material suppliers, insurance carriers, etc.) to comply with the provisions of this article by including the requirements hereof in a written contract agreement between Contractor and payee. Contractor will ensure that all payees (including those entering into lump sum contracts) have the same right to audit provisions contained in this contract.
4. Owner's authorized representative(s) shall have reasonable access to the Contractor's facilities, shall be allowed to interview all current or former employees to discuss matters pertinent to the performance of this contract and shall be provided adequate and appropriate work space, in order to conduct audits in compliance with this article.
5. If an audit inspection or examination in accordance with this article, discloses overpricing or overcharges to the Owner (of any nature) by the Contractor and/or the Contractor's Subcontractors in excess of \$100,000 in addition to making adjustments for the overcharges, the reasonable actual cost of the Owner's audit shall be reimbursed to the Owner by the Contractor. Any adjustments and/or payments which must be made as a result of any such audit or inspection of the Contractor's invoices and/or records shall be made within a reasonable amount of time (not to exceed 90 days) from presentation of Owner's findings to Contractor.



APPENDIX "B" Page 2 of 2

Right of Audit – Records to Be Provided to Owner's Representatives Upon Request

In addition, to the normal paperwork documentation the Contractor typically furnishes to the Owner, in order to facilitate efficient use of Owner resources when reviewing and/or auditing the Contractor's billings and related reimbursable cost records, the Contractor agrees to furnish (upon request) the following types of information in the specified computer (PC) readable file format(s):

Type of Record	PC Readable File Format
Monthly Job Cost Detail	.pdf and Excel
Detailed job Cost History To Date	.pdf and Excel
Monthly Labor Distribution detail (if not already separately detailed in the Job Cost Detail)	.pdf and Excel
Total Job to date Labor Distribution detail (if not already included in the detailed Job Cost History to date)	.pdf and Excel
Employee Timesheets documenting time worked by all individuals who charge reimbursable time to the project	.pdf
Daily Foreman Reports listing names and hours and tasks of personnel who worked on the project	.pdf
Daily Superintendent Reports	.pdf
Detailed Subcontract Status Reports (showing original subcontract value, approved subcontract change orders, subcontractor invoices, payment to subcontractors, etc.	.pdf and Excel
Copies of Executed Subcontracts with all Subcontractors	.pdf
Copies of all executed change orders issued to Subcontractors	.pdf
Copies of all documentation supporting all reimbursable job costs (subcontractor payment applications, vendor invoices, internal cost charges, etc.)	.pdf



APPENDIX "C" – DISPUTE RESOLUTION

In the event of any dispute arising between Owner and CMAR regarding any part of this Contract or the Contract Documents, or the Parties' obligations or performance hereunder, either Party may institute the dispute resolution procedures set forth herein. The Parties shall continue performance of their respective obligations hereunder notwithstanding the existence of a dispute.

- a) The Parties are fully committed to working with each other throughout the Project and agree to communicate regularly with each other at all times so as to avoid or minimize disputes or disagreements. If disputes or disagreements do arise, CMAR and Owner each commit to resolving such disputes or disagreements in an amicable, professional and expeditious manner so as to avoid unnecessary losses, delays and disruptions to the Work. CMAR and Owner will first attempt to resolve disputes or disagreements at the field level through discussions between CMAR's Representative and Owner's Representative.
- b) Informal Dispute Resolution. Any Party may from time to time call a special meeting for the resolution of disputes that would have a material impact on the cost or progress of the Project. Such meeting shall be held at Owner offices within three (3) working Days of written request therefor, which request shall specify in reasonable detail the nature of the dispute. The Owner's Project Manager, Contractor's Project Manager, and any other person who may be affected in any material respect by the resolution of such dispute, shall attend the meeting. Such representatives shall attempt in good faith to resolve the dispute. If unable to resolve the dispute, the Parties may agree to escalation of discussions to a higher level before proceeding to mediation under subparagraph (b) below.
- c) Mediation. If the Parties are unable to resolve the dispute through the special meeting and/or escalation, then on the written notice of either Party of the desire to pursue resolution through mediation, a mediator, mutually acceptable to the Parties and experienced in design and construction matters, shall be appointed. The Parties shall share the cost of the mediator. The mediator shall be given any written statements of the Parties and may review the Project site and any relevant documents. The mediator shall call a meeting of the Parties within ten (10) days after his/her appointment, which meeting shall be attended by Owner's Project Manager, CMAR's Project Manager, and any other person who may be affected in any material respect by the resolution of such dispute. Such representatives shall attempt in good faith to resolve the dispute. During such ten (10) Day period, the mediator may meet with the Parties separately.

Mediation Minutes. No minutes shall be kept with respect to any mediation proceedings, and the comments and/or findings of the mediator, together with any written statements prepared, shall be non-binding, confidential and without prejudice to the rights and remedies of any Party. The entire mediation process shall be completed within twenty (20) working Days of the date upon which the initial special meeting is held, unless the Parties agree otherwise in writing. If the dispute is settled through the mediation process, the decision will be implemented by written agreement signed by the Parties.

- d) Arbitration. If a dispute involving \$1,000,000 or less is not resolved pursuant to the procedures set forth in paragraphs (a), (b) and (c) above, then the Parties shall submit the matter to binding arbitration in accordance with the following:
 - (i) Jurisdiction. The Parties hereby agree, as permitted by A.R.S. § 12-1518, that claims, disputes and other matters in question hereunder which cannot be resolved pursuant to the procedures set forth in (a), (b), and (c) above shall be subject to arbitration as set forth below; provided, however, that the arbitrators shall have no power to change any of the provisions of this Contract in any respect nor shall they have any power to make an award of reformation, and the jurisdiction of the arbitrators is hereby expressly limited accordingly.



- (ii) **Request.** Either Party may serve the other with a written request for arbitration, which notice shall also specify the name and address of one person designated to act as arbitrator on behalf of that Party. Within 15 days after the service of such request, the other Party shall give to the first Party written notice specifying the name and address of the person designated to act as arbitrator on its behalf. If the other Party fails to so notify the first Party within the time above specified, then the appointment of the second arbitrator shall be made by the American Arbitration Association pursuant to the Rules then in effect. The arbitrators chosen shall meet within 10 days after the second arbitrator is appointed and shall appoint a third arbitrator who shall be a competent, impartial person, and in the event of their being unable to agree upon such appointment within the foregoing 10-day period, the third arbitrator shall be selected by the Parties themselves if they can agree thereon within a further period of 15 days. If the Parties do not so agree, then either Party on behalf of both may request the American Arbitration Association to appoint such third arbitrator. The person appointed shall be the third arbitrator.
- (iii) **Rules.** The arbitration shall be conducted in Pima County, Arizona, and in accordance with the Construction Industry Arbitration Rules of the American Arbitration Association. Any decision rendered shall be based upon Arizona law.
- (iv) **Decision.** The arbitrators shall render their decision, upon the concurrence of at least two of their number, within 30 days after the appointment of the third arbitrator. Their decision shall be in writing and counterpart copies shall be delivered to each Party. A decision in which any two of the arbitrators acting hereunder concur may be appealed directly to the Superior Court of Pima County within 30 days of the date of the decision. Unless so appealed, such decision shall in all cases be final, binding and conclusive upon the Parties and judgment upon the decision may be entered by any court having jurisdiction thereof.
- (v) **Fees.** Unless otherwise required by the decision of the arbitrators, each Party shall pay the fees and expenses of the original arbitrator appointed by such Party or in whose stead, as above provided, such arbitrator was appointed, and the fees of the third arbitrator, if any, shall be borne equally by the Parties. Each Party shall bear the expense of its own counsel, experts, and preparation and presentation of proof, in connection with all proceedings prior to the entry of a decision by the arbitrators.
- e) **Litigation.** If a dispute involving more than \$1,000,000 is not resolved pursuant to the procedures set forth in (a), (b), (c) and (d) above, then the dispute may be submitted to the appropriate court of jurisdiction within Pima County or the Parties may submit the matter to Binding Arbitration pursuant to Sections (d)(i) through (v) above if both parties agree to submit the dispute to the Binding Arbitration process.

END OF APPENDIX "C"



APPENDIX "D" – GENERAL CONDITIONS

TABLE OF CONTENTS

ARTICLE 1

GENERAL ARTICLES

- 1.1 Mutual Obligations
- 1.2 Basic Definitions
- 1.3 Mutual Understanding

ARTICLE 2

CMAR'S SERVICES AND RESPONSIBILITIES

- 2.1 General Services
- 2.2 Pre-construction Services
- 2.3 Legal Requirements
- 2.4 Government Approvals and Permits
- 2.5 CMAR's Construction Phase Services
- 2.6 CMAR's Responsibility for Project Safety
- 2.7 Warranty
- 2.8 Correction of Defective Work

ARTICLE 3

DESIGN PROFESSIONAL'S SERVICES AND RESPONSIBILITIES

ARTICLE 4

COUNTY'S SERVICES AND RESPONSIBILITIES

ARTICLE 5

HAZARDOUS CONDITIONS AND UNFORESEEN PROJECT SITE CONDITIONS

- 5.1 Hazardous Materials
- 5.2 Unforeseen Project Site Conditions

ARTICLE 6

INSURANCE AND BONDS

- 6.1 Bond Requirements
- 6.2 CMAR's Insurance Requirements
- 6.3 Insurance

ARTICLE 7

PAYMENT

- 7.1 Guaranteed Maximum Price; Savings
- 7.2 Schedule of Values
- 7.3 Applications for Progress Payment
- 7.4 Payments and Retainage
- 7.5 Early Release of Subcontractor Retainage
- 7.6 Payment for On-Site and Off-Site Materials
- 7.7 Ownership of Construction Work
- 7.8 Substantial Completion
- 7.9 Final Completion and Final Payment
- 7.10 Allowances
- 7.11 Contingencies



ARTICLE 8

INDEMNIFICATION

- 8.1 Proprietary Rights, Patent and Copyright Infringement
- 8.2 General Indemnity

ARTICLE 9

TIME AND DELAY

ARTICLE 10

CHANGES TO THE CONTRACT PRICE AND TIME

- 10.1 Changes
- 10.2 Change Directives
- 10.3 Minor Changes in the Work
- 10.4 Price, Time, or Scope of Work Adjustment
- 10.5 Emergencies

ARTICLE 11

<Reserved>

ARTICLE 12

STOP WORK AND TERMINATION

- 12.1 COUNTY's Right to Stop Work or Terminate for Convenience
- 12.2 COUNTY's Right to Perform and Terminate for Cause
- 12.3 CMAR's Right to Stop Work and Terminate for Cause



ARTICLE 1 GENERAL ARTICLES

1.1 MUTUAL OBLIGATIONS

COUNTY and Construction Manager at Risk (CMAR) commit, at all times, to cooperate fully with each other, and proceed on the basis of trust, confidence, and good faith to permit each party to realize the benefits expected and afforded under the Contract Documents, which benefits include the satisfactory and timely completion of the Project and performance of all obligations required by the Contract Documents.

1.2 BASIC DEFINITIONS

1.2.1 Construction Documents are the plans and specifications prepared by the Design Professional for the Project, approved by the COUNTY, and incorporated into the Contract by reference after such approval, to be used to construct the Project. All amendments and modifications to the Construction Documents must be approved by the COUNTY prior to incorporation into the Contract.

1.2.2 Bidding Contingency or Construction Contingency means that part of the Guaranteed Maximum Price (GMP) the CMAR may use during the Bidding or Construction Phase as provided in these General Conditions at 7.11.1, to cover any excess of the amount bid by a subcontractor over the amount for that work in the GMP, or to cover legitimate unforeseen construction expenses once construction begins. Contingency may not be used to cover the cost of any work on the Project after issuance of the Certificate of Final Completion.

1.2.3 Contract Float - If the CPM schedule of the Work anticipates early completion of all or any part of the Work, Contract Float is the number of calendar days between CMAR's anticipated date for early completion of all or any such part of the Work and the corresponding specified contract time. It is owned jointly by COUNTY and CMAR.

1.2.4 Cost of the Work consists of those items of Work which are paid for by the COUNTY to the CMAR consisting of those Direct Construction Costs and Indirect Construction Costs set forth as allowable in **Appendix "E"**.

1.2.5 The "Actual Cost of the Work" is the aggregate amount of Direct Construction Costs and Indirect Construction Costs properly and actually chargeable to the COUNTY when calculated under the provisions of **Appendix "E"** throughout the Project up to the time of Final Completion.

1.2.6 Allowances are items established by COUNTY in the GMP as estimates for the cost of items of work. To the extent that the Actual Cost of the Work is lesser or greater than the corresponding estimate, the GMP will be reduced or increased by Change Order.

1.2.7 Day as used in these General Conditions refers to calendar day unless otherwise denoted.

1.2.8 Open Book Cost is the Actual Cost of the Work as compiled and recorded in accordance with the provisions of Subsection 2.1.14 of these General Conditions

1.2.9 CMAR Authorization – Chapter 6 of Title 34, Arizona Revised Statutes

1.2.10 CMAR means the CMAR and all persons and entities identified as members of the CMAR Team in the CMAR's response to the COUNTY's RFQ which led to the Contract with all amendments, and any substitutes permitted under the terms of the Contract, and these General Conditions. The CMAR participates in the Pre-Construction Phase as set forth in Pre-Construction Phase Services Contract by, among other things, doing value engineering, evaluating costs and constructability, preparing schedules, implications of alternate designs and systems and materials during and after design of the Project. During construction, the CMAR assumes all risk for price and schedule under the Contract and its GMP, except as otherwise provided in the Contract.



1.2.11 Deliverables - the Work product prepared by the CMAR within the definition of the Scope of Work in the Contract. Some of these deliverables provided by the CMAR during the Pre-Construction Phase are the Project Schedule, Schedule of Values, Alternative System Evaluation, Procurement Strategies plus proposed SBE Utilization, Subcontractor and Supplier bid packages and Contracts.

1.2.12 Design Professional is a representative of the COUNTY for the Project as provided in the Contract Documents, whose Contract is with the COUNTY, and a) who is a qualified professional properly licensed in the State of Arizona to furnish applicable design and construction administration services, and b) is not the Agent of the COUNTY except for the review of submittals, response to CMAR Request for Information (RFI), approval and certification of CMAR progress payment applications, and Substantial Completion, if so designated.

1.2.13 Design Submission Documents consist of the drawings and specifications prepared at specific phases of the design effort by the Design Professional including Programming, Schematic Design, Design Development, and 30%, 60%, 95% and 100% Construction Documents as well as cost estimates and other documents prepared by the CMAR that are submitted for COUNTY's approval for each subphase of the Project design services.

1.2.14 Guaranteed Maximum Price (GMP) is the dollar amount that the CMAR guarantees to be the maximum amount due from the COUNTY to the CMAR under the Contract for Construction Phase services. It is the sum of the Cost of the Work, Contingencies and Allowances established in accordance with the Contract and the CMAR's Construction Phase Fee. The GMP is subject to additions or deductions due to changes in the Scope of Work. All costs, which exceed the GMP and are not authorized by Change Order, are to be paid by the CMAR and not the COUNTY.

1.2.15 Construction General Conditions means all on-site Project-specific job costs of CMAR not itemized elsewhere in the Contract Documents. but specifically excludes, without limitation, the following: Home (off-site) Expenses, Profit & Overhead; Home Office Personnel such as Corporate Executive, Project Executive & Project Director; Home Office Staff Transportation & Travel Costs; Home Office Accounting & Contract Forms; Legal Expenses; Project Staff Moving Expense; off-site Staff Training & Education; Pre-Mobilization Office Space; off-site Equipment & Supplies; Forms; Estimating & Value/Constructability Analysis; Warranty Coordination; Legal Expenses, Contractor Yard not Dedicated to Project, Contractor Association Fees, Licenses & Memberships; Cost over GMP, Corrective Work, Bonuses, Cost of Living Allowance, marketing expenses, corporate sponsorships and entertainment, and Promotional or Celebratory Expenses the CMAR incurs while performing and completing the Project. Out-of-town travel, including travel time and living expenses may be included in General Conditions if: (i) necessary to perform the Scope of Work and (ii) pre-authorized and approved by COUNTY. If approved, compensation for meals and lodging expenses shall be limited to Pima County per diem rates in effect at the time the expenses are incurred.

1.2.16 Hazardous Materials are defined as any materials, wastes, substances or chemicals deemed to be hazardous under applicable Legal and/or Environmental Requirements, or for which the handling, remediation, or disposal are regulated by applicable Legal or Environmental Requirements. Where applicable, the term Hazardous Waste shall have the meaning provided for in Section 1004 of the Solid Waste Disposal Act (42 USC, Section 6903) as may be amended from time to time.

1.2.17 Legal Requirements include all regulations, policies, procedures and practices of the COUNTY and all applicable rules, laws, codes, ordinances and regulations of any government or quasi-government entity, federal, state and local having jurisdiction over the Work, the practices involved in the Work, or any work performed.

1.2.18 Partnering or Teaming is a mutual effort by all parties involved in the Project, principally the COUNTY, the Design Professional and the CMAR, to cooperate and coordinate efforts to achieve the final result intended by the Project criteria. All involved use their expertise for the benefit of all. Partnering requires flexibility and appreciation of the positions of other parties and willingness to make compromises for the benefit of all.



COUNTY has the exclusive right to decide whether or not to use Partnering on the Project and will indicate its decision on this during the Pre-Construction Phase.

1.2.19 Project Budget is the total cost to the COUNTY for the Project, including the Design Professional, CMAR's Pre-Construction Phase Fee, the GMP (including CMAR's Construction Phase Fee, Construction Services, allowances and any and all Contingency), other consultants, furniture, fixtures, and equipment, site acquisition, permit fees, management fees, and other incidentals required to achieve Final Completion of the Project.

1.2.20 Project Criteria are developed by or for COUNTY to describe COUNTY's program, requirements and objectives for the Project, including use, space, price, time, site, utility, parking, and expandability requirements, as well as all submittal requirements and other requirements affecting CMAR's performance of its Work. The Project Criteria may include conceptual documents, design criteria, performance requirements, and other Project specific technical materials and requirements prepared by or for COUNTY.

1.2.21 Punch List are those minor items of Work identified and listed by the COUNTY or Design Professional and agreed to by COUNTY to be completed by CMAR after Substantial Completion and prior to Final Completion, which do not prevent the Project from being fully used for the purpose for which it is intended and which will not prevent the issuance of a certificate of occupancy or regulatory authorization for use.

1.2.22 Savings is the difference, if any, between the GMP and the Actual Cost of the Work and shall be allocated as set forth in Article 7. Amount of savings is to be determined by COUNTY with such assistance as COUNTY requests of CMAR and is to be based on the GMP in effect on the date of Final Completion of the entire work.

1.2.23 The Site is the land and other areas on which the Project is located.

1.2.24 A Subcontractor (of any tier) is any entity or person who performs a portion of the Work, on or off site, directly on behalf of the CMAR, including any materials, workers and suppliers, and shall include all employees, agents and authorized representatives of such entities or persons.

1.2.25 Substantial Completion is the date on which CMAR's Work, or an agreed upon portion of the Work, is sufficiently complete, as determined by the Design Professional or COUNTY's issuance of a Certificate of Substantial Completion, so that COUNTY can fully occupy and utilize the Project, or a portion thereof, for the purposes for which it is intended. In order to achieve substantial completion, all Work must be complete except for items included on the approved punch list. As part of Substantial Completion all required tests, inspections, State Fire Marshall and State Elevator certificates and test and balance of the mechanical system must be obtained or completed. (Note – the final inspection does not occur until Final Completion.)

1.2.26 Total Float is the number of calendar days by which the Work or any part of the Work may be delayed without necessarily extending a pertinent Contract Time. Total Float is by definition at least equal to Contract Float.

1.2.27 The Work is comprised of all activities required in order to complete the Project as defined by the Project Criteria and Contract Documents, including procuring and furnishing all materials, equipment, services, and labor reasonably inferable from the Contract Documents, or from prevailing trade usage and custom.

1.2.28 Final Completion is defined as 100% completion of all Work described by or reasonably inferred from the Project Criteria and Contract Documents, including but not limited to all a) punch lists, b) Close-Out Documents, c) COUNTY training/start up activities, and d) third party commissioning, if any.

1.2.29 Pre-Construction Phase Fee includes all direct and indirect costs of CMAR in providing the specified Pre-Construction Phase Services until completion of the Construction Documents and the award of all bid packages, plus associated overhead and profit.



1.2.30 Construction Phase Fee includes all direct and indirect costs of CMAR providing offsite management, supervision and support for the completion of the Work during the Construction Phase, plus associated overhead and profit. The Construction Phase Fee shall initially be calculated not to exceed five (5%) percent of Direct Construction Cost only, and then shall be fixed as a dollar amount as mutually negotiated and agreed to by the Parties.

1.2.31 Value Engineering Proposal - A modification to the Work proposed by the CMAR after the Effective Date of the Contract for the purpose of reducing the total cost of construction while still delivering a quality and functional Project. Value Engineering is part of the broader goal of obtaining optimum value for each dollar the COUNTY spends on the Project.

1.2.32 Direct Construction Cost is the sum of all applicable Construction General Conditions costs, subcontractor costs, costs of self-performed work (if approved in writing in advance by COUNTY), Allowances and Contingencies. Contingencies specifically include Bidding and Construction Contingency, Design Contingency and Schedule Contingency, as applicable.

1.2.33 Indirect Construction Cost is the sum of all applicable insurance costs, bond costs and applicable sales or use taxes, but excludes Construction Phase Fee.

1.2.34 Project Manager refers to the COUNTY Representative that is responsible to COUNTY for the Project completion within COUNTY established Schedule, Budget and Scope. In this document "Project Manager" is the same as "COUNTY"

1.3 MUTUAL UNDERSTANDING

COUNTY and CMAR agree that these provisions set forth their mutual understanding and agreement regarding the Contract general conditions or subjects addressed therein.

1.3.1 It is understood and agreed that COUNTY has hired or will hire a Design Professional to design the Project.

1.3.2 CMAR understands and agrees that the design for the Project may not be complete at a) the time the GMP is agreed to, and b) at the time of execution of the Contract.

1.3.3 CMAR commits to cooperate and interact with and advise the Design Professional in producing a completed design for the Project that is acceptable to the COUNTY, all as more fully described in the Contract Documents.

1.3.4 When the Design Documents are complete and requisite approvals obtained and are then accepted by the COUNTY, they shall become part of the Contract Documents without further action by the parties as though they were specifically set forth herein at the time of execution of the Contract.

ARTICLE 2 CMAR'S SERVICES AND RESPONSIBILITIES

2.1 GENERAL SERVICES

2.1.1 CMAR's Representative shall attend all meetings and assist the COUNTY during the Pre-Construction Phase in accordance with these General Conditions. During the Construction Phase, the CMAR's Representative, and Superintendent as necessary, shall be at the Site at all times when Work is being performed, and shall have the necessary expertise and experience required to properly supervise the Work. CMAR's Representative shall communicate regularly with COUNTY and Design Professional and shall be vested with the authority to act on behalf of CMAR as to all matters. CMAR's Representative may only be replaced with the mutual written agreement of COUNTY and CMAR.



2.1.2 During both the Pre-Construction and Construction Phases the CMAR shall provide COUNTY and Design Professional, on a monthly basis, a written status report detailing the progress of the Work during that month, including whether the Work is proceeding according to Schedule, an updated and current Critical Path Method (CPM) Schedule, an updated and current Work cash flow projection for the duration of the Project, copies of the construction superintendent's daily site reports, identification of any discrepancies, conflicts, or ambiguities existing in the Construction Documents that require resolution, whether health and safety issues have arisen in connection with performance of the Work, and whether other matters exist that require resolution so as not to jeopardize CMAR's ability to complete the Work for the GMP on schedule and within the Contract Time(s). The CMAR's monthly report shall also include a cost tracking report with projected final cost, subcontract amounts and buy-out status and status of contingency and allowance usage.

2.1.3 Within 30 days after executing the Contract, CMAR shall prepare and submit to COUNTY a Critical Path Method Master Schedule (CPM Schedule) for the Work including the activities in the Design Phase and the Construction Phase through bid and award. The CPM Schedule shall include three (3) weeks of COUNTY review time for Design Submission Documents at each subphase (progress development, Schematic Design, Design Development and Construction Drawings) and adequate time for Government Agency and for other regulatory-type reviews and for all other necessary approvals. The CPM Schedule shall indicate the dates for the start and completion of the various stages of Work, including the dates when COUNTY information and approvals are required and all necessary shutdowns or suspensions of COUNTY or separate vendor activities on the site (if any). The CPM Schedule shall allow for multiple bid packages and fast-tracked construction as may be required and include any contemplated completion date(s) earlier than those required by the Contract Documents.

2.1.4 The COUNTY, Design Professional, and CMAR will meet promptly after execution of the Contract to discuss issues affecting the administration of the Work, and to implement the necessary procedures, including submittals and COUNTY site activity schedules, to permit the COUNTY, Design Professional, and CMAR to perform their respective obligations under the Contract Documents. These tasks may be implemented by the utilization of a formal "Partnering" or "Teaming" process developed during an initial workshop that will include the CMAR, COUNTY, Design Professional, and their key participants. Follow up sessions will occur every three months or as otherwise mutually agreed to ensure that all commitments are updated and being followed by all parties. The cost of this "Partnering" or "Teaming" effort, if invoked by COUNTY, will be shared equally by the CMAR, COUNTY, and Design Professional.

2.1.5 The CMAR shall interact and cooperate fully with the COUNTY and Design Professional during the design and construction phases so as to keep the Work within the COUNTY's budget and schedule limitations.

2.1.6 The CMAR covenants with the COUNTY to furnish its best skill and judgment and to cooperate with the Design Professional in furthering the interests of the COUNTY. The CMAR agrees to furnish efficient business administration and superintendence and to use its best efforts to timely complete the Work in an expeditious and economical manner consistent with the interests of the COUNTY.

2.1.7 The CMAR, the COUNTY, and the Design Professional, called the "Project Team", shall cooperatively work together during all phases of the Work to achieve completion. The CMAR shall provide leadership to the Project Team during the Pre-Construction Phase for all schedule or alternative systems issues, and all matters relating to construction, and shall record and distribute minutes of all meetings. During the pre-construction phase the CMAR shall provide to the COUNTY and the Design Professional a written evaluation of the COUNTY's Project Program and Project Budget and Schedule, each in relationship to the other with recommendations on the appropriateness of each.

2.1.8 The Contract Documents do not create any contractual relationship between the Design Professional and the CMAR or any separate contractors, consultants, subcontractors of any sub-tier or suppliers on the Project; nor shall anything contained in the Contract Documents be deemed to give any third party any claim or right of action against the COUNTY, the Design Professional or CMAR which does not otherwise explicitly exist in the Contract Documents.



2.1.9 The CMAR's initial Work shall consist of its services in connection with the Pre-Construction Phase. The CMAR's Services in that phase shall be parallel to and coincidental with the Programming, Schematic Design, Design Development, and Construction Document subphases of the Design Professional's Services. CMAR shall prepare an itemized systems type cost estimate at the completion of the Schematic Design Phase, and at other times as agreed upon by the Project Team, in a format consistent with that used by Design Professional or in a format otherwise mutually agreed upon prior to the cost estimate preparation. CMAR shall prepare CSI-formatted cost estimates at each submittal phase after the completion of Schematic Design, to verify that the Project is staying within the applicable portions of COUNTY's identified budget. It is the obligation of the CMAR to keep all Deliverables required of it up to date during the Pre-Construction Phase so that the Project activities will continue uninterrupted while progressing into the Construction Phase.

2.1.10 The CMAR shall provide a GMP during the Pre-Construction Phase as called out in Article II(D) of the Contract. Thereafter, as the Scope of Work is further developed and defined during the Pre-Construction Phase, and costs are established for the Work, the parties contemplate that the Scope of Work to be performed by the CMAR will be adjusted by Amendment (prior to COUNTY's acceptance of the GMP and Construction Phase Fee) or Change Order (after COUNTY's acceptance of the GMP) to the Contract. Any such Amendment or Change Order will define the Work to be performed by the CMAR under the Contract, and may amend or add any design submission document that is not within the original Scope of Work undertaken to be performed by the CMAR. The GMP and Contract Time will from time to time be adjusted, as may be necessary, due to such Change Order or Amendment.

2.1.11 Subject to the other provisions of these General Conditions, execution of the Contract by the CMAR is a representation that the CMAR has visited the Site, become familiar with the locale and any specific conditions under which the Work is to be performed, and has correlated CMAR's personal observations with the requirements of the COUNTY's Project criteria.

2.1.12 The intent of the Contract Documents is to include all items and services necessary for the proper execution and completion of the Work. The Contract Documents are complementary, and what is required by any one shall be as binding as if required by all. Work not covered in the Contract Documents but deemed necessary for the proper completion of the Work by the Design Professional will be required of CMAR unless it is inconsistent with the Contract Documents, or is not reasonably inferable therefrom as being necessary to produce the intended results. Words and abbreviations, which have well known technical or trade meanings, are used in the Contract Documents in accordance with such recognized meanings.

2.1.13 The organization of the Specifications into division, section, and article, and the arrangement of Drawings shall not obligate or control the CMAR in dividing performance of the Work among subcontractors, or in establishing the extent of the Work to be performed by any one trade.

2.1.14 With respect to all Work performed by CMAR and its Subcontractors and Consultants, CMAR, its Subcontractors and Consultants, shall keep full and detailed accounts and exercise such cost controls as may be necessary for proper financial management, using accounting and control systems in accordance with generally accepted accounting principles and subject to review by COUNTY. During performance of the Work and for five (5) years after Final Payment, the CMAR shall retain and shall also require all Subcontractors and Consultants to retain for review or audit, or both, by the COUNTY all correspondence, meeting minutes, memoranda, electronic media, books, accounts, reports, files, time cards, material invoices, payrolls, and evidence of all communications, direct and indirect costs and all other matters related to the Work. Upon request by the COUNTY, a legible copy or the original of any or all such records as are described above shall be produced by the CMAR at any time during or after the Work as the COUNTY may request. Upon request the CMAR shall submit to the COUNTY copies of all payrolls, reports, estimates, records, change order costs and data, and any other data concerning Work performed or to be performed, materials supplied or to be supplied, including Subcontractor or Consultant payment applications or invoices and such Subcontractor's or Consultant's progress payment checks. The requirements of this Section shall be provided for in all contracts between the CMAR and its Subcontractors and Consultants. The COUNTY may exercise its rights under this Paragraph as often as reasonably necessary in the COUNTY's sole judgment to assure the COUNTY has a complete and accurate understanding of all Project costs.



2.2 PRE-CONSTRUCTION SERVICES

2.2.1 CONSULTATION DURING PROJECT DEVELOPMENT

In addition to the services of the CMAR listed in 2.1 above, CMAR's Pre-Construction Services shall include but not be limited to: Participate in Team Building, formal "Partnering" or "Teaming", Development of a Project Management Plan, Provide Value Analysis, Constructability and Bidability Reviews, Cash Flow Projections, Estimating/Price Guarantees, and Subcontractor Bid Package Timing and Strategy. These services shall include, but not be limited to, review of conceptual design; advice on site use, improvements, selection of materials, building systems and equipment; long lead items, and recommendations on construction feasibility, means and methods, sequencing, and phasing, availability of materials and labor, local construction activity as it relates to work schedules, and time requirements for installation and construction.

2.2.2 BUDGETING AND GUARANTEED MAXIMUM PRICE

2.2.2.1 The CMAR shall provide its Pre-Construction Services for the Preconstruction Phase Fee identified in the Contract. That fee will be earned based upon the amount of Design Phase Work completed. That fee shall be billed and payable monthly as a percentage of completion of Pre-Construction Services. The Construction Phase services of CMAR will be provided based upon an Open Book Cost of the Work, plus the separate Construction Phase Fee for CMAR identified in the Contract.

2.2.2.2 As provided for in Article II of the Contract and when the design has sufficiently progressed, COUNTY will require CMAR to propose a GMP for the construction that is to be based on the Cost of the Work. The GMP will be prepared in accordance with these Sections 2.2.2 and 2.2.3 and **Appendix "E" – Construction Costing**.

2.2.2.3 The COUNTY will, at its sole discretion, have the option to accept the GMP submitted by CMAR, request that CMAR submit another GMP, or reject the GMP and terminate all contracts and agreements with the CMAR. In the event of such a termination the CMAR shall receive payment for services it has provided to date. In this situation, there shall be no amounts paid for any termination cost, lost profits, lost opportunity or any other such reason.

2.2.2.4 Once accepted by the COUNTY, the GMP may be revised only by an approved Change Order or Amendment.

2.2.2.5 In the event the CMAR elects, in its sole discretion, to maintain a construction contingency within the GMP, the criteria for the development of that contingency must be acceptable to the COUNTY.

Thereafter, the CMAR must inform the COUNTY of any intended usage of the contingency, with supporting itemized schedule and pricing documentation, to maintain complete records and confirm its appropriate use for the Project.

2.2.3 COST ESTIMATES

2.2.3.1 Construction Cost: All estimates of GMP, and associated Schedule(s) of Values shall include without duplication:

- a) All labor, materials, equipment, tools, construction equipment and machinery, water, heat, utilities, transportation, and other facilities and services necessary for the proper execution and completion of the Work, whether temporary or permanent, and whether or not incorporated or to be incorporated in the Work;
- b) The CMAR's Construction Phase Fee;
- c) All bond and insurance premiums;
- d) All applicable taxes;
- e) A Contingency for bidding/construction;



- f) Construction General Conditions;
- g) Overhead

2.2.3.2 The CMAR's estimates of Construction Costs shall not include sums due the Design Professional, the CMAR's Pre-Construction Phase Fee, the costs of land, rights of way, financing or other costs which are the responsibility of the COUNTY. CMAR's allowable labor rates within rates or part of Construction General Conditions are restricted to direct labor costs, i.e. actual salaries/wages plus associated costs required by statute or regulation (social security, Medicare employee's match, unemployment, etc.) and employee benefits (vacations, health insurance, etc.). Non-Project specific training costs, bonuses, cost of living allowance, education and training are not allowable labor costs and are not reimbursable. Promotional or celebratory expenses the CMAR incurs while performing and completing the Project are not reimbursable as part of Construction General Conditions and must be paid out of the CMAR Construction Phase fee.

2.2.3.3 The CMAR, prior to and in preparing its estimates of Construction Costs and providing the GMP, shall consult with the Design Professional to determine to the extent possible what materials, equipment, component systems and types of construction are to be included in the Construction Documents and to make recommendations for reasonable adjustments in the Scope of Work, and to include in the Construction Documents such alternate items as are approved by the COUNTY in writing.

2.2.3.4 The CMAR shall take the lead in developing a cost model and prepare an estimate of Construction Cost as soon as major Project requirements have been identified, and update the cost model and estimate for each submittal of the Design Submission Documents specified in 1.2.12 of the General Conditions. For all Bid Packages for Construction, the CMAR shall prepare a quantity take-off cost estimate based on C.S.I. formats within two weeks of receipt of applicable documents from the Design Professional. All estimates of Construction Cost shall make allowance for bidding and price escalation. During the Preconstruction Phase, the CMAR shall continually monitor the cost estimates and develop a cost estimate to help assure that the Cost of the Work remains within the applicable portion of the Project Budget or GMP, as applicable. No Construction Services or Work to be performed under the Contract shall commence until a GMP is established by the CMAR, submitted and accepted by COUNTY and incorporated into this Contract.

2.2.3.5 All CMAR cost estimates shall be prepared separate and independently from Design Professional estimates, shall be based on quantitative takeoffs whenever possible, and shall be completed in sufficient depth and organization to be used in preparing budgets based on sub-trades, combinations of sub-trades, building systems (if any), and Bid Packages. Lump sum estimates are not acceptable.

2.2.3.6 CMAR shall submit all applicable cost estimates to the Design Professional and COUNTY for review, scope verification and reconciliation with the Design Professional's estimates of cost. If the Design Professional and CMAR cannot agree on any individual cost items, then the highest identified cost of either will be utilized and noted as such by the CMAR in the submission of the cost estimate to the COUNTY as part of the Design Submittal.

2.2.3.7 After review and scope verification of the cost estimate done by the Design Professional, the CMAR shall a) notify the COUNTY if it appears that the Design Professional estimate of Construction Costs will exceed the applicable portion of the projected Construction Cost Budget or GMP as may be applicable, b) satisfactorily demonstrate the accuracy of its estimate in such detail as shall be reasonably required by the COUNTY, and c) make reasonable recommendations for corrective action consistent with the Project Budget or GMP, as may be applicable. All such cost estimates must be within Project Budget or GMP as applicable, or include reasonable recommendations for bringing the estimates within the Project Budget or GMP, as applicable, prior to final submission to COUNTY for review and acceptance. Any costs to correct Design Documents to bring the Project back within the Project Budget or GMP, as applicable, shall not be borne by the CMAR except for the CMAR's own costs incurred in re-estimating.

2.2.3.8 Design Professional/CMAR Cooperation: The Design Professional, by the terms of its contract with the COUNTY, is obligated to provide reasonable cooperation to the CMAR in the development of estimates of Construction Cost and the GMP. Conversely, the CMAR shall provide reasonable cooperation to the Design



Professional in the development of estimates of Construction Cost and the GMP. Design Professional and CMAR shall reconcile their Cost estimates with each other and the COUNTY not later than (7) days after the completion of [CMAR's](#) estimate or receipt of Design Professional's estimate to assure the COUNTY that the Project Cost is within the designated budget.

2.2.4 OTHER PRE-CONSTRUCTION SERVICES

2.2.4.1 The CMAR shall review the Drawings and Specifications as they are being prepared, recommending alternative methods whenever design details affect construction feasibility, schedules or cost. However, nothing contained in this section 2.2.4.1. shall be construed to require the CMAR to provide design services.

2.2.4.2 The CMAR shall make recommendations to the COUNTY and the Design Professional regarding the division of work in the Drawings and Specifications to facilitate the bidding and awarding of subcontracts, allowing for phased construction, if applicable, taking into consideration such factors as time of performance, availability of labor, overlapping trade jurisdictions, provisions for temporary facilities, and the like.

2.2.4.3 Coordinating with the Design Professional, the CMAR shall provide a written Constructability Review of all Drawings and Specifications, in a form acceptable to COUNTY. The Constructability Review shall (a) minimize areas of conflict, errors, omissions, and overlapping of the Work to be performed by the various subcontractors, (b) confirm that the full Scope of Work has been included in the drawings, (c) endeavor to minimize cost and Value Engineer where appropriate, and (d) allow for phased and/or fast-track bid packages and construction, as required. An acceptable and effective Constructability Review is a goal for the CMAR and the COUNTY.

2.2.4.4 The CMAR shall attend all regular meetings with the COUNTY and Design Professional and such additional meetings as the COUNTY may request. All regular meetings shall be scheduled by the Design Professional with the prior agreement of the CMAR and approval of the COUNTY. All additional meetings shall be scheduled by the COUNTY.

2.2.4.5 The CMAR shall investigate and recommend materials and equipment that could be purchased directly by the COUNTY; consider long lead time procurement and mass purchasing power in making such recommendations; recommend a schedule for such purchases after coordination with the Design Professional regarding the timetable for preparation of Construction Documents; and expedite and coordinate delivery of these purchases to facilitate their delivery by the required dates.

2.2.4.6 If the COUNTY determines that Integrated Project Delivery (IPD) or Building Information Modeling (BIM) objectives will benefit the Project and it is or will be to the advantage of COUNTY or the Project to select certain subcontracting trades to participate in the design process during the Pre-Construction Phase, as well as provide Construction Services during the Construction Phase, then the following procedures will apply:

- A. CMAR prequalifies Subcontractors from the trades needed in the Pre-Construction Phase.
- B. Upon acceptance of the COUNTY, a Request for Proposal (RFP) is requested from pre-qualified Subcontractors. The RFP will request additional qualification information in addition to pricing information, such as labor rates and overhead and profit factors.
- C. The Statement of Qualifications (SOQ) from the Subcontractors will be reviewed by a committee consisting of CMAR, COUNTY and design team members. The qualification and pricing information will be scored by a pre-determined weighted scoring system.
- D. The committee will develop a list of firms that will be interviewed.
- E. The Subcontractors will be interviewed and ranked, and the highest ranked Subcontractor will be selected to provide the services.



For Subcontractors selected in this manner, the CMAR must establish to the COUNTY's satisfaction that the Subcontractor's price submission is reasonable and appropriate, by following the procedures outlined for CMAR in Article 2.2.4.11 and 2.2.4.12.

2.2.4.7 The CMAR shall: Assist the COUNTY and Design Professional in the preparation of the necessary and appropriate bidding information, bidding forms, and pre-qualification criteria for bidders; develop subcontractor interest; establish bidding schedules; advertise for bids; and conduct pre-bid conferences to familiarize bidders with the bidding documents and management techniques and with any special systems, materials, or methods. The CMAR shall review all potential subcontractors with the COUNTY and Design Professional and obtain COUNTY's approval of the pre-qualification of any subcontractor. If the CMAR becomes aware prior to any bid date that fewer than three (3) pre-qualified subcontractors plan to bid any portion of any Bid Package or that anticipated bids from previously approved or pre-qualified subcontractors are likely to exceed the current Schedule of Values or estimate of Construction Cost, the CMAR shall promptly notify the COUNTY.

2.2.4.8 The CMAR's post-bid selection of any subcontractor must be based on qualifications alone, or on a combination of qualifications and price selection, but shall not be based on price alone. The CMAR shall receive and open bids when advertised, prepare a bid analysis, conduct pre-award conferences, and notify the COUNTY and Design Professional concerning which bids from pre-qualified subcontractors will be accepted and awarded. The COUNTY and Design Professional shall be notified of the time and place of all bid openings and shall be permitted to attend such openings with their representatives and guests. A proposal to accept other than a low lump sum bid shall be justified in writing by the CMAR with sufficient detail to satisfy COUNTY, and be subject to prior written approval by the COUNTY, with no increase in the GMP. Once approved by COUNTY, no subcontractor may be replaced by CMAR without COUNTY's prior approval and any change in cost to CMAR will not be a responsibility of COUNTY and there will be no increase in GMP or contract price by reason of such change of subcontractor. Within ten (10) days after award, one fully executed subcontract for work or services on this Project shall be furnished to COUNTY together with all special or supplementary conditions applicable to the subcontract work.

2.2.4.9 The CMAR shall provide the COUNTY and Design Professional with requirements and assignment of responsibilities for safety precautions and programs as required for the execution of the Work, temporary Project facilities and for equipment, materials and services for common use of subcontractors and verify that all such information is included in the Construction Documents.

2.2.4.10.1 If the project covered by this Contract is not "horizontal construction" as defined in A.R.S. § 34-101 and the CMAR indicates it desires to self-perform any portion of the Construction Work, the following procedures will be followed: The CMAR must submit its qualifications to do the listed portion(s) of the Construction Work to the COUNTY and if the COUNTY is satisfied with CMAR's qualifications as to that portion of the Construction Work, the COUNTY will designate the CMAR as a pre-qualified Subcontractor for that portion of the Construction Work. A bid package for each portion of the Construction Work as to which CMAR is a pre-qualified Subcontractor will be prepared in the same manner and content as bid packages for Subcontractors in other trades. CMAR will submit a proposed price for each of these portions of the Construction Work. This proposed price shall include labor rates, and certify that sub-sub trades and materials will be bid with a minimum of three pre-qualified bidders.

2.2.4.10.2 If the project covered by the Contract is "horizontal construction" as defined in A.R.S. § 34-101, CMAR's submitted GMP shall clearly identify the work the CMAR intends to self-perform and distinguish the costs thereof.

2.2.4.11 In order to evaluate the CMAR's Price Submission on self-performed Work, COUNTY may do any or all of the following at the COUNTY's discretion: (i) engage an estimator selected by COUNTY to prepare an independent estimate of this portion of the Construction Work; (ii) engage the DP, or other consultants to do a construction market study to confirm construction market impacts to the cost of this portion of the Construction Work, or (iii) take other action to evaluate the CMAR's Price Submission. In any event, CMAR is responsible to establish to the COUNTY's satisfaction that the CMAR's Price Submission is reasonable and appropriate. If the COUNTY is satisfied that the CMAR Price Submission is reasonable and appropriate, the COUNTY will



advise the CMAR that the CMAR is selected as Subcontractor for the respective portion of the Construction Work.

2.2.4.12.1 If the project covered by this Contract is not "horizontal construction" as defined in A.R.S. § 34-101 and at the conclusion of the review of the CMAR's proposed price, the COUNTY is not satisfied that the CMAR's Price Submission is reasonable and appropriate, the COUNTY will so advise the CMAR and the CMAR will proceed in the following manner: There will be a normal Subcontractor bid competition for selection of the Subcontractor to perform this portion of the Construction Work, in accordance with the procedures in Section 2.2.4.7, except that, notwithstanding any other provision of the CMAR Design Phase Services Contract Documents to the contrary, (i) the CMAR's Price Submission will be the CMAR's bid for that portion of the Construction Work in the Subcontractor bidding process; (ii) the CMAR must obtain bids for that portion of the Construction Work from a minimum of two other pre-qualified Subcontractors, (iii) the Subcontractor bids for that portion of the Construction Work must be delivered to COUNTY rather than the CMAR, and (iv) the COUNTY will decide which Subcontractor bid to accept, in accordance with Article 2.2.4.8.

2.2.4.12.2 If the project covered by this Contract is "horizontal construction" as defined in A.R.S. § 34-101 and at the conclusion of the review of CMAR's proposed price, the COUNTY is not satisfied that CMAR's Price Submission is reasonable and appropriate, COUNTY may, at its sole discretion: 1) negotiate with CMAR to arrive at a more acceptable price; 2) negotiate with CMAR and request a best and final offer; 3) seek additional funding, if available; 4) terminate this contract for convenience and acquire construction services by different means; or 5) any combination of these or such other actions as COUNTY deems appropriate within its sole discretion.

2.2.4.13 When Owner has approved the award of any such subcontract or purchase order, Contractor shall contract in its own name and behalf, and not in the name or behalf of Owner, with the specified subcontractor or supplier. Contractor's subcontract and purchase order forms shall be subject to approval of Owner and shall provide that subcontractor shall perform its portion of the Work and all applicable provisions of this Agreement and the Contract Documents.

2.2.4.13.1 Contractor shall add specific Owner directed contract clauses to the standard subcontract and purchase order forms to be used for the project. Contractor shall submit its subcontract and purchase order forms to Owner for approval prior to use in connection with the project, and shall promptly deliver to Owner a copy of all executed subcontracts and purchase orders entered into in connection with the project.

2.2.4.13.2 If the net effect of Owner's designation of the selected subcontractors and suppliers (taking into account both subcontractors and suppliers whose bids exceed those of bidders recommended by Contractor and those whose bids are less than bidders recommended by Contractor) is the selection of subcontractors and suppliers whose bids, in the aggregate, exceed those of the bidders recommended by the Contractor, the Estimated Contractor's Cost and the Guaranteed Maximum Cost shall be increased by the lesser (i) the amount by which the bids of the designated subcontractors and suppliers exceed the bids of the bidders recommended by Contractor or (ii) the amount by which the bids of the designated subcontractors and suppliers exceed the amount utilized by the Contractor in calculating the Guaranteed Maximum Cost. The Contractor's Fee shall not be increased on account of Owner's designation of subcontractors or suppliers, regardless of the number of such designations or the resulting increase in the Guaranteed Maximum Cost, if any.

2.3 LEGAL REQUIREMENTS

2.3.1 CMAR shall perform all Work in accordance with all applicable Legal Requirements as described in 1.2.17 and otherwise shall provide all notices applicable to the Work. It is the responsibility of the CMAR during the Pre-Construction Phase to assist the Design Professional and the COUNTY to ascertain that the Construction Documents under preparation are in compliance with all applicable laws, statutes, ordinances, building codes, rules and regulations. The list of applicable Building Codes, Ordinances and Standards, with all amendments as currently adopted by COUNTY is included in **Attachment 1 to the General Conditions**.



2.4 GOVERNMENT APPROVALS AND PERMITS

2.4.1 Unless otherwise provided in the Contract Documents, CMAR has the responsibility to obtain and pay for all necessary permits, approvals, licenses, government charges and inspection fees required for the prosecution of the Work by any government or quasi-government entity having jurisdiction over the Project.

2.5 CMAR'S CONSTRUCTION PHASE SERVICES

2.5.1 Unless otherwise provided in the Contract Documents to be the responsibility of COUNTY or a separate Contractor(s), CMAR's construction phase services shall include: team management and coordination, scheduling, cost controls and change order management, submittal process management, subcontracting, field management, safety program, close-out process, and warranty period services. This responsibility shall include providing, through itself or its Subcontractors, all necessary supervision, labor, inspection, testing, start-up, material, equipment, machinery, temporary utilities, and other temporary facilities needed to complete construction of all Work consistent with the Construction Documents.

2.5.2 CMAR shall perform all construction work, services and activities efficiently and with the requisite expertise, skill, quality and competence necessary to satisfy the requirements of the Contract Documents. CMAR shall at all times exercise complete and exclusive control over the means, methods, sequences and techniques of construction.

2.5.3 CMAR shall only employ Subcontractors (of any tier) who are properly licensed and fully able and committed to performing the Work in compliance with the Construction Documents and with the same degree of skill, quality and competence as CMAR.

2.5.4 CMAR shall be fully responsible for the Work of its Subcontractors' and any of their acts and omissions in connection with the performance of their work. Nothing in the Contract Documents is intended or shall be deemed to create any legal or contractual relationship between COUNTY and a Subcontractor (of any tier). In addition, nothing in the Contract Documents is intended to, or shall be deemed to create any third-party beneficiary rights.

2.5.5 CMAR is responsible for coordinating the activities and Work of all Subcontractors. If COUNTY is performing other work with separate Contractors under COUNTY's control, CMAR agrees to cooperate and coordinate its Work with the work of COUNTY's separate Contractors so that the Project can be completed in an orderly, efficient and coordinated manner reasonably free of significant disruption to any party.

2.5.5.1 The COUNTY reserves the right to award other contracts related to the Project, or to perform certain work itself. Any such other work may or may not be known to the COUNTY or disclosed to the CMAR prior to execution of the Contract. The CMAR shall afford the COUNTY and such other contractors reasonable opportunity for the introduction and storage of their materials and equipment and the execution of their work, and shall properly coordinate its Work with theirs in such manner as the COUNTY or Design Professional may direct. The CMAR shall also assure at its own cost reasonable access of other contractors to their site and their work.

2.5.5.2 Upon request of CMAR, the COUNTY will provide CMAR with a copy of Drawings, Specifications, Schedules or other needed data relating to such other contracts or work as may be necessary to meet CMAR's duty to coordinate. The CMAR shall thoroughly examine these documents and shall within three (3) work days of completing such examination notify the COUNTY in writing of any conflicts with the Work to be performed by the CMAR. In no event shall such notice be given by CMAR so late as to interfere with or delay the Work to be performed by the CMAR. Failure of the CMAR to request, review, or provide written notice as provided above shall constitute a waiver of any objections or claims the CMAR may otherwise have as a result of the necessity to coordinate the CMAR's work with other activities.



2.5.5.3 Should the CMAR sustain any damage through any act or omission of any other such contractor or subcontractor, CMAR shall have no claim or cause of action against the COUNTY for such damage and hereby waives any such claim. The CMAR does not waive any claim or cause of action against any other contractor or subcontractor to recover any and all damages sustained by reason of the acts or omissions of such other contractor or subcontractor. The phrase "act or omission" as used in this section shall be defined to include, but not be limited to, any delay on the part of any such other contractor or subcontractor, whether due to negligence, gross negligence, inadvertence or any other cause.

2.5.5.4 Should the CMAR cause damage to the Work or property of any other contractor or subcontractor of the COUNTY, the CMAR shall upon receiving due notice of damage promptly attempt to settle with such other contractor by contract, repair or otherwise to resolve the dispute. If any such separate contractor sues or initiates a proceeding against the COUNTY on account of any damage alleged to have been caused the CMAR or its subcontractors, the COUNTY shall notify the CMAR who shall at its own cost defend such proceedings, or pay the costs of the COUNTY defending such proceedings, and if any judgment or award against the COUNTY arises therefrom the CMAR shall pay or satisfy it and shall reimburse the COUNTY for all attorney's fees and court or other costs which the COUNTY has incurred in connection with the matter.

2.5.6 CMAR shall keep the Site free from debris, trash and construction waste to permit CMAR to perform its construction services efficiently, safely, and so as not to interfere with the use of any adjacent land areas, including the reasonable aesthetic appearance of the jobsite and all storage/staging areas. CMAR shall also be responsible for and take precautions and measures to fully secure, safeguard and protect the Work during the Construction Phase. Unless previously released of responsibility by COUNTY, CMAR's responsibility to secure, safeguard and protect shall continue until final completion and acceptance.

2.5.7 Upon Substantial Completion of the Work, or a portion of the Work, CMAR shall remove all debris, materials, waste, equipment, machinery and tools from the Work so as to permit COUNTY to safely occupy the Work or a portion of the Work for the use in which it is intended.

2.5.8 CONTROL OF THE WORK

2.5.8.1 The CMAR shall supervise and direct the Work of its employees and Subcontractors and coordinate the Work with the activities and responsibilities of the COUNTY and the Design Professional so as to complete the Work in accordance with the COUNTY's objectives of cost, time and quality as set forth in the Contract Documents.

2.5.8.2 The CMAR shall establish an on-site organization with lines of authority in order to carry out the overall plans for completion of the Work.

2.5.8.3 The CMAR shall schedule, notice, conduct, and take and distribute minutes of weekly progress meetings at which the COUNTY, Design Professional, and CMAR can discuss jointly such matters as procedures, progress, and problems.

2.5.9 DAILY LOG

2.5.9.1 The CMAR shall maintain a daily log of construction activities for each calendar day of the Contract Time, using a form pre-approved by the Design Professional. In that log the CMAR shall document all activities at the Work site, including, but not limited to:

- a) Weather conditions showing the high and low temperatures during work hours, the amount of precipitation received on the job site, and any other weather conditions which adversely affect Work at the site;
- b) Soil conditions which adversely affect Work at the site;
- c) The hours of operation by CMAR and individual Subcontractor personnel;
- d) The number of CMAR and Subcontractor personnel present and working at the site, by subcontract and trade, and updated schedule activity number;



- e) The equipment active or idle at the site;
- f) A description of the Work being performed at the site by updated schedule activity number;
- g) Any delays, disruptions or unusual or special occurrences at the site;
- h) Materials received at job site; and
- i) A list of all visitors at the site.
- j) Any other relevant information deemed relevant as to activities on the site that day.

2.5.9.2 The CMAR shall provide copies of the daily logs to the COUNTY on a weekly basis. The daily log shall not constitute written notice to the COUNTY of any event or occurrence when such notice is required by the Contract Documents.

2.5.9.3 Any changes affecting previously approved Work shall require prior written approval of the COUNTY.

2.5.10 SUPERVISION AND CONSTRUCTION PROCEDURES

2.5.10.1 The CMAR shall supervise and direct the Work, using the CMAR's best skill and attention. The CMAR shall be solely responsible for the coordination and accomplishment of all portions of the Work under the Contract Documents.

2.5.10.2 CMAR shall be responsible to the COUNTY for the acts and omissions of CMAR's employees, Subcontractors of all tiers, their agents and employees, and any other persons performing any of the Work or furnishing materials under a contract with the CMAR.

2.5.10.3 The CMAR shall not be relieved from its obligation to perform the Work in accordance with the Contract Documents either by the activities or duties of the Design Professional in its administration of this Contract, or by inspections, tests or approvals required or performed by persons other than the CMAR. Nothing contained in this paragraph shall preclude the CMAR from asserting any rights it may have under this Contract in the event of unreasonable delays to the CMAR in the conduct of any inspections, test, approvals, or other actions by the Design Professional upon which CMAR's schedule is dependent.

2.5.10.4 The CMAR shall employ a competent COUNTY-approved Superintendent and necessary assistants, who shall be in attendance at the Project site during the progress of the Work. The CMAR shall also employ a COUNTY-approved Representative together with such additional engineering and clerical support as may be reasonably required and appropriate to the stage of construction work. Once designated the Superintendent and Representative of CMAR shall not be changed except with the prior consent of the COUNTY, unless the Superintendent or Representative proves to be unsatisfactory to the CMAR or ceases to be in its employ. The Superintendent and Representative shall represent the CMAR and all communications given to the Representative shall be binding on the CMAR. All such communications shall be confirmed in writing.

2.5.10.5 The CMAR shall at all times enforce strict discipline and good order among its employees and its Subcontractors' employees, and shall not allow employment on the Work of any unfit person or anyone not skilled in and capable of performing the task assigned to them.

2.5.10.6 The CMAR shall at all times allow the COUNTY, Design Professional, or any other designated representatives access to the construction work to observe progress and inspect the quality of work and conformance to the Construction Documents.

2.5.10.7 Any Work required to be inspected by the Design Professional and/or the COUNTY prior to being covered, which is covered up without prior inspection or without prior consent of the Design Professional and/or the COUNTY, must be uncovered by the CMAR, if requested by the Design Professional or the COUNTY, and then recovered at no cost to COUNTY, notwithstanding the provisions of the following subsection.

2.5.10.8 CMAR shall notify the COUNTY and Design Professional in writing at least 24 hours prior to the time at which the COUNTY or Design Professional must be present to perform an inspection. Failure to provide



such notice shall make the CMAR solely responsible for all consequences of non-inspection and any required access to or uncovering of such Work.

2.5.11 ADMINISTRATION

2.5.11.1 Except as may be expressly provided to the contrary in the Contract Documents, the CMAR's Representative shall forward all communications in writing and all documents simultaneously to the COUNTY's Representative and the Design Professional's Representative as listed below:

Design Professional's Representative: (NAME)	CMAR's Representative: (NAME)	COUNTY's Representative: (NAME)
--	-------------------------------------	---------------------------------------

2.5.12 DRAWINGS AND SPECIFICATIONS

2.5.12.1 The CMAR shall study and compare the Construction Documents prior to beginning work on each phase or portion of the Work and immediately report any material error, inconsistency, conflict, ambiguity, or omission that is discovered to the Design Professional and COUNTY.

2.5.12.2 The Construction Drawings are intended to show general arrangements, design and extent of Work and are not intended to serve as Shop Drawings. Where required, the CMAR shall perform no portion of the Work without having Shop Drawings, Product Data or Samples approved; any Work performed in violation of this provision will be solely at the CMAR's risk regardless of Design Professional's and/or COUNTY's knowledge of such Work being performed.

2.5.12.3 In the event of any conflict or ambiguity, the Construction Documents shall be interpreted as being complementary, requiring delivery by CMAR of a complete Project, or designated portion thereof. Any requirement occurring in any one of the Construction Documents is as binding as though occurring in all Construction Documents. In the event of any conflict or ambiguity, perceived or real, the CMAR shall request an interpretation by the Design Professional before performing the Work. Generally, the Specifications address quality, types of materials and contractual conditions while the Drawings show placement, sizes, and fabrication details of materials. In the event a conflict is discovered in the Construction Documents, the priorities stated below shall govern and control:

- a) Addenda shall govern over all other Construction Documents;
- b) Subsequent addenda shall govern over prior addenda, but only to the extent modified;
- c) In case of conflict between Drawings and Specifications, the Specifications shall govern;
- d) Conflicts within the Drawings:
 - (1) Schedules, when identified as such, shall govern over all other portions of the Drawings.
 - (2) Specific notes shall govern over all other notes and all other portions of the Drawings, except the schedules described in 2.5.12.3.d(1) above.
 - (3) Larger scale drawings shall govern over smaller scale drawings.
 - (4) Figured or numerical dimensions shall govern over dimensions obtained by scaling.
- e) Conflicts within the Specifications: These General Conditions shall govern over all sections of the Specifications except for specific modifications thereto that may be stated in Special Conditions or addenda. No other section of the Specifications shall modify these General Conditions; and
- f) In the event provisions of codes, safety orders, Construction Documents, referenced manufacturer's specifications or industry standards are in conflict, the more restrictive or higher quality shall govern;

2.5.12.4 In the event of conflict between COUNTY's Technical Standards and the Drawings and Specifications, CMAR shall promptly call the conflict to the attention of COUNTY and Design Professional and the use of such Drawing by CMAR shall be deferred until resolution of the conflict to COUNTY's satisfaction.



2.5.12.5 If the Construction Documents are not complete as to any minor detail of a required construction system or with regard to the manner of combining or installing of parts, materials, or equipment, but there exists an accepted trade standard for good and skillful construction, such detail shall be deemed to be an implied requirement of the Construction Documents in accordance with such standard. That is to say, a) "minor detail" shall include the concept of substantially identical components, where the price of each such component is small even though the aggregate cost or importance is substantial, and shall include a single component which is incidental, even though its cost or importance may be substantial, and b) the quality and quantity of the parts or materials so supplied shall conform to trade standards and be compatible with the type, composition, strength, size, and profile of the parts or materials otherwise set forth in the Construction Documents.

2.5.13 SUBMITTALS, DRAWINGS AND SHOP DRAWINGS

2.5.13.1 The CMAR shall maintain at the Site, for the use of the COUNTY and of the Design Professional, one copy of all Drawings, Specifications, bulletins, addenda, Change Orders, field orders, approved Shop Drawings, approved Submittals, supplementary instructions, requests for information, catalog data, manufacturers' operating and maintenance instructions, certificates, warranties, guarantees and other contract related documents and their modifications, if any, in good order and marked daily by the CMAR to record all approved changes made during construction. All of these shall be turned over to the Design Professional by the CMAR at the time of Substantial Completion for the purpose of the Design Professional assembling and correlating the material for use by the COUNTY.

2.5.13.2 The CMAR shall submit to the Design Professional, with such promptness as to cause no delay in its Work or in the Work of any other Contractor, all Submittals and Shop Drawings as are required by the Construction Documents, or are necessary to illustrate details of the Work.

2.5.13.3 Each Submittal and Shop Drawing must be accompanied by a CMAR transmittal letter containing a list of the titles and numbers of the Shop Drawings. Each series shall be numbered consecutively for ready reference. Each Submittal and Shop Drawing shall be marked with the following information:

- a) Date of Submission
- b) Name of Project
- c) Location of Project
- d) Branch of Work (Specification Section)
- e) Project Number
- f) Name of Submitting CMAR
- g) Name of Subcontractors
- h) Revision Number

Submittals identified by COUNTY shall be submitted to COUNTY for its review concurrent with review of same by Design Professional. During Construction Phase CMAR shall promptly provide COUNTY with an electronic copy of all approved submittals.

2.5.13.4 All Subcontractor Submittals and Shop Drawings shall be reviewed by the CMAR prior to being submitted to the Design Professional and each shall bear a written statement by the CMAR that the Submittals and shop drawings are consistent with the Construction Documents and other Contract Documents or if not totally consistent shall bear a written statement indicating all variances from the Construction Documents and other applicable Documents. Any submittals or shop drawings submitted without the statements will be returned for resubmission; the submittals or shop drawings will be considered as not having been submitted, and any delay caused thereby shall be the CMAR's sole responsibility. This review by CMAR of Subcontractor submittals and shop drawings shall not be construed as CMAR approval of the design therein except that it shall be a representation that the letter accompanying the submittal or shop drawings does indicate all variations from the Construction Documents and other Contract Documents as required by Section 2.5.13.5.



2.5.13.5 The CMAR shall include with Submittals and Shop Drawings, a letter indicating all variances from the Design Professional's Drawings and Specifications. Failure to so notify the Design Professional of such variances will be grounds for subsequent rejection of the related Work or materials. If, in the opinion of the Design Professional, the variances are not acceptable, the CMAR must furnish the item as specified or as indicated on the Construction Drawings.

2.5.13.6 It is the CMAR's obligation and responsibility to check all of its Submittals and Shop Drawings and to be fully responsible for them and for coordination with connecting Work. Submittals and Shop Drawings shall indicate in detail all parts of an item of Work, including erection and setting instructions and engagements with Work of other trades or other separate Contractors.

2.5.13.7 By the act of reviewing or submitting Submittals and/or Shop Drawings, the CMAR thereby represents the COUNTY and Design Professional that it has determined and verified availability, field measurements, field construction criteria, materials, catalog numbers and similar data, or will do so, and that it has checked and coordinated each Submittal and/or Shop Drawing with the requirements of the Work and of the Construction Documents. If any specified material item or part is not available, the CMAR shall so indicate to the Design Professional.

2.5.13.8 The Design Professional shall review and approve Submittals and Shop Drawings and return them to the CMAR within twenty (20) calendar days of receipt unless otherwise previously agreed in writing. For scheduling purposes, the CMAR must assume a 20-day review period for each Submittal or set of Shop Drawings, and ten (10) calendar days for resubmittals, except for complex submittals identified by the Design Professional as having significant deficiencies, wherein the resubmittal turnaround time will be within twenty (20) calendar days. If review and approval are delayed beyond twenty (20) calendar days, the Design Professional shall notify the CMAR and the COUNTY in writing stating the reason for the delay. Approval shall not relieve the CMAR from the responsibility for variances from the drawings and specifications, unless it has been called to the Design Professional's attention, in writing, at the time of submission. Any modification will be approved only if it is in the interest of the COUNTY to effect an improvement in the Work and does not increase the GMP or Contract Time. Any such modification is subject generally to all other provisions of the Construction Documents, and is without prejudice to any and all rights under any surety bond.

2.5.13.9 If the Design Professional returns a Submittal or Shop Drawing to the CMAR with the notation "rejected", "revise and resubmit", or "approved as noted", the CMAR, so as not to delay the Work, shall promptly resubmit a Submittal or Shop Drawing conforming to the requirements of the Construction Documents and indicating in writing on the Submittal or Shop Drawing and on the transmittal what portions of the resubmittal have been altered in order to meet with the approval of the Design Professional. Any other differences between the resubmittal and the prior submittal shall also be indicated by CMAR on the Shop Drawing and on the resubmittal as a special note.

2.5.13.10 No extension of contract time will be granted to the CMAR because of its failure to submit Submittals or Shop Drawings in ample time to allow for review, possible resubmittals and approval. Fabrication of Work shall not commence until the CMAR has received written approval. The CMAR shall furnish prints of its approved Submittals and Shop Drawings to all the Subcontractors whose work is in any way related to the Work. Only prints bearing this approval will be allowed on the Site.

2.5.14 PRODUCT SAMPLES, TESTS, AND CERTIFICATES

2.5.14.1 The CMAR shall furnish Product Samples of all items requested or required by the Specifications. Product Samples shall be properly identified and submitted with such promptness as to cause no delay in Work or in the work of any other Contractor and to allow time for consideration by the Design Professional and the COUNTY. The Design Professional and/or COUNTY will review Product Samples in accordance with Sections 2.5.13.2 – 2.5.13.10 above.

2.5.14.2 Each Product Sample must be accompanied by a letter of transmittal containing the following information:



- a) Date of Submission
- b) Name of Project
- c) Location of Project
- d) Branch of Work (Specification Section Number)
- e) Project Number
- f) Name of Submitting CMAR
- g) Name of Subcontractor

2.5.14.3 The CMAR shall furnish to the Design Professional a certificate stating that material or equipment submitted by CMAR complies with Contract Documents. If a certificate originates with the manufacturer, the CMAR shall endorse it and submit it to the Design Professional together with a statement of compliance in its own name.

2.5.14.4 No tests, inspections or approvals performed or given by the COUNTY or the Design Professional or others acting for the COUNTY or any agency of Federal, State or Local government nor any acts or omissions by the COUNTY or the Design Professional in administering this Contract shall relieve the CMAR from its duty to perform the Work in accordance with the Contract Documents and all applicable law or regulation or code.

2.5.14.5 Unless the Design Professional is authorized at the time of submittal to return samples at the CMAR's expense, rejected samples will be destroyed.

2.5.14.6 After delivery of materials by CMAR, the Design Professional may make such tests, as it deems necessary, with samples required for such tests being furnished by and at the cost of the CMAR. Any test is for the benefit of the COUNTY and shall not relieve CMAR of the responsibility for providing quality control measures to assure that Work strictly complies with the Construction Documents. No test shall be construed as implying acceptance of materials, work, workmanship, equipment, accessories or any other item or thing.

2.5.14.7 Materials, workmanship, equipment or accessories may be rejected on the basis of the test results even though general approval has been previously given. If items have been incorporated in Work, the Design Professional shall have the right to cause their removal and replacement by items meeting Construction Document requirements, with the cost therefore being borne by the CMAR and not the COUNTY, or to demand and secure appropriate reparation to or price adjustment for the benefit of COUNTY from the CMAR.

2.5.15 AS-BUILT DRAWINGS

2.5.15.1 Prior to Final Payment, the CMAR shall complete and turn over to the Design Professional the Red Line Drawings kept current at the Project site by CMAR. Those Red Line Drawings shall consist of a set of drawings which clearly indicate all field changes that were made during contract performance to adapt to field conditions, changes resulting from Change Orders and all buried and concealed installation of piping, conduit and utility services. All buried and concealed items both inside and outside the facility shall be accurately located on the Red Line Drawings as to depth and in relationship to not less than two permanent features such as interior or exterior wall faces. The Red Line Drawings shall be clean and all changes, corrections, and dimensions shall be given in a neat and legible manner in a contrasting color. CMAR shall also provide an electronic file of the Red Line Drawings to COUNTY in digital form pre-approved by COUNTY. The Design Professional will use the CMAR Red Line Drawings to finalize and seal the As Built Drawings (Record Drawings) which, in turn, will be turned over to the COUNTY at the end of construction.

2.5.15.2 With respect to any changes or corrections in the Work which are made subsequent to Substantial Completion, such revisions shall be submitted to the Design Professional for approval prior to Final Payment.



2.5.16 SCHEDULE AND COORDINATION

2.5.16.1 The CMAR shall schedule and coordinate the work of all of its Subcontractors on the Project including their use of the Site. The CMAR shall keep the Subcontractors informed of the Project CPM Schedule to enable the Subcontractors to plan and perform their Work properly.

2.5.16.2 At the time of the submission of the GMP, the CMAR shall submit to the Design Professional a detailed CPM Schedule for the Work, which shall provide for the expeditious and practicable execution of the Work. The CPM Schedule shall be consistent with and build upon any previous schedules issued during the Pre-Construction Phase. The CPM Schedule is not to exceed time limits current under the Contract Documents and shall be related to the entire Work to the extent required by the Contract Documents.

2.5.16.3 The CPM Schedule required for the performance of the Work shall include reasonable detail including a time scaled network and computer printout in accordance with the following requirements:

- a) no activity shall be longer than twenty-one (21) calendar days (i.e. task line item duration in the CPM Schedule) in length except fabrication and delivery activities;
- b) each activity must be logically tied to another activity to show its interdependency with other activities;
- c) installation activities must be logically tied to submittal/approval, fabrication and delivery;
- d) only a single critical path shall be allowed; and
- e) all activities on the schedule must be clearly designated.

2.5.16.4 The CMAR shall prepare and keep current, for the Design Professional's approval, a timetable for submittals which is coordinated with the CMAR's CPM Schedule for the Work and allows the Design Professional the specified time to review submittals.

2.5.16.5 The CPM Schedule shall be revised monthly by the CMAR to reflect actual conditions in the field and be transmitted monthly to COUNTY and Design Professional with a copy and a Narrative Report including a description of current and anticipated problem areas, delaying factors and their impact and corrective action taken or proposed. This update is to be submitted with each Application for Progress Payment. COUNTY's review of the CPM Schedule update shall not be construed as relieving CMAR of its complete and exclusive control over the means, methods, sequences, and techniques of construction. The CMAR understands and agrees that the monthly updated CPM Schedule will be the basis for the analysis and granting or rejection of time extensions in accordance with Article 9 of these General Conditions.

2.5.16.6 In addition to the monthly CPM Schedule update, the CMAR's schedule shall also be revised at appropriate intervals as required by the conditions of the Work or as directed by the COUNTY or Design Professional with a printed and electronic copy of the revision submitted to the COUNTY and Design Professional in a format acceptable to the COUNTY.

2.5.16.7 The CMAR shall perform the Work at all times during the Construction Phase within the identified times of the most recent COUNTY-approved schedule and consistent with the established Contract Time.

2.5.16.8 It is agreed by the CMAR and COUNTY that if the CMAR submits an original or updated CPM schedule which shows the Project and/or individual Milestone(s) for the Project completing earlier than required by the adjusted contractual completion date(s), the differences between the forecasted early completion and the required completion shall be considered Project-owned float available for use by both the COUNTY and the CMAR.

2.5.16.9 It is also agreed by the CMAR and COUNTY that since float time within the CPM Schedule is jointly owned, no time extensions will be granted nor delay damages paid by COUNTY until a critical path activity delay occurs which extends the Work beyond the adjusted contractual completion date. Since float time within the CPM Schedule is jointly owned, it is acknowledged and agreed by CMAR that COUNTY-caused delays on the Project may be offset by COUNTY-caused time savings which result in a critical path activity savings of



time to the CMAR. In such an event, the CMAR shall not be entitled to receive a time extension or delay damages until all COUNTY-caused time savings are exhausted and the applicable contractual completion date or milestone date is also exceeded.

2.5.16.10 It is also agreed that no time extensions shall be granted nor delay damages paid unless the delay is clearly demonstrated by the updated CPM Schedule and the current and supporting narrative as of the month the change was issued or occurred, or the delay took place, and which delay cannot be mitigated, offset, or eliminated through such actions as revising the intended sequence of work or other reasonable or industry recognized means of mitigating schedule slippage.

2.6 CMAR's RESPONSIBILITY FOR PROJECT SAFETY

2.6.1 CMAR recognizes the importance of performing its Work in the safest manner possible so as to prevent damage, injury or loss to (a) all individuals at or in the vicinity of the Work, whether working or visiting the Project; (b) all Work, including materials and equipment incorporated or stored on or off Site; and (c) all property adjacent to the Site. On that basis CMAR assumes responsibility for implementing and monitoring all safety precautions and programs related to the performance of the Work and will submit a Safety Plan complete form to COUNTY and Design Professional at the time of issuance of the Notice to Proceed with the Work. CMAR shall, prior to commencing construction, designate a safety manager with the necessary qualifications and experience to supervise the implementation of the plan and the monitoring of all safety precautions and programs related to the Work. The safety manager shall make routine daily inspections of the Work site, and shall hold at least weekly safety meetings with CMAR's personnel and Subcontractors.

2.6.2 CMAR and its Subcontractors shall comply with all Legal Requirements relating to safety, as well as any COUNTY specific safety requirements set forth in the Contract Documents. CMAR will immediately report, in writing, to COUNTY's Representative and all government or quasi-government authorities having jurisdiction over matters involving the Work, any injury, loss, damage or accident occurring at the site of the Work.

2.6.3 CMAR's responsibility for safety under this Section 2.6 is not intended to in any way relieve CMAR's Subcontractors (of any tier) from applicable obligations and responsibilities for complying with all Legal Requirements, including those related to health and safety matters, and their taking all necessary measures to implement and monitor all safety precautions and programs to guard against injury, losses, damages or accidents resulting from their performance of the Work.

2.7 WARRANTY

2.7.1 CMAR warrants to COUNTY that the construction, including all materials and equipment furnished as part of the Work, shall be new, unless otherwise specified in the Contract Documents, of good quality, in conformance with the Contract Documents and free of defects in materials and workmanship. CMAR's warranty obligation excludes defects caused by abuse, alterations, or unreasonable failure to maintain the Work by persons other than CMAR, CMAR's subcontractors, or others under CMAR's control. Nothing in this warranty by CMAR shall limit any manufacturer's warranty, which provides COUNTY with greater warranty rights than set forth in this Section 2.7 or the Contract Documents.

2.7.2 CMAR will provide COUNTY with all manufacturers' warranties and Operation and Maintenance Manuals upon the date of Substantial Completion of the Work. CMAR shall provide COUNTY a two-(2) year warranty for all portions of the Work which warranty will commence upon Substantial Completion of the Work. All statutory or other warranties, express or implied, related to latent defects will remain in force and are not limited or superseded by this provision.

2.7.3 The Warranties identified herein do not limit or control other remedies available to COUNTY at law or their limitation periods, if any.



2.8 CORRECTION OF DEFECTIVE WORK

2.8.1 If any portion of the Work is covered over by CMAR or its subcontractor contrary to the request of the Design Professional or COUNTY or as required by the Construction Documents or the applicable building standards or codes if requested in writing by the Design Professional or COUNTY, that work or portion thereof must be promptly uncovered for observation at the CMAR's own expense.

2.8.2 If any portion of the Work, other than those portions required to be inspected by the Design Professional, the COUNTY or others, prior to being covered, has been covered over, the Design Professional or COUNTY may request that it be uncovered for observation. If such portion of the Work is found to be in accordance with the requirements of the Construction Documents, the cost of uncovering it shall be charged to the COUNTY as a Change Order. If such portion of the Work is found not to be in compliance with the requirements of the Contract Documents, the CMAR shall bear such costs to uncover and remove and replace or repair.

2.8.3 Unless a specific written waiver of such non-conformance has been provided to the CMAR, CMAR agrees to promptly correct any Work that is found not to be in conformance with the Contract Documents, whether previously inspected by the COUNTY's representatives or not. This obligation of CMAR shall continue for a period of two (2) years from the date of Substantial Completion. Nothing in this Section shall waive any other rights or remedy that the COUNTY may have under Arizona law.

2.8.4 CMAR, upon receipt of written notice from COUNTY that the Work is not in conformance with the Contract Documents, shall, within seven (7) days (except in the case of an emergency or item on the schedule critical path, which will require immediate response) commence correction of such nonconforming Work, including the correction, removal or replacement of the nonconforming Work and any damage caused to any other parts of the Work affected by the nonconforming Work. In the event CMAR fails to commence the necessary corrective steps within seven (7) days of the Notice, COUNTY, in addition to any other remedies provided under the Contract Documents, may at the end of the seven (7) day period commence to correct or cause the correction of such nonconforming Work with its own or other forces. CMAR shall be responsible for all costs and expenses that COUNTY incurs in remedying any such Work not in conformance with the Contract Documents, including at COUNTY's sole discretion, any of its own staff time costs and all Design Professional or other fees incurred. COUNTY will notify CMAR of its intent to make such corrections at or before the commencement of the corrective work.

2.8.5 The two-year warranty period referenced in Section 2.7.1 applies only to the CMAR's obligation to correct Work not in compliance with the Construction Documents, and shall not constitute a period of limitations with respect to any other rights or remedies COUNTY may have with respect to CMAR's other obligations under the Contract Documents. CMAR acknowledges that, for purposes of statutes of limitations, COUNTY is a body politic and corporate of the State of Arizona, acting in its governmental capacity for the general good.

ARTICLE 3 DESIGN PROFESSIONAL'S SERVICES AND RESPONSIBILITIES

3.1 The Design Professional will be the initial interpreter of the intent and requirements of the Construction Documents. The Design Professional shall render written initial interpretations with reasonable promptness following a written request from the COUNTY or the CMAR. These initial interpretations shall be consistent with the intent of the Contract Documents.

3.2 The Design Professional will timely review and approve or take other appropriate action upon the CMAR's submittals, such as Shop Drawings, Product Data and Samples, for conformance with the Construction Documents. Such action shall be taken with reasonable promptness as specified so as to cause no delay. The Design Professional's approval of a specific item or component shall not indicate approval of an assembly of which the item is a component.



3.3 Following consultation with the COUNTY, the Design Professional will take appropriate action on issuance of Change Orders and may authorize minor changes in the Work as defined in Section 10.3.

3.4 The Design Professional and COUNTY will each have authority to reject work which does not conform to the Contract Documents and to require special inspection or testing but may take such action only after consultation with the other. However, neither the authority to act given to the Design Professional and the COUNTY under this subparagraph nor any decision made by them in good faith either to exercise or not exercise such authority shall give rise to any duty or responsibility by them to the CMAR, any Subcontractor, any of their agents or employees, or any other person performing any of the Work.

3.5 Based on its observations of the Work and evaluation of applications for payment, the COUNTY or COUNTY'S designee will have the responsibility to approve the amounts owing the CMAR from time to time under and in accordance with Article 7 of these General Conditions and applicable law.

3.6 DESIGN SERVICES

3.6.1 Under separate contract with the COUNTY, the Design Professional shall submit to COUNTY all required Design Submission Documents to describe the Project's essential elements. The Design Submissions, required of the Design Professional, will include Drawings, Specifications, cost estimates and other documents as may be necessary to fully identify the Project scope and materials. The CMAR shall submit detailed cost estimates as part of the design submission to the COUNTY. At the time of the scheduled submissions, CMAR, Design Professional and COUNTY shall meet and confer about the submission with CMAR and Design Professional identifying during the meeting, among other things, the evolution of the design and any significant changes or variances from the requirements of the Contract Documents, or previously submitted design submissions, and, if any, changes in anticipated costs.

3.6.2 Minutes of these milestone design review meetings will be maintained by Design Professional and provided to all attendees for review. Following the design review meeting, COUNTY shall review and approve or reject the Design Submission within three (3) weeks from receipt. COUNTY may reject full or partial design submittals which do not conform with the COUNTY's Project Criteria, overall Project concepts, and budgets or for any other reasonable cause consistent with the intent of the Contract Documents. Upon such rejection, the Design Professional shall redesign or reengineer the portion of the design rejected. CMAR shall revise the cost estimate at no additional cost, such that it meets COUNTY's requirements. All variances from the COUNTY's Project Criteria must be approved in writing by the COUNTY.

3.6.3 As necessary for the timely completion of the Work, the Design Professional shall submit to COUNTY for COUNTY's review and approval or rejection, Construction Documents describing the requirements for construction of the Work. The COUNTY, Design Professional and CMAR shall have design review meetings to discuss Construction Documents consistent with Section 3.6.1 above, and COUNTY shall review and approve or reject the Construction Documents within three (3) weeks of receipt from the Design Professional.

3.7 The Design Professional if so stated through this contract or a third party Project Manager under a separate contract with COUNTY, will provide administration of this Contract on behalf of the COUNTY as described throughout the Contract and these General Conditions and in COUNTY's contract with the Design Professional. COUNTY is to be copied on all instructions and communications by the Design Professional to the CMAR.

ARTICLE 4 COUNTY'S SERVICES AND RESPONSIBILITIES

4.1 COUNTY shall, throughout the performance of the Contract, cooperate with CMAR and perform its responsibilities, obligations and services in a timely manner so as not to delay or interfere with CMAR's performance of its obligations under the Contract Documents.



4.2 COUNTY's Representative shall be responsible for processing and delivery of COUNTY-supplied information and approvals or rejections in a timely manner to permit CMAR to fulfill its obligations under the Contract Documents. COUNTY's Representative shall also provide CMAR with reasonably prompt notice if and when it observes any failure on the part of CMAR to fulfill its contractual obligations, including errors, omissions or defects in the CMAR's performance of its Work. Failure of the COUNTY or its representatives to notify the CMAR hereunder shall not reduce, change, lessen or alleviate in any way, the duties and obligations of CMAR under the Contract Documents.

4.3 COUNTY shall provide reviews and approvals or rejections of the CMAR's cost estimate portion of the Design Submission within three (3) weeks of receipt of those documents. The COUNTY shall review documents submitted by the CMAR and shall render any decisions pertaining thereto without unreasonable delay.

4.4 COUNTY is responsible for all Work performed at the Project by parties under the COUNTY's control other than CMAR or Design Professional. COUNTY shall contractually require such parties to cooperate with, and coordinate their activities with, CMAR so as not to unreasonably interfere with CMAR's ability to complete its Work in a timely manner, consistent with the Contract Documents.

4.5 The COUNTY shall interact and cooperate with the CMAR to keep the Work within the portions of the Project Budget or GMP, as may be applicable, including but not limited to giving appropriate and reasonable consideration to all reasonable recommendations of the CMAR, approving redesign, deductive alternatives or reductions in the Work, consideration of any requested additional Value Engineering, making modifications to the Contract Documents or exercising such other rights or remedies as may be available elsewhere under this Contract including termination for convenience. If at any time, it is apparent that the Cost of the Work cannot be kept within the Project Budget or GMP, the COUNTY may terminate this Contract in accordance with the termination for convenience provisions set forth below.

4.6 The COUNTY acting through the Design Professional and consistent with the COUNTY's contract with the Design Professional, shall furnish the CMAR a sufficient quantity of documents and information required for the CMAR's performance of its Pre-Construction Services.

ARTICLE 5
HAZARDOUS MATERIALS AND UNFORESEEN
PROJECT SITE CONDITIONS

5.1 HAZARDOUS MATERIALS

5.1.1 It is the sole responsibility of the CMAR to properly remove and dispose of any Hazardous Materials in the Project identified as such in the Contract Documents by the COUNTY. CMAR, upon encountering any Hazardous Materials not identified in the Contract Documents, shall stop Work immediately in the affected area and notify COUNTY and, if required by applicable rules, all governmental or quasi-governmental entities with jurisdiction over the Project. COUNTY has responsibility to take the necessary measures required to properly remove and dispose of—Hazardous Materials not identified in the Contract Documents as being the responsibility of the CMAR.

5.1.2 CMAR will be entitled, in accordance with the provisions of these General Conditions, to an adjustment in the GMP or Contract Time(s) of performance, or both, to the extent that the CMAR's costs or time of performance have been adversely and materially impacted by the presence of unforeseen or undisclosed Hazardous Materials.

5.1.3 COUNTY is not responsible for Hazardous Materials introduced to the Site by CMAR, CMAR's Subcontractors (at any tier) or anyone else for whom the CMAR is responsible unless the Contract Documents explicitly call for either the provision or removal of the specific Hazardous Materials.



5.1.4 CMAR agrees to indemnify, defend and hold harmless COUNTY and others under COUNTY's control, and the officers, directors, employees and agents of each of them, from and against all claims, losses, liabilities, costs and expenses, including but not limited to attorney's fees and expenses, arising out of or resulting from CMAR's importation, improper handling, storage, abatement, removal or disposal of any Hazardous Materials by CMAR.

5.1.5 Releases of Hazardous Substances: Upon any release of any hazardous substance in connection with the Work, whether relating to a pre-existing condition or acts or omissions of CMAR, CMAR shall take immediate action reasonably necessary to contain the release and if the hazardous material release is not a CMAR release, COUNTY will pay CMAR the reasonable costs incurred by CMAR in taking such containment action. COUNTY may elect to have CMAR control and carry out any containment, clean-up, removal and remediation activity needed, provided that if the release is not a CMAR release, COUNTY will be responsible to pay CMAR for such CMAR containment activities in accordance with the Change Order provision set forth in Section 10.4 of these General Conditions including allowance of additional Contract Time.

5.2 UNFORESEEN PROJECT SITE CONDITIONS

5.2.1 If CMAR encounters, during the performance of its Work, concealed or latent physical conditions or subsurface conditions at the Project which (a) materially differ from the conditions indicated in the Contract Documents; or (b) are of an unusual nature which differ materially from the conditions ordinarily encountered and generally recognized as inherent in the sort of Work provided for in the Contract Documents, CMAR shall immediately provide written notice to COUNTY apprising COUNTY of the unforeseen conditions encountered. CMAR shall not disturb or modify such conditions without COUNTY's prior written consent. COUNTY shall promptly investigate CMAR's notice of an unforeseen site condition and advise CMAR of its findings and determination.

5.2.2 If the conditions encountered by CMAR under Section 5.2.1 are determined by the COUNTY to be an unforeseen Project site condition, CMAR will be entitled, in accordance with the provisions of these General Conditions, to an adjustment in its GMP and/or Contract Time(s) of performance, or both to the extent that CMAR's cost or time of performance have been adversely impacted by the unforeseen conditions. Adjustments to GMP will be for the actual direct cost impact incurred by CMAR to address and resolve the unforeseen conditions.

5.2.3 No claim by the CMAR for an increase in the GMP or in Contract Time(s) shall be considered or allowed by COUNTY without compliance with the advance notice requirement set forth above, submission of verifiable documentation of specific direct cost impact, and an adequate opportunity for the COUNTY to investigate. Extensions of Contract Time(s) will be considered and allowed only when based upon submission of an updated CPM Schedule and supporting narrative showing an actual unavoidable delay to the Project Critical Path due to the unforeseen Project Site Conditions.

5.2.4 In no event shall the Contract Time or GMP be adjusted for conditions that could or should have been identified by the CMAR through past work or its investigations or survey of existing conditions prior to submission and establishment of the GMP and the GMP Schedule.

5.2.5 If COUNTY determines CMAR has no entitlement to an adjustment in GMP or Contract Time for what CMAR contends is an unforeseen Project Site Condition, CMAR may only proceed in pursuit of its position or claim in accordance with the provisions of Article XIII – Dispute Resolution of the Contract.

5.3 ARCHEOLOGICAL CONDITIONS: If in the course of performing the Work, the CMAR, any subcontractor or other persons or entities under the control of CMAR, encounter any Native American burial site or other archeological artifacts, CMAR shall immediately notify COUNTY and suspend any Work or activity in the vicinity of the burial site or artifact. COUNTY will determine with reasonable promptness what action, if any, needs to be taken and advise CMAR how to proceed or adjust the Work. Any claim or need for adjustment in Contract Time or GMP will be handled under 5.2.2 above.



ARTICLE 6
INSURANCE AND BONDS

6.1 BOND REQUIREMENTS

The CMAR, before acceptance of the GMP by the COUNTY and prior to the start of any Construction Phase Services by the CMAR, shall furnish to the COUNTY performance and payment bonds, satisfactory in form to the COUNTY each in a penal sum equal to one hundred percent (100%) of the GMP. These surety bonds in the form attached hereto as Exhibit A are not to be expressly limited as to time in which action may be instituted against the surety company. The bonds shall be furnished on COUNTY's forms and shall be executed by a surety company authorized to do business in the State of Arizona and shall strictly comply with the requirements of these General Conditions. Individual sureties and default type insurance will not be accepted by COUNTY as a substitute for the requisite performance and payment bonds. The bonds shall be valid through the full term of the warranty period provided for in this Contract.

6.2 CMAR'S INSURANCE REQUIREMENTS

6.2.1 The CMAR shall not commence any Work until it obtains all required insurance and delivers satisfactory proof thereof to the COUNTY in accordance with section 6.3.7 of these General Conditions. The CMAR shall not permit any Subcontractor to commence Work until applicable insurance requirements have been complied with by the Subcontractor.

6.2.2 CMAR's commercial, business auto, and excess liability coverages and workers compensation shall be maintained after the Substantial Completion of the Project for the full warranty period specified herein and any longer specific guarantee or warranty set forth in the Contract Documents or available by law. Except as permitted under section 6.3.5, if insurance is canceled before the end of any such period and the CMAR fails to immediately procure replacement coverage as specified, the COUNTY may procure such insurance. Any such procured coverage shall be for the account of the CMAR and the provisions regarding payment of subparagraph 6.3.8 shall apply as applicable. In no instance will the COUNTY's exercise of its option to occupy and use completed portions of the Work relieve the CMAR of its obligation to maintain insurance required under the insurance provisions of this Contract until the date of Final Completion plus the two year warranty period as provided herein.

6.3 MINIMUM SCOPE AND LIMITS OF INSURANCE

6.3.1 Without limiting any liabilities or any other obligations of CMAR, the CMAR shall provide and maintain, and cause its Subcontractors to provide and maintain, insurance coverage in forms and with duly licensed or approved non-admitted insurers in the state of Arizona and rated at least A-VII in the current A.M. Best Company ratings. The COUNTY in no way warrants that the above-required minimum insurer rating is sufficient to protect the CMAR or any subcontractor from potential insurer insolvency.

6.3.2 Worker's Compensation Insurance.

CMAR shall procure and maintain worker's compensation insurance to cover obligations imposed by federal and state statutes having jurisdiction of the CMAR, its employees, or both, engaged in the performance of services under this Contract.

Worker's Compensation	Statutory
Employer's Liability	
Each Accident	\$ 500,000
Disease – Each Employee	\$ 500,000
Disease – Policy Limit	\$1,000,000

Policy shall contain a waiver of subrogation against Pima County and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the CMAR.



This requirement shall not apply to: Separately, each contractor or subcontractor that is exempt under A.R.S. 23-902, when such contractor or subcontractor executes the appropriate waiver (Sole Proprietor/Independent Contractor) form.

6.3.3 Commercial General Liability Insurance

The policy shall include coverage for bodily injury, broad form property damage (including completed operation), personal injury (including coverage for contractual and employee acts), and blanket contractual products. Said policy shall contain a severability of interest provision, and shall not contain any provision which would serve to eliminate third-party action over claims.

• General Aggregate	\$2,000,000
• Products – Completed Operations Aggregate	\$1,000,000
• Personal and Advertising Injury	\$1,000,000
• Blanket Contractual Liability – Written and Oral	\$1,000,000
• Fire Legal Liability	\$ 50,000
• Each Occurrence	\$1,000,000

The policy shall be endorsed to include the following additional insured language: "Pima County and its officers, officials and employees shall be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of the Contractor".

Policy shall contain a waiver of subrogation against Pima County, and its officers, officials, and employees for losses arising from work performed by or on behalf of the Contractor

6.3.4 Business Automobile Liability Insurance

CMAR shall procure and maintain commercial/Business automobile liability insurance with a minimum, combined single limit for bodily injury and property damage of not less than \$1,000,000 each accident with respect to the CMAR's owned, hired, or non-owned vehicles assigned to or used in performance of the services.

If hazardous materials or waste are to be transported, the Commercial Automobile Liability insurance shall be endorsed with the MCS-90 endorsement in accordance with applicable legal requirements.

6.3.4.1 Excess Liability Insurance

CMAR shall procure and maintain Umbrella/Excess insurance covering General, Automobile and Employers Liability excess of scheduled primary limits, with minimum policy limits of \$10,000,000 per occurrence and \$10,000,000 aggregate.

The Umbrella/Excess insurance policy shall include a drop-down provision. In the event of the depletion or exhaustion of the CMAR's underlying policy aggregate(s) by payment of loss, the umbrella/excess policy shall continue for subsequent losses as follows:

In the event of such depletion, it shall continue for subsequent losses as excess insurance over the amount of insurance remaining under the Underlying Insurance, subject to the policy limits.

In the event of such exhaustion it shall continue for subsequent losses as primary insurance excess of any retention specified in the excess policies.

6.3.5 Builder's Risk Insurance

CMAR shall provide and maintain, until written notice of Final Completion from the COUNTY, a Builder's All Risk Insurance Policy, which will protect the interests of the COUNTY and contractors of all tiers against loss as specified below. This policy shall provide coverage for 100% of the insurable value of the Work, including any COUNTY furnished work. The insurance shall provide replacement cost coverage for all real and personal property incorporated into the Work including engineered and Project specific false works and formings, while at the Project site, off-site, or in transit. Coverage shall be extended to include soft costs (such as reasonable



compensation for Design Professional, COUNTY and contractors' services and expenses required as a result of an insured loss, excluding any Liquidated Damages), extra expense, and expediting expense.

The insurance obtained under this Section 6.3.5 shall insure against "all risks" of direct physical loss or damage, including, without duplication of coverage, collapse, earthquake, flood, testing and startup, and ensuing damage as a result of faulty workmanship or material or both.

The Builder's Risk policy shall name Pima County as loss payee for all covered losses as their interests may appear.

The Builder's Risk policy shall be endorsed waiving the carrier's right of recovery under subrogation against the COUNTY, CMAR and Subcontractors, for losses covered under the Builder's Risk policy.

The CMAR shall be responsible for the deductible on each loss and shall retain responsibility for any loss not covered by the Builder's Risk policy.

The CMAR shall be solely responsible for any required notice to or consent of the insurer providing the Builder's Risk coverage regarding a) a covered event or occurrence and b) occupancy of the Work, or a portion thereof, by the COUNTY.

This insurance shall not cover any contractor's equipment, including, but not limited to machinery, tools, equipment, or other personal property owned, rented, or used by the CMAR or Subcontractors in the performance of their work on the Work, which will not become a part of the Work to be accepted by the COUNTY.

6.3.6 Additional Insurance Requirements

The policies shall include, or be endorsed to include, the following provisions:

Pima County, and its officers, officials and employees wherever additional insured status is required. Such additional insured shall be covered to the full limits of liability purchased by the CMAR, even if those limits of liability are in excess of those required by this Contract.

The CMAR's insurance coverage shall be primary insurance with respect to all other available sources, except for Worker's Compensation insurance. Any self-insurance or other insurance carried by Pima County, its officers, or employees, if any, shall be excess and not contributory to the insurance provided by the CMAR.

Coverage provided by the CMAR shall not be limited to the liability assumed under the indemnification provisions of this Contract.

6.3.7 Proof of Insurance. CMAR shall provide to the COUNTY certificates of insurance (ACORD form or equivalent approved by the COUNTY) evidencing the coverages required herein as proof that the policies providing the required coverages are in full force and effect. CMAR must provide certificates for the above-described general and automobile liability, workers compensation, and excess liability coverage before the COUNTY executes the initial contract for preconstruction services. Certificates for required construction-specific insurance, such as builders risk, professional/pollution liability or other construction insurance, must be provided to COUNTY before COUNTY executes the amendment incorporating the GMP into this Contract. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. All of the above conditions shall be clearly shown on each certificate. Such certificates shall identify this Contract or be an annual or periodic certificate stating that it covers any and all projects or work performed by the CMAR during said period and shall contain provisions that coverage afforded under the policies will not be canceled, terminated or materially altered until at least thirty (30) days' prior written notice has been given to the COUNTY as evidenced by a return receipt signed by the COUNTY. Certificates of insurance should be addressed as follows:



Pima County

COUNTY has the right to request and to receive, within ten (10) working days, certified copies of any or all of the policies and/or endorsements required in this Contract. COUNTY shall not be obligated to review same or to advise CMAR of any deficiencies in such policies and endorsements, and such receipt shall not relieve CMAR from, or be deemed waiver of, COUNTY's right to insist on strict fulfillment of CMAR's obligations under this Contract.

6.3.8 Failure to Provide or Maintain Insurance. Failure on the part of the CMAR to procure or maintain the required insurance shall constitute a material breach of this Contract upon which the COUNTY may immediately terminate this Contract, or at its discretion procure new or renew such insurance and pay all premiums in connection therewith, and all monies so paid by the COUNTY shall be repaid by the CMAR to the COUNTY upon demand, or the COUNTY may offset the cost of such premiums together with interest at the statutory legal rate against any money due the CMAR from the COUNTY. Costs for coverages maintained by the CMAR in excess of those required hereunder shall not be charged to the COUNTY.

6.3.9 Authorization to Obtain Information. The COUNTY may, and the CMAR hereby authorizes the COUNTY to, request and receive directly from insurance companies utilized by the CMAR in meeting the insurance requirements any and all information reasonably considered necessary in the sole discretion of the COUNTY.

6.3.10 Waiver. CMAR and its insurers providing the coverages required above shall and do hereby waive all rights of recovery against Pima County, and their officers and employees.

6.3.11 Claim Reporting. Any failure to comply with the claim reporting provisions of the policies or any breach of a policy warranty shall not affect coverage afforded under the policy to protect COUNTY.

6.3.12 Self-insurance. The policies specified herein may provide coverage which contains deductibles or self-insured retentions. Such deductibles and/or self-insured retentions shall not be applicable with respect to the coverage provided to COUNTY under such policies. The CMAR shall be solely responsible for deductible and/or self-insured retention, and COUNTY, at its option, may require the CMAR to secure the payment of such deductible or self-insured retention by a surety bond or an irrevocable and unconditional letter of credit.

6.3.13 Cancellation of Insurance. In the event any insurance coverage required in this Article 6 for the Work is canceled, reduced, or terminated, CMAR agrees to provide notice to COUNTY and replace the insurance without any lapse of protection to COUNTY. If such coverage is not replaced, or CMAR fails to meet any of the requirements for insurance listed above, COUNTY may at its option immediately terminate the Contract between COUNTY and CMAR, or in COUNTY's discretion, procure or renew such missing insurance coverage and pay the premiums therefor. Any such premium amounts paid by COUNTY shall be repaid by CMAR upon demand, or COUNTY, if not paid, may offset the premium cost plus interest at the legal rate from CMAR's final payment under the Contract.

6.3.14 Contractual Obligations. The stipulation of insurance coverages in this Section 6.3 or elsewhere, shall not be construed to limit, qualify, or waive any liabilities or obligations of CMAR, assumed or otherwise, under this Contract.



ARTICLE 7

PAYMENT

7.1 GUARANTEED MAXIMUM PRICE; SAVINGS

7.1.1 The COUNTY shall pay the CMAR for the CMAR's performance and the CMAR shall accept the Preconstruction Phase Fee in full payment for preconstruction services, and the Actual Cost of Work (as defined in Exhibit B hereto) plus the Construction Phase Fee for construction services, provided, however, that the amount paid to CMAR shall not exceed the GMP as originally fixed or as adjusted from time to time as provided in these General Conditions.

7.1.2 Savings shall be calculated and paid upon Final Completion of the Work. All savings shall be 100% allocated to COUNTY. Savings returned to the COUNTY shall not include return of Construction Phase Fee for the amount of the savings, but shall include an appropriate percentage of bonds and insurance premiums and taxes attributable to the savings amount. Allocations to GMP for allowance and contingency items that remain unused upon Final Completion shall be returned 100% to the COUNTY.

7.2 SCHEDULE OF VALUES

7.2.1 Before issuance of the Notice to proceed and commencement of the Work in the Construction Phase, the CMAR shall submit to the COUNTY, and the COUNTY and the CMAR shall agree upon, a complete Schedule of Values on the items constituting the GMP following the sample outline in Exhibit "B", setting forth the various portions of the Work, and the portions of the GMP allocated to each portion of the Work. This Schedule of Values shall be also used as a basis for payment as the Work progresses. Those portions of the Schedule of Values allocable to work to be performed by Subcontractors of the CMAR shall be finalized as and when the Subcontracts are executed. All estimated construction costs not specifically allocated to a Subcontract (including work self-performed) or to Construction General Conditions shall be allocated to "Bidding Contingency" and shall, upon approval of the COUNTY, be available for later use by the CMAR as Construction Contingency, for reallocation to other line items as provided for in these General Conditions.

7.3 APPLICATIONS FOR PROGRESS PAYMENT

7.3.1 CMAR shall deliver to COUNTY (or such other person as is designated by COUNTY) on the last Day of each month a sworn application for progress payment in the format specified by COUNTY. Each such application for payment shall be based on the Schedule of Values and be in an amount determined by the percentage of completion of the Work in the month being billed. It shall show the percentage of completion of each category of the Work performed in the billing period. The payment application shall be accompanied (as separate documents) by (a) an updated CPM Schedule and narrative schedule update report as provided for herein, and (b) conditional lien waivers from each subcontractor or supplier entitled to progress payment thereunder. In addition, the CMAR shall provide the following documentation upon specific request by COUNTY: a) a written accounting in a form agreed by CMAR and COUNTY of the Actual Cost of the Work completed, b) a report by CMAR on Subcontractor buy-out status, contract sums, and subcontractor pay applications, c) a copy of job cost ledger, d) a copy of timecards for all employees charged to the Project and e) a copy of Construction General Conditions invoices and purchase orders, each for the time periods periodically requested by COUNTY.

7.3.2 The CMAR Construction Phase Fee and the Construction General Conditions shall be paid monthly in accordance with the percentage of completion of the Work. The amount approved and paid for progress achieved in the month billed for shall not constitute final acceptance of the Work and is subject to final adjustment at the time of Final Acceptance and Final Payment. At no time may the cumulative value of past progress payments plus the current requested progress payment on any pay application exceed the GMP as it may be adjusted under these General Conditions.

7.3.3 The COUNTY, within seven (7) days after receipt of CMAR's application for progress payment, and no later, will either issue (a) a certificate of approval for payment of such amount as is invoiced in the payment



application, or (b) specific written findings setting forth those items in detail in the estimate of the Work in the pay application that are not approved for payment under the contract. All items in the payment application not made the subject of the written detailed finding of non-approval shall be deemed approved.

7.3.4 COUNTY may withhold an amount from the progress payment to be made for the time period billed for a sufficient sum to pay the expenses COUNTY reasonably expects to incur in correcting the deficiency set forth in the written finding issued by the COUNTY as to the items not approved for payment.

7.4 PAYMENT AND RETAINAGE

7.4.1 Within fourteen (14) days following the receipt of the Design Professional certificate of approval for payment and the written detailed findings of items not approved, if any, the COUNTY shall pay the amount due on the progress payment application to the CMAR. However, the payment shall be limited to 90% of the value approved of the Construction Work in place and for materials suitably stored in accordance with Section 7.6.1 below of these General Conditions during the month being billed. The remaining 10% shall be retained by the COUNTY until the Contract is 50% complete at which time the retainage shall be reduced to 5%; provided that: (a) the CMAR is making satisfactory progress on the Contract; and (b) in the COUNTY's sole judgment, there is no specific cause or claim requiring a greater amount than 5% to be retained. Thereafter, the COUNTY shall pay the CMAR 95% of the value of the Construction Work and materials on approved progress billings, unless and until the COUNTY determines, in its sole discretion, that satisfactory progress is not being made, at which time 10% Retainage may be reinstated. Such 10% reinstatement would be 10% of the total contract value of Construction Work in place and materials stored. The COUNTY's determination concerning the satisfactory progress of the Work for retainage adjustments purposes shall be final.

7.4.2 Within sixty (60) days after the issuance of the Certificate of Final Completion by the Design Professional and receipt by COUNTY of all other documents required from CMAR by the Contract Documents, all retained amounts shall be paid to CMAR as part of Final Payment provided however; a) the Final Payment shall not become due from COUNTY until the CMAR delivers full and final unconditional releases in statutory form from all Subcontractors and major Suppliers acknowledging their having received payment in full. Any claim filed thereafter shall be the responsibility of the CMAR, and b) if any claim does remain unsatisfied after all payments are made by COUNTY, the CMAR shall immediately upon demand refund to the COUNTY all monies that the latter may be compelled to pay in discharging such unsatisfied claim including all costs, interest and attorneys' fees.

7.5 EARLY RELEASE OF SUBCONTRACTOR RETAINAGE

7.5.1 If a Subcontractor has completed his/her portion of the Work (including all Punch list items) pursuant to his/her Subcontract, the CMAR may request the COUNTY to disburse the amount of Retainage allocable to such Subcontractor, after delivering to the COUNTY, when required by the COUNTY, consent to such disbursement from such Subcontractor's surety, in a form satisfactory to the COUNTY, and a final lien release from the Subcontractor. If the COUNTY is satisfied that the Subcontractor's work has been fully and finally completed in accordance with the Contract Documents, the COUNTY may disburse said Retainage to CMAR for payment over to the Subcontractor, however, the two-year warranty period with respect to such subcontractor work shall not commence until Substantial Completion of the entire Work.

7.6 PAYMENT FOR ON-SITE AND OFF-SITE MATERIALS

7.6.1 Progress Payment shall be made when due to CMAR on account of materials and equipment delivered and suitably stored at the Site for subsequent incorporation in the Work. Payment may be similarly made to CMAR for materials and equipment suitably stored off the Site, conditioned upon the CMAR furnishing satisfactory evidence to the COUNTY that (a) title to the materials and equipment will pass to the COUNTY upon payment for same; and (b) there are no claims of third parties; and (c) the materials and equipment are adequately insured for full replacement value plus delivery; and (d) such other matters as the COUNTY may reasonably request in order to protect its interests.



7.7 OWNERSHIP OF CONSTRUCTION WORK

7.7.1 The CMAR warrants that title to all Construction Work included in an Application for Progress Payment shall pass to the COUNTY no later than the time of payment therefor. The CMAR further warrants and represents to COUNTY that upon submittal of an Application for Payment, all Construction Work for which Applications for Payment have been previously issued and payments received from the COUNTY shall, to the best of the CMAR's knowledge, information and belief, be free and clear of liens, claims, security interests or encumbrances in favor of the CMAR, its Subcontractors, material suppliers, or other persons or entities making a claim by reason of having provided labor, materials and equipment relating to the Work.

7.7.2 As a condition precedent to Final Payment from the COUNTY the CMAR shall provide unconditional waivers of lien in statutory form from all Subcontractors, material suppliers, or other persons or entities having provided labor, materials and equipment relating to the Work.

7.8 SUBSTANTIAL COMPLETION

7.8.1 When the CMAR believes the Work, or a portion thereof which the COUNTY wants to accept separately and agrees to do so, is Substantially Complete, the CMAR shall notify the COUNTY and the Design Professional and submit to the COUNTY and Design Professional a comprehensive list of items to be completed or corrected as to that Work or all work. Within five (5) working days of receipt of the CMAR's notice and list, the COUNTY, the Design Professional and CMAR will jointly make an inspection of the Project to determine whether Substantial Completion has in fact occurred. If it is determined by the COUNTY that the Work, or the relevant portion thereof, is Substantially Complete, COUNTY shall issue the Punch List and the Certificate of Substantial Completion stating the date of Substantial Completion which certificate shall be executed by the COUNTY, the Design Professional and the CMAR. The CMAR shall thereupon proceed promptly to complete or correct Punch List items. Failure to include an item on the Punch List does not alleviate or alter the responsibility of the CMAR to complete all work in accordance with the Contract Documents.

7.9 FINAL COMPLETION AND FINAL PAYMENT

7.9.1 Completion of all outstanding Work items noted in the Substantial Completion "Punch List" for the entire Work, or relevant portion thereof, and other Contract requirements is required for COUNTY to certify Final Completion. Requirements for this certification also include, but are not limited to, equipment operating training for COUNTY and submission and approval by COUNTY of all Record and Close Out Documents and copy of all Construction General Conditions and Purchase Orders not previously provided, and all required reports.

7.9.2. Conditions Precedent to Final Payment. Neither final payment nor any final release of Retainage shall become due until such time as CMAR submits to the COUNTY:

- a) An affidavit that payrolls, bills for materials and equipment, and other indebtedness connected with the Work for which the COUNTY or the COUNTY's property might be responsible or encumbered (less amounts withheld by the COUNTY) have been paid or otherwise satisfied by CMAR;
- b) A certificate evidencing that insurance required by the Contract Documents to remain in force after final payment is currently in effect and will not be canceled or allowed to expire until at least sixty (60) Days' prior written notice has been given to the COUNTY;
- c) Consent of Surety to final payment;
- d) Unconditional waivers of lien in statutory form from all Subcontractors, material suppliers, or other persons or entities having provided labor, materials and equipment relating to the Work;
- e) If required by the COUNTY, other data establishing payment or satisfaction of obligations, such as receipts, releases and waivers of liens, claims, security interests or encumbrances arising out of the Contract Documents;
- f) All Project warranty documents;



- g) Final Subcontractor List;
- h) All approved Submittals and Shop Drawings (electronic copy);
- i) Schedule of Required Maintenance;
- j) Operation and Maintenance Manuals (electronic and hard copies);
- k) As-Built (electronic copies, hard copies and BIM Model, if any);
- l) Any required COUNTY training provided by CMAR;
- m) State Fire Marshal and State Elevator Inspection approvals / certificates received, if applicable;
- n) Commissioning completed and reports received, if applicable; and
- o) Any other items identified by COUNTY, and agreed to by CMAR in Contract Documents, to be received by COUNTY.

7.9.3 If, after Substantial Completion of the Work has been achieved, Final Completion is materially delayed through no fault of the CMAR, or by the issuance of additional Change Orders or Change Directives by the COUNTY, the COUNTY may at its sole discretion, upon request of the CMAR, and without terminating the Contract, make payment to CMAR of the balance due for that portion of the Work fully completed. If the remaining balance for Work not fully completed is less than the Retainage, and if bonds have been furnished, the written consent of surety to payment for that portion of the Work fully completed shall be delivered by the CMAR to the COUNTY, and such payment shall be made under the terms and conditions governing final payment, except that such payment shall not constitute a waiver of claims by either the CMAR or the COUNTY.

7.9.4 Acceptance of Final Payment by the CMAR shall constitute a waiver of all affirmative claims by the CMAR in connection with the Contract and performing of the Project. The making of the Final Payment by the COUNTY shall constitute a waiver of claims by the COUNTY, except those arising from (a) liens, claims, security interests and encumbrances arising out of the Work after final payment; (b) latent defects which the COUNTY becomes aware of after Final Payment; or (c) the terms of warranties required by the Contract Documents and other rights provided under Arizona law.

7.10 ALLOWANCES

7.10.1 The CMAR shall include in the GMP all allowances required by the COUNTY. Items covered by allowances shall be supplied for such amounts and by such persons or entities as the COUNTY may direct, but the CMAR shall not be required to employ persons or entities against which the CMAR makes reasonable objection. Unless otherwise provided in the Contract Documents:

- a) Materials and equipment under an Allowance shall be selected by the COUNTY within a reasonable time frame as defined in the COUNTY approved Project CPM Schedule;
- b) Allowances shall cover the cost to the CMAR of materials and equipment delivered at the site and all required taxes, less applicable trade discounts;
- c) Allowances shall not include professional or construction fees, Construction General Conditions, bond and insurance premiums;
- d) Allowances shall cover CMAR's costs for unloading and handling at the Site, labor, installation costs and other expenses;
- e) Whenever costs are more than or less than Allowances, the GMP may be adjusted accordingly by Change Order in accordance with provisions of Article 10. The amount of the Change Order shall reflect the difference between Actual Costs and the Allowances plus Fee on such difference in accordance with Article 10 hereof if the Actual Costs are greater than the allowances.

7.11 CONTINGENCIES

7.11.1 For Vertical Construction:

7.11.1.1 The CMAR and COUNTY acknowledge that the GMP contains a line item for a "Bidding Contingency". The Bidding Contingency, upon approval of the COUNTY, shall be for the CMAR's use and



shall be increased by amounts not expended on other line item bid packages and shall decrease by additional amounts required to be expended on other line item bid packages. Following completion of all contract execution by subcontractors (Project buy-out), Bidding Contingency shall become Construction (CMAR) Contingency and CMAR may use this Construction (CMAR) Contingency for legitimate unforeseen construction expenses, subject to COUNTY's review. CMAR shall submit detailed monthly reports to COUNTY indicating how the Construction (CMAR) Contingency was used in the reporting period, and the status of the Construction (CMAR) Contingency. The COUNTY has the authority to reject any use of the Construction (CMAR) Contingency after it has been submitted if the COUNTY believes in its reasonable judgment that some or all of the amount included in the use of the Construction (CMAR) Contingency is not a legitimate expense for the Project. Upon the COUNTY's rejection of a Construction (CMAR) Contingency use, the CMAR will thereupon credit the Construction (CMAR) Contingency amount back to the Construction (CMAR) Contingency in the next subsequent payment request. Any amounts remaining in Bidding / Construction (CMAR) Contingency at Final Completion shall be deemed Savings and will be allocated to COUNTY. Should the Bidding / Construction (CMAR) Contingency be exhausted prior to award of all the bid packages, any subsequent overruns in bid package costs shall be the CMAR's sole responsibility, with no additional compensation due thereon from the COUNTY.

7.11.1.2 Total Bidding Contingency for all Bids shall not exceed _____% of the Direct Construction costs as noted in Exhibit B.

7.11.1.3 Upon award of each Bid Package, the difference between the CMAR's estimated Cost of the Work contained within the Bid Package, exclusive of contingency, versus the actual award cost thereof as determined by the bidding and award of the package shall be promptly calculated. If the award cost exceeds the CMAR's estimated cost in the GMP, any necessary portion of the Bidding Contingency identified in subparagraph 7.11.1.2 above shall be applied, subject to COUNTY's approval, to cover any overrun and any underrun amount shall be used to increase the Bidding Contingency.

7.11.2 Non-Vertical and Horizontal Construction:

7.11.2.1 The CMAR and COUNTY agree that the GMP may contain a line item for "Construction Contingency" for CMAR's use as a bidding contingency and for legitimate unforeseen construction expenses, subject to COUNTY's review. The amount of Construction Contingency shall represent CMAR's risk from the point at which it is established forward. In establishing the amount of the initial Construction Contingency, CMAR shall provide a description of the risks the Construction Contingency is intended to cover, including unresolved areas of concern identified in preconstruction, in such format as COUNTY may prescribe.

7.11.2.2 The amount of the Construction Contingency is not cumulative. At any given time, even if there are multiple GMPs, there is only one Construction Contingency for the Work. The amount of the Construction Contingency may be adjusted by any change order, amendment or subsequent GMP to reflect CMAR's risk from that point forward. The value of the Construction Contingency shall not exceed the value stated in the most recent change order, amendment or GMP.

7.11.2.3 "Legitimate unforeseen construction expenses" does not include expenses arising from factors the existence of which CMAR knew or should have known at time of establishment of the value of the Construction Contingency. The expense of relocating utilities in an intersection, for example, of which CMAR was or should have been aware as a result of prior work or blue stake for prior work in the intersection is not a "legitimate unforeseen expense."

7.11.2.4 CMAR shall submit detailed monthly reports to COUNTY indicating how the Construction (CMAR) Contingency was used in the reporting period, and the status of the Construction (CMAR) Contingency. The COUNTY may reject any use of the Construction (CMAR) Contingency after it has been submitted if the COUNTY believes in its reasonable judgment that some or all of the amount included in the use of the Construction (CMAR) Contingency is not a legitimate expense for the Project. Upon COUNTY's rejection of a Construction (CMAR) Contingency use, the CMAR will thereupon credit the Construction (CMAR) Contingency amount back to the Construction (CMAR) Contingency in the next subsequent payment request. Any amounts remaining in the Construction (CMAR) Contingency at Final Completion shall be deemed Savings and will be



allocated to COUNTY. Should the Construction (CMAR) Contingency be exhausted prior to completion of the work, any subsequent overruns shall be the CMAR's sole responsibility, with no additional compensation due thereon from the COUNTY except for those items for which COUNTY is responsible under the Contract Documents.

7.11.3 CMAR will include in all subcontracts an explicit requirement that Change Orders between CMAR and the subcontractors will be priced consistent with the requirement of Article 11 of these General Conditions, with adequate itemized Change Order pricing regardless of whether or not there is a comparable Change Order between CMAR and the COUNTY. In addition, CMAR shall retain, and make available to COUNTY upon request, all bid documents including requests for proposals, requests for quotes, and bid responses from both successful and unsuccessful bidding subcontractors.

ARTICLE 8 INDEMNIFICATION

8.1 PROPRIETARY RIGHTS, PATENT AND COPYRIGHT INFRINGEMENT

8.1.1 CMAR shall defend any action or proceeding brought against COUNTY based on any assertion or claim that the Work, or any part thereof, or the operation thereof or use of the Work or any part thereof, constitutes infringement of any proprietary rights, United States patent or copyright, now or hereafter issued. COUNTY agrees to give prompt notice in writing to CMAR of any such action or proceeding and to provide authority, information and assistance in the defense of same. CMAR shall indemnify and hold harmless COUNTY from and against all damages and costs, including attorney's fees, awarded against COUNTY or CMAR in any such action or proceeding. CMAR further agrees to keep COUNTY informed of all developments in the defense of such actions or proceedings.

8.1.2 In the event that COUNTY is enjoined from the operations or use of the Work, or any part thereof in connection with any proprietary rights, patent suit, claim, or proceeding, CMAR shall at its sole expense take reasonable steps to procure the right or license to operate or use the Work. If CMAR cannot so procure the aforesaid right within a reasonable time, CMAR shall then, promptly, at CMAR's option and at CMAR's expense (a) modify the Work so to avoid infringement of any patents, or copyrights; or (b) replace said Work with Work that does not infringe or violate any such proprietary rights, patent or copyright.

8.1.3 Sections 8.1.1 and 8.1.2 above shall not be applicable to any action or proceeding based on infringement or violation of a proprietary rights patent or copyright (a) relating solely to a particular process or the product of a particular manufacturer specified by COUNTY and such processes or products are something other than that which has been offered or recommended by CMAR to COUNTY; or (b) arising from modifications to the Work by COUNTY or its agents after acceptance of the Work.

8.1.4 The obligations set forth in this "Proprietary Rights, Patent and Copyright Infringement" section shall constitute the sole agreement between the parties relating to liability for infringement or violation of any proprietary rights, patent or copyright.

8.2 GENERAL INDEMNITY

8.2.1 CMAR shall indemnify, defend, save and hold harmless Pima County and its officers, officials, agents, and employees (hereinafter referred to as "Indemnitee") from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys' fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as "Claims") for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, by the negligent or willful acts or omissions of CMAR or any of its owners, officers, directors, agents, employees or subcontractors, arising out of performance of the Work or this Contract, or in connection with the Project or defects in the Work, or any materials supplied. This indemnity includes any claim or amount arising out of or recovered under the Workers' Compensation Law or arising out of the failure of such CMAR to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is agreed that CMAR will be



responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable. In consideration of the award of this contract, the CMAR agrees to waive all rights of subrogation against Pima County, and their officers, officials, agents and employees for losses arising from the work performed by the CMAR for Pima County.

ARTICLE 9 TIME AND DELAY

9.1.1 The CMAR and COUNTY both recognize and acknowledge that any time limits set forth in the Contract Documents for performance are of the essence of this Contract. CMAR agrees that it will commence performance of the Work, achieve Substantial and Final Completion of the entire Work, and achieve any interim Milestones for Substantial and Final Completion in compliance with all contractual time requirements.

9.1.2 It also is agreed that time is of the essence of each and every part of the Contract Documents and of the Specifications wherein a definite and certain length of time is fixed for the performance of any act or activity whatsoever. Where, under the Contract Documents additional time is allowed for the completion of any work, the new time limit fixed by such extension shall also be of the essence of this Contract.

9.1.3 Failure of the CMAR to achieve the completion dates for Substantial or Final Completion set forth in the Contract will result in the assessment of Liquidated Damages as required by the Contract. The per diem amount for Liquidated Damages provided for in the Contract shall be paid for each and every calendar day that the CMAR is not in full compliance with the time(s) stipulated in the Contract for completing the Work. The Liquidated Damages per diem amount is fixed and agreed upon by and between the CMAR and COUNTY because of the impracticality and extreme difficulty of fixing and ascertaining the actual damages the COUNTY would in such event sustain. Any such sums may be withheld by the COUNTY from Final Payment due hereunder or from retainage.

9.1.4 If CMAR is delayed in the performance of the Work and such delay actually and directly delays a timely achievement of a critical path activity, element or component, based upon an analysis of the current CPM Schedule due to acts, omissions, conditions, events, or circumstances beyond its reasonable control or prevention and due to no legal fault of its own or those for whom CMAR is responsible under the terms of the Contract Documents, the time for Substantial Completion of the Work, and to the extent applicable, any interim milestones or Substantial Completion dates for portions of the Work shall be extended by written Change Order for the amount of time attributable to such events or circumstances. By way of example only, such acts, omissions, conditions, events, and circumstances which would entitle CMAR to an extension of the Contract Time(s), include acts or omissions of COUNTY, or anyone under COUNTY's control, including changes made by separate contractors in the Work by COUNTY, unforeseeable Project site conditions, wars, floods, labor disputes, unusual delay in transportation and unusually adverse weather conditions.

9.1.5 The CMAR has included a specified number of days of weather related delays within the CPM Schedule which the COUNTY has approved and that number of days is incorporated herein by reference. If the Project experiences weather-related delays beyond the contractually specified number of weather days, the CMAR shall be entitled to a commensurate extension of time.

9.1.6 CMAR shall be entitled to an appropriate adjustment of its GMP for extended Construction General Conditions only for mutually determined delays directly caused by the actions, omissions or inactions of the COUNTY and upon proof of the actual, direct additional cost to the CMAR for such delays.

9.1.7 Notice of any delay in performance of the Work which CMAR attributes to the COUNTY shall be made by CMAR in writing to the Design Professional and COUNTY immediately but in no event later than 24 hours after discovery of the event giving rise to the delay. The CMAR shall then provide additional details concerning the delay in writing to the Design Professional and the COUNTY within seven (7) calendar days from the delay notice. Failure to satisfy each of these time requirements shall absolutely bar any and all later delay claims. The detailed notice shall indicate the cause of the delay, the anticipated length of the delay in reasonable detail, the probable effect of such delay upon the progress and Cost of the Work, and possible mitigation plans.



If the cause of the delay is ongoing, the CMAR must give further detailed notice every month at the same time it submits the updated progress Narrative Report to the COUNTY.

9.1.8 Within fifteen (15) calendar days after elimination of any such delay, the CMAR shall, unless the time is extended in a change order approved by the COUNTY, submit further documentation concerning the delay and, if appropriate, a formal written request requesting an extension of time for such delay and any compensation sought for the delay. The written request for time extension shall state the cause of the delay, the number of days of extension requested and the compensation sought and provide a fully documented analysis of the Progress Schedule, including a "fragnet" and any other data demonstrating a delay in the critical path of the Work or individual milestone or the overall Project completion. If the CMAR does not timely comply with the notice and documentation requirements set forth in this Section 9.1.8, the CMAR's claim for delay is barred.

9.1.9 In the event the CMAR gives notice to the COUNTY of compensable delay alleging that the COUNTY is responsible for the delay as to which the notice was given and the delay is unreasonable under the circumstances and was not within the contemplation of the COUNTY and CMAR when they entered into the Contract, the COUNTY will enter into negotiations with CMAR as to CMAR's damages, if any.

ARTICLE 10 CHANGES TO THE CONTRACT PRICE AND TIME

10.1 CHANGES

10.1.1 After the Contract is signed, modifications to the Contract, including any changes to GMP, the Contract Time(s) or Scope of Work, may only be made by a written Amendment or Change Order.

10.1.2 The CMAR shall not proceed with the Work on any change involving an increase or decrease in cost or time without prior approval of the change order or amendment by the Board of Supervisors or the Procurement Director, as required by Section 11.16.010(C) of the Pima County Procurement Code. If the CMAR proceeds with any change involving an increase or decrease in cost or time without written authorization from COUNTY as required by this paragraph, the CMAR hereby waives all rights or claims CMAR may have in connection with or as a result of the change.

10.1.3 The COUNTY's right to make changes in the work shall not invalidate this Contract, relieve the CMAR of any responsibility or require the COUNTY to give notice to the surety. Any requirement of notice to the Surety of a change in the work shall be the sole responsibility of CMAR.

10.1.4 An Amendment or Change Order is a written instrument issued after execution of the Contract signed by the COUNTY and CMAR, stating their agreement upon all of the following:

- a) The scope of the change in the Work;
- b) The amount of the adjustment, if any, to the GMP; and
- c) The extent of the adjustment, if any, to the Contract Time(s) for performance set forth in the Contract Documents.

10.1.5 All changes in the Work authorized by an Amendment or Change Order shall be performed under the applicable terms of the Contract Documents, and COUNTY, and CMAR shall negotiate in good faith and as expeditiously as possible on the appropriate adjustments, if any, in contract time or GMP. No GMP adjustment on account of a Change Order shall include the CMAR's or Subcontractor's profit, fee, home office overhead or a formula allocation of indirect costs except as allowed in Section 10.4.1 below unless otherwise specifically allowed under these General Conditions.



10.2 MINOR CHANGES IN THE WORK

10.2.1 Design Professional may make minor changes in the Work consistent with the intent of the Contract Documents providing such changes do not involve an adjustment in the GMP or Contract Time(s) of performance and do not materially affect or alter the design, quality, or performance. The Design Professional shall promptly inform COUNTY, in writing, of any such changes, and verify that CMAR has recorded such changes on the As-Built Documents.

10.3 PRICE, TIME, OR SCOPE OF WORK ADJUSTMENT

10.3.1 The cost of or credit to the COUNTY resulting from a change in the Work shall be determined in one or more of the following ways:

- a) By unit prices stated in the Contract Documents;
- b) By cost, as defined below, and described in Exhibit C, properly itemized and supported by sufficient data reduced to meaningful unit prices for each assembled component of the Work in order to facilitate evaluation. Such costs shall be itemized by crafts as defined within the Schedule of Values, submitted in a format approved by the COUNTY, and limited to items directly allocable to the change in the Work:
 - 1) Cost of materials, including delivery;
 - 2) Cost of labor, fully-burdened, including, but not limited to, payroll taxes, social security, old age and unemployment insurance, vacation and fringe benefits required by contract or routinely paid by CMAR, and worker's or workman's compensation insurance but excluding Subcontractor's labor;
 - 3) Rental value of equipment and machinery to be established by rental receipts and not to exceed reasonable and customary rates for the locale of the Work. For owned equipment, CMAR must prove reasonable rental rate pursuant to actual Ownership costs;
 - 4) As a guideline, on a not-to-exceed ("NTE") percentage of Direct Construction Cost only basis, the following overhead, general conditions and fee percentages shall be utilized, and shall be fixed as a dollar amount, unless otherwise established in the Contract, or otherwise mutually agreed upon and documented in the change order description:

Subcontractor Fee (profit):	5%
Subcontractor Overhead & General Conditions, NTE:	<u>10%</u>
Total Subcontractor Markups, NTE:	15%
CMAR Fee (profit), approximately or as per CMAR Contract:	5%
CMAR Overhead & General Conditions, NTE or as per CMAR Contract:	<u>5%</u>
Total CMAR Markups, NTE:	10%
 - 5) The Contract may include provisions for some situations where larger amounts of Overhead and General Conditions are needed to address extenuating site-related circumstances. However, the combined total fee, Profit, Overhead and General Conditions, including the CMAR and all levels or tiers of subcontractors, shall not exceed twenty-five percent (25%) of the total direct costs of materials, labor, rental equipment and subcontractor insurance and bonds.



- c) Mutual acceptance of a lump sum properly itemized and supported by sufficient substantiating data to facilitate evaluations; provided that such lump sum shall not exceed that amount calculated under (b) above.

10.3.2 Any dispute regarding the pricing methodology or cost of a change shall not relieve the CMAR of the obligation to proceed with work on the change. Any such dispute shall be preserved by inclusion in the change order or amendment.

10.3.3 A COUNTY approved written Amendment or Change Order shall be full and final settlement of all entitlement claims for direct, indirect, delay, disruption, inefficiency, productivity and any other consequential costs related to items covered or affected, as well as for related delays. Any such claim not presented by the CMAR for inclusion in the Amendment or Change Order prior to signature is irrevocably waived.

10.3.4 In the event that COUNTY and the CMAR disagree upon whether CMAR is entitled to be paid for any Change Order or Change Directive services required of CMAR by COUNTY, or as to amount of compensation in the event of any other disagreement over the Scope of Work or proposed changes to the Work, COUNTY and CMAR agree to resolve all such disagreements consistent initially with **Article 10** of these General Conditions and thereafter if not resolved, in accordance with **Appendix "C" – Dispute Resolution**. As part of the negotiation process, CMAR shall furnish COUNTY and Design Professional with a good faith estimate of the costs to perform the disputed services or work in accordance with COUNTY's interpretations. If the parties are unable to agree, and COUNTY expects CMAR to promptly perform the services in accordance with COUNTY's or Design Professional's interpretations of the documents, CMAR shall proceed to perform the disputed services, conditioned upon COUNTY issuing a written order to CMAR directing CMAR to proceed and specifying COUNTY's or Design Professional's interpretation of the services that are to be performed.

10.3.5 The requirements set forth above as to CMAR providing detailed, itemized pricing on subcontractor Change Orders is fully applicable to Change Orders from CMAR to subcontractor where there is no comparable Change Order between COUNTY and CMAR.

10.4 EMERGENCIES

In any emergency affecting the safety of persons or property, CMAR shall promptly act, at its discretion, to prevent threatened damage, injury or loss. Any increase in the Guaranteed Maximum Price or Contract Time(s) of performance or both claimed by CMAR on account of emergency work shall be determined as provided in this Article.

ARTICLE 11 <RESERVED>

ARTICLE 12 STOP WORK AND TERMINATION

12.1 COUNTY'S RIGHT TO STOP WORK OR TERMINATE FOR CONVENIENCE

12.1.1 COUNTY at any time may, without cause and for its convenience, order CMAR in writing to stop or suspend its Work, for a period not to exceed sixty (60) calendar days. In that event, CMAR may seek an adjustment of the GMP or Time(s) of performance or both under Article 10 of the General Conditions to the extent that its Work has been adversely impacted by any such suspension or stoppage of work by COUNTY, unless actions, omissions or inactions of the CMAR are the cause of the COUNTY stopping or suspending the Work.



12.1.2 Upon seven (7) days written notice to CMAR, COUNTY may, without cause and without prejudice to any other right or remedy of COUNTY, elect to terminate the Contract for convenience of the COUNTY. In such case CMAR shall be paid (without duplication of any items): a) for completed and accepted Work executed in accordance with Contract Documents prior to the effective date of the termination, including fair and reasonable sums for overhead and profit on such Work; b) for expenses sustained prior to termination in performing services and furnishing labor, materials and equipment as required by the Contract Documents in connection with uncompleted Work, plus fair and reasonable sums for overhead and profit on such expenses; c) for all claims, costs, losses and damages incurred in settlement of terminated contracts with subcontractors, suppliers and others and d) for reasonable expenses directly attributable to termination.

12.1.3 Upon receiving a Notice of Termination for Convenience, the CMAR shall proceed as follows: a) stop work as specified in the Notice, b) place no further subcontracts on purchase orders, c) terminate all subcontracts to the extent they relate to the Work terminated, d) assign to the COUNTY all rights of the CMAR under terminated subcontracts, in which case COUNTY shall have the right to settle or to pay any termination settlement proposal arising out of these terminations, and e) submit complete termination inventory schedules to COUNTY no later than 120 days from date of the Notice of Termination.

12.2 COUNTY'S RIGHT TO PERFORM AND TERMINATE FOR DEFAULT

12.2.1 If CMAR persistently fails to (a) provide a sufficient number of skilled workers; or the materials required by the Construction Documents or both; (b) comply with applicable Legal Requirements; (c) pay, without cause, its Subcontractors or suppliers; (d) prosecute the Work with promptness and diligence to ensure that the Work is completed by the Contract Time(s) as may be from time to time adjusted; or (e) otherwise perform the Work and its obligations in compliance with the Contract Documents, COUNTY shall have the right, in addition to any other rights and remedies provided in the Contract Documents or by law, after seven (7) days written notice of default to CMAR and CMAR's failure to cure within that seven day period, to (i) perform and furnish through itself or through others it selects any such labor, materials, or Work, and to deduct the cost thereof from any monies due or to become due to CMAR under the Contract Documents; or (ii) terminate the Contract with CMAR for all or any portion of the Work, enter upon the premises and take possession, for the purpose of completing the Work, of all materials, equipment scaffolds, tools, appliances, and other items thereon, all of which CMAR hereby transfers, assigns and sets over to COUNTY for such purpose, and to employ any person or persons to complete the Work and provide all of the required labor, services, materials, equipment and other items; or (iii) both. Upon exercising its right to Terminate for Default for any reason set forth above, COUNTY, at its discretion, may also exercise the right to have each or any of CMAR's subcontractor and supply contracts assigned to COUNTY, or COUNTY's nominee, provided however, COUNTY should have no responsibility or liability for acts or omission of CMAR under such Contracts and the sole recourse of subcontractors on pre-termination events shall be against CMAR.

12.2.2 In the event of such termination for default, CMAR shall not be entitled to recover any further payment until the Work is completed and shall then only be entitled to be paid for all Work performed prior to its date of default minus costs incurred by COUNTY to complete the Project exceeding the GMP as described below. In the event COUNTY's cost and expense of completing CMAR's Work shall exceed the GMP, then CMAR or its surety shall promptly pay the difference to COUNTY. Such costs and expense shall include, not only the cost of completing the Work to the satisfaction of COUNTY and of performing and furnishing all labor, services, tools, equipment and other items required in the Contract Documents, but also losses, damages, costs and expense, including consultant and attorney's fees and expenses incurred in connection with the reprocurement and defending claims, arising from or related to CMAR's default.

12.2.3 CMAR agrees that in the event that COUNTY terminates the Contract for default and such termination is ultimately determined to be improper or wrongful, the termination for default will be automatically and retroactively converted to a termination for convenience and the provisions of 12.1 of these General Conditions shall apply.

12.2.4 The parties agree that if CMAR institutes or has instituted against it a proceeding under the United States Bankruptcy Code, such event may impair or frustrate CMAR's performance of its obligations under the



Contract Documents. Accordingly, if such event of default occurs, COUNTY shall be entitled to request CMAR, its trustee or other successor, to provide adequate assurance of future performance and CMAR agrees such request must be complied with. If CMAR fails to comply with such request within ten (10) days after receiving notice of the request, COUNTY, in addition to any other rights and remedies provided by the Contract Documents, or by law, shall be entitled to terminate the Contract. COUNTY shall thereupon be entitled to perform and furnish through itself or through others any such labor, materials or equipment necessary for the completion of the Work and necessary to maintain the Contract Time(s) of performance, and to deduct the costs from any monies due or to become due CMAR under the Contract Documents pending receipt of adequate assurances of performance and actual performance in accordance herewith. In the event of any such bankruptcy proceedings, the Contract shall terminate if CMAR rejects the Contract or if there has been a default under the Contract Documents, and CMAR is unable to give adequate assurances that it will perform as provided in the Contract Documents or otherwise is unable to comply with the requirements for assuming the Contract under the applicable provisions of the Bankruptcy Code.

12.3 CMAR'S RIGHT TO STOP WORK AND TERMINATE FOR CAUSE

12.3.1 CMAR may, in addition to any other rights afforded it under the Contract Documents or by applicable law, either stop work or terminate the Contract for cause upon COUNTY's failure to timely pay an amount in excess of \$100,000 dollars properly due to CMAR under any CMAR Application for Payment. In this regard CMAR shall provide COUNTY with written notice indicating that such non-payment condition has occurred, and that it is CMAR's intention to only stop work or terminate the Contract if the non-payment condition is not cured within seven (7) days from COUNTY's receipt of CMAR's notice. In the event that CMAR elects to only stop Work, it may nonetheless later indicate its intention to terminate the Contract by providing COUNTY with written notice that CMAR will terminate the Contract within seven (7) days from receipt of CMAR's notice; unless the alleged cause of termination is cured in the interim.

12.3.2 In the event CMAR properly and lawfully elects to stop Work under section 12.3.1 for non-payment and then resumes Work, CMAR shall be entitled to make a claim for adjustment to the GMP and Contract Time(s) of performance to the extent CMAR has been adversely impacted by the stoppage of Work. In the event that CMAR elects to terminate the Contract on the basis permitted under Section 12.3.1, CMAR shall be entitled to recover the same costs it would be permitted to recover had COUNTY terminated this Contract for convenience under 12.1 of these General Conditions.

12.4 If the Contract is terminated for any of the reasons set forth above, CMAR's contracts with its subcontractors and suppliers, at COUNTY's option and without further action by CMAR, be assigned to COUNTY; provided however, that COUNTY shall have no liability for any pre-existing acts or omissions or default by CMAR under such contracts and the sole recourse of such subcontractors and suppliers for any such events shall be against CMAR.



ATTACHMENT 1 TO APPENDIX "D"

The work embraced herein shall be done in accordance with the following Building Codes, Ordinances and Standards, with all amendments, as currently adopted by Pima County, together with any applicable Special Conditions, which are additional to and may supersede portions of these Codes. As of January 2007, this list includes the following Codes, Ordinances and Standards:

2006 International Building Code – published by the International Code Council, 5203 Leesburg Pike, Suite 708, Falls Church, VA, 22041-3401, phone 703-931-4533, as modified by Pima County Amendments.

2006 International Residential Code – published by the International Code Council, 5203 Leesburg Pike, Suite 708, Falls Church, VA, 22041-3401, phone 703-931-4533, as modified by Pima County Amendments.

2006 International Mechanical Code – published by the International Code Council, 5203 Leesburg Pike, Suite 708, Falls Church, VA, 22041-3401, phone 703-931-4533, as modified by Pima County Amendments.

2006 International Plumbing Code or the State Plumbing Code – published by the International Code Council, 5203 Leesburg Pike, Suite 708, Falls Church, VA, 22041-3401, phone 703-931-4533, as modified by Pima County Amendments.

2005 National Electric Code (NFPA 70) – published by the National Fire Protection Association, 60 Batterymarch Street, Boston, MA, 02110, as modified by Pima County Amendments.

2006 International Energy Conservation Code – published by the International Code Council, 5203 Leesburg Pike, Suite 708, Falls Church, VA, 22041-3401, phone 703-931-4533, as modified by Pima County Amendments.

2006 International Fuel Gas Code – published by the International Code Council, 5203 Leesburg Pike, Suite 708, Falls Church, VA, 22041-3401, phone 703-931-4533, as modified by Pima County Amendments.

2006 International Property Maintenance Code – published by the International Code Council, 5203 Leesburg Pike, Suite 708, Falls Church, VA, 22041-3401, phone 703-931-4533, as modified by Pima County Amendments.

2006 International Wildland – Urban Interface Code – published by the International Code Council, 5203 Leesburg Pike, Suite 708, Falls Church, VA, 22041-3401, phone 703-931-4533, as modified by Pima County Amendments.

2006 Pima County Outdoor Lighting Code – available upon request from Pima County Development Services, 201 N. Stone Avenue, Tucson, AZ 85701, phone 520-740-6520.

2006 Pima County/City of Tucson Sustainable Energy Standard – available at www.PimaXpress.com.

Inclusive Home Design Ordinance – available at www.PimaXpress.com.

Where codes and/or regulations of other agencies having jurisdiction are more stringent these will take precedence.

End of General Conditions



APPENDIX "E"

CONSTRUCTION COSTING

ARTICLE 1 – GENERAL

The Guaranteed Maximum Price (GMP) shall be developed as provided for in this Appendix. The GMP Proposal for the entire Work (or portions thereof) will be presented in a format acceptable to Owner, and shall include the clarifications or assumptions upon which the GMP Proposal is based.

A. The format of the GMP proposal shall generally adhere to the following:

1. Summary of the GMP: A summary of the GMP with a total for each of the components of the GMP defined in the Construction Provisions (i.e. "Cost of the Work", "Contingency", "Fee") as described and as shown in Attachment 1 to this GMP Appendix. If there will be multiple GMPs, then the GMP Summary will be presented in a spreadsheet format with each successive GMP in a separate column with the total GMP in the rightmost column.
2. Scope of Work: a brief description of the work to be performed for the Project or phase(s) to which the GMP proposal applies. Exclusions must be clearly stated.
3. Schedule of Values – summary spreadsheet and backup documents: Spreadsheet with the estimated cost organized by subcontract categories, allowances, bid contingency, general conditions costs, taxes, bonds, insurances, and the construction fee. The supporting document(s) for the spreadsheet must be provided in an organized manner that correlates with the schedule of values. The backup information shall consist of the request for bids, bids received, and clarification assumptions used for the particular bid item listed on the schedule of values, if applicable.
4. List of Plans and Specifications used for GMP Proposal: A list of the Plans and Specifications with latest issuance date including all addenda used in preparation of the GMP proposal. (Date stamped and signed by CMAR).
5. List of clarification and assumptions: A list of the clarifications and assumptions made by CMAR in regards to the Scope of Work in the preparation of the GMP proposal, to supplement the information contained in the documents.
6. Project Schedule in CPM format: A Critical Path Method (CPM) diagram construction schedule. An updated Project Management Plan shall also be submitted with each GMP proposal.
7. A cash-flow forecast based on the proposed construction schedule, schedule of values and GMP. If the construction covered by the GMP overlaps construction performed under a prior GMP, their cash flows will be consolidated into a single cash-flow statement.
8. Subcontractor Selections / SBE Requirements / Utilization Form / Letters of Intent: A summary of the Subcontractor Selections, including an SBE requirements section addressing the goals set for the Project and the current status on meeting the Project goals. The Utilization form and Letters of Intent must be attached when subcontractor selection has been made prior to final GMP submittal. Subcontractor selections must conform to the approved Subcontractor Selection Plan.

B. The submittal package must be kept as simple as possible all on 8 ½ x 11 sheets. Color or shading must be kept to a minimum. If used, make sure the color or shading will not affect the reproduction of the submittal in black and white.



C. The parties may, by agreement, use a simplified GMP format for smaller projects or phases, so long as the documents supporting the GMP clearly delineate the work—or that portion of the work—to which the GMP applies and provide a schedule for completion of the work.

ARTICLE 2 – COST OF THE WORK

A. Cost of the Work

The term “Cost of the Work” shall mean costs necessarily incurred by the Contractor in the proper performance of the Work. Such costs shall be at rates not higher than the standard paid at the place of the Project except with prior consent of the Owner. The Cost of the Work shall include only the items set forth in this **Article 2**.

B. Labor Costs

1. Wages of construction workers directly employed by the Contractor to perform the construction of the Work at the site or, with the Owner's approval, at off-site workshops. *Cost to be reimbursed will be the actual wages paid to the individuals performing the work.*
2. Wages or salaries of the Contractor's supervisory and administrative personnel when stationed at the site with the Owner's approval. No Contractor personnel stationed at the Contractor's home or branch offices shall be charged to the Cost of the Work. Non-field office based Contractor management and support personnel are expected to provide service and advice from time to time throughout the job and their time devoted to project matters is considered to be covered by the Contractor's Fee.
3. Wages and salaries of the Contractor's supervisory or administrative personnel who would normally be stationed at the field office but who become engaged, at factories, workshops or on the road, in expediting the production or transportation of materials or equipment required for the Work, but only for that portion of their time required for the Work.
4. **Employee bonuses and/or costs associated with Employee Stock Ownership Plans (ESOP) will not be considered reimbursable labor or labor burden costs and will be considered non-reimbursable costs covered by the Contractor's Fee.**
5. Costs paid or incurred by the Contractor for taxes, insurance, contributions, assessments and benefits required by law or collective bargaining agreements and, for personnel not covered by such agreements, customary benefits such as sick leave, medical and health benefits, holidays, vacations and pensions, provided such costs are based on wages and salaries included in the Cost of the Work under Subparagraphs B.1 through B.3.
6. When computing actual costs chargeable to the Cost of the Work for payroll taxes, the Contractor shall give proper consideration to the annual limitations of the wages subject to applicable payroll taxes. The Contractor may accomplish this through the use of an accounting system which computes actual costs for payroll taxes when incurred up to the wage limit cut-off and allocated same to all jobs by individual based on the time worked on each job by the individual. Alternatively the Contractor may use an estimated net effective payroll tax percentage to allocate payroll tax costs during the year and make appropriate adjustments at the end of the year or at the end of the project (whichever is more appropriate) to adjust the costs to actual net payroll tax cost. Using the latter approach, if 50% of the wages paid to an employee during the year were chargeable to the Cost of the Work, then only 50% of the actual annual costs of payroll taxes would be allocable to the Cost of the Work, etc.
7. Cost of the Work shall include the actual net cost to the Contractor for worker's compensation insurance attributable to the wages chargeable to the Cost of the Work per this agreement. The actual net cost of worker's compensation shall take into consideration all cost adjustments due to experience modifiers, premium discounts, policy dividends, retrospective rating plan premium adjustments, assigned risk pool rebates, any applicable weekly maximums, etc. The Contractor may charge an estimated amount for worker's compensation insurance costs, but will make appropriate cost



adjustments to actual costs within 45 days of receipt of actual cost adjustments from the insurance carrier.

8. Overtime wages paid to salaried personnel (if approved in advance in writing by the Owner) will be reimbursed at the actual rate of overtime pay paid to the individual. No time charges for overtime hours worked on the project will be allowed if the individual is not paid for the overtime worked.
9. Any overtime premium or shift differential expense to be incurred by Contractor for hourly workers shall require Owner's advance written approval before the incremental cost of the overtime premium or shift differential will be considered a reimbursable cost. If the Contractor is required to work overtime as a result of an inexcusable delay or other coordination problems caused by the Contractor or anyone they are responsible for, the overtime premium and/or shift differential expense portion of the payroll expense and related labor burden costs will be considered as cost not to be reimbursed.
10. Reimbursable labor burden costs will be limited to payroll taxes, worker's compensation insurance, the employer's portion of union benefit costs for union employees working on the project, and the actual verifiable fringe benefit costs incurred by Contractor for non-union individuals working on the project subject to the following maximum percentages for the following reimbursable non-union fringe benefit costs. The following maximums (as a percentage of reimbursable actual wages by individual) shall apply for each of the following types of fringe benefit costs specifically attributable to the each of the non-union personnel working on the project:

Medical Insurance, Dental, Life & AD&D Insurance	12.00%
Holiday, vacation and other paid time not worked	10.00%
Pension Plan Contributions to Vested Employee Account, Simplified Employee Pension Plans, or 401K matching plans (Note: ESOP related costs are covered by Contractor FEE)	10.00%

Note: For non-union personnel, no other fringe benefit costs (other than the 3 specific categories listed immediately above shall be considered reimbursable Cost of the Work. Any labor burden costs that are in excess of the amounts considered reimbursable or are otherwise not considered reimbursable under the terms of this agreement are intended to be covered by Contractor FEE.

C. Subcontract Costs

1. Payments made by the Contractor to Subcontractors in accordance with the requirements of the subcontracts.
2. For scope of work bid packages typically performed by subcontractors, Contractor may "self-perform" such work in accordance with **Sections 2.2.4.10 – 12 of the General Conditions**. All savings under any such subcontract for "self-performed work" shall be applied to reduce the Cost of the Work under this Agreement and the Guaranteed Maximum Price of this Agreement. For purposes of defining "self-performed work" subject to this contract provision, any division of Contractor, or any separate Contractor or subcontractor that is partially owned or wholly owned by the Contractor or any of their employees or employee's relatives will be considered a related party entity and will be subject to this provision regarding "self-performed work". No self-performed work will be allowed to be performed on a lump sum basis.
3. Contractor (with respect to its suppliers, subcontractors and all lower tier subcontractors) shall provide Owner advance written notice and shall obtain Owner's approval for any proposed subcontract change order, material purchase order, or other financial commitment in an amount in excess of \$5,000 prior to placing such order or entering into such agreement (regardless of whether or not any such commitment will affect the prime contract Guaranteed Maximum Cost). It is agreed that sums applicable to any subcontract change order, purchase order or other financial commitment entered into in violation of the above notice and approval requirement shall not be included in the amounts owing to



Contractor whether as Costs of the Work or as reasonable termination costs in the event of termination.

D. Costs of Materials and Equipment Incorporated in the Completed Construction

1. Costs, including transportation and storage, of materials and equipment incorporated or to be incorporated in the completed construction.
2. Costs of materials described in the preceding Subparagraph D.1 in excess of those actually installed to allow for reasonable waste and spoilage. Unused excess materials, if any, shall become the Owner's property at the completion of the Work or, at the Owner's option, shall be sold by the Contractor. Any amounts realized from such sales shall be credited to the Owner as a deduction from the Cost of the Work.
3. Proceeds from the sale of recyclable materials, scrap, waste, etc. shall be credited to job cost.

E. Costs of Other Materials and Equipment, Temporary Facilities and Related Items

1. Costs, including transportation and storage, installation, maintenance, dismantling and removal of materials, supplies, temporary facilities, machinery, equipment and hand tools not customarily owned by construction workers, that are provided by the Contractor at the site and fully consumed in the performance of the Work; and cost (less salvage value) of such items if not fully consumed, whether sold to others or retained by the Contractor. Cost for items previously used by the Contractor shall mean fair market value.
2. Rental charges for temporary facilities, machinery, equipment, and hand tools not customarily owned by construction workers that are provided by the Contractor at the site, whether rented from the Contractor or others, and costs of transportation, installation, minor repairs and replacements, dismantling and removal thereof. Rates and quantities of equipment rented shall be subject to the Owner's prior approval.
3. The projected usage for each piece of equipment to be rented for use on the project and the estimated total rentals shall be considered by the Contractor before the piece of equipment is rented so that an appropriate rent versus buy decision can be made. Purchased equipment shall be considered "job owned". At the completion of the project, the Contractor shall transfer title and possession of all remaining job-owned equipment to the Owner, or Contractor may keep any such equipment for an appropriate fair market value credit to job cost, which will be mutually agreed to by Owner and Contractor.
4. Each piece of equipment to be rented shall have hourly, daily, weekly and monthly rates) and the most economical rate available shall be reimbursed based on the circumstances of actual need and usage of the piece of equipment while it is stationed at the jobsite. When the piece of equipment is no longer needed for the work, no rental charges will be reimbursed if the piece of equipment remains at the jobsite for the convenience of the contractor.
5. Reimbursable equipment rental rates for CMAR-owned equipment shall not exceed the published rates in the latest edition of the "Rental Equipment Blue Book." If the Blue Book does not contain information related to the type of equipment rented, the Contractor will be allowed to use a maximum equipment rental rate not greater than current competitive rental rates from local third party equipment rental companies.
6. The aggregate rentals chargeable for each piece of CMAR-owned tools or equipment shall not exceed 50% of the fair market value of such equipment at the time of its commitment to the Work. The original purchase price and date of purchase of the equipment will be documented with a copy of the purchase



invoice for the piece of equipment. Such aggregate limitations will apply and no further rentals shall be charged even if a piece of equipment is taken off the job and is later replaced by a similar piece of equipment. For purposes of computing the aggregate rentals applicable to aggregate rental limitations, rental charges for similar pieces of equipment will be combined if the pieces of equipment were not used at the same time.

7. Fair market value for used material and equipment as referred to in this contract shall mean the estimated price a reasonable purchaser would pay to purchase the used material or equipment at the time it was initially needed for the job. Note: This is usually lower than the price a reasonable purchaser would pay for similar new construction material or construction equipment.
8. Rental charges for equipment which is not owned by Contractor or any of its affiliates, subsidiaries, or other related parties and is rented from third parties for use in proper completion of the Work shall be considered reimbursable, will be reimbursed at actual costs, as long as rental rates are consistent with those prevailing in the locality. For any lease/purchase arrangement where any of the lease/purchase rental charges were charged to Owner as reimbursable job costs, appropriate credit adjustments to job cost will be made for an appropriate pro rata share of the fair market value of the equipment at the time it was last used on the job.
9. Except for charges incurred in responding to an emergency, standby time charges for CMAR-owned equipment are allowable only to the extent specifically approved by COUNTY as part of a delay or changed conditions claim or a change order. Standby time charges shall not exceed 8 hours in any one working day nor 40 hours in any workweek. The charge for standby time may not exceed 33% of the agreed rental rate for the particular piece of equipment. No standby time charges shall apply after the last use of equipment on the project for both CMAR-owned equipment and equipment rented from third parties.
10. All losses resulting from lost, damaged or stolen tools and equipment shall be the sole responsibility of the Contractor, and not the Owner, and the cost of such losses shall not be reimbursable under this contract.
11. The Contractor shall be required to maintain a detailed equipment inventory of all job-owned equipment (either purchased and charged to job cost or job-owned through aggregate rentals) and such inventory shall be submitted to Owner each month. For each piece of equipment, such inventory should contain at a minimum (1) original purchase price or acquisition cost (2) acquisition date (3) approved FMV at the time the piece of equipment was first used on the job and (4) final disposition.
12. All costs incurred for minor maintenance and repairs shall be reimbursed at actual cost. Such costs include routine and preventative maintenance, minor repairs and other incidental costs. Repairs and/or replacement of a capital nature are considered to be covered by the rental rates. Major repairs and overhauls are not considered routine and ordinary, consequently such costs are not reimbursable and are intended to be covered by the rental rates.
13. Costs of removal of debris from the site.
14. Costs of document reproductions, facsimile transmissions and long-distance telephone calls, postage and parcel delivery charges, telephone service at the site and reasonable petty cash expenses of the site office.
15. That portion of the reasonable expenses of the Contractor's personnel incurred while traveling in discharge of duties connected with the Work.
16. No travel expenses will be reimbursed to Contractor's representatives unless Project related travel required them to travel to a destination more than 50 miles from the project location. Any travel involving airfare will require advance written approval by an authorized Owner's representative.



17. Costs of materials and equipment suitably stored off the site at a mutually acceptable location, if approved in advance by the Owner.
18. Reproduction costs will be the actual costs of reproduction subject to a maximum of five cents (\$.05) per square foot for prints and a maximum of five cents (\$.05) per 8 1/2 by 11 inch page for offset print or photo copied contract documents, specifications, etc. Telephone costs will be the actual costs paid to the third party telephone company for the field office telephone.

F. Miscellaneous Costs

1. That portion of insurance and bond premiums that can be directly attributed to this Contract:
2. The Contractor's actual cost for insurance shall be considered to be included within the Maximum limit for General Conditions costs. All premiums for any insurance and bonds required for the project shall reflect the net actual costs to Contractor after taking into consideration cost adjustments due to experience modifiers, premium discounts, policy dividends, retrospective rating plan premium adjustments, assigned risk pool rebates, refunds, etc.
3. The amount to be reimbursed to the contractor for all contractually required liability insurance will be actual costs not to exceed a total of 0.5% of the net reimbursable Cost of Work (not including liability insurance and not including fee. If the Contractor's cost of contractually required liability insurance is greater than the amount agreed to be reimbursed per this contract provision, the difference shall be considered to be covered by the Contractor's FEE.
4. In the event that the contractor elects to utilize worker's compensation insurance programs that involve either self-insurance and/or large deductibles, the maximum amount to be considered reimbursable costs under this contract will not exceed an amount equal to 40% of the standard state worker's compensation rates applicable times contractor straight time wages. Any contractor costs incurred in connection with the contractor's elected worker's compensation insurance program that exceeds the amount reimbursed by the Owner under the formula in this paragraph will be considered to be covered by the Contractor's FEE.
5. In the event that the contractor elects to utilize a subcontractor default insurance program (sometimes referred to as SUBGUARD), the maximum amount to be considered reimbursable costs under this contract will be 0.7% of the total amount of subcontracts enrolled in such an insurance program. Enrollment in any such program will be limited to subcontracts in excess of \$100,000. Any contractor costs incurred in connection with the contractor's elected subcontractor default insurance program that exceed the amount reimbursed by the Owner under the formula in this paragraph will be considered to be covered by the Contractor's FEE. In the event the Contractor elects to bond selected subcontractors rather than enroll them in the subcontractor default insurance program, the net cost to purchase any such bonds will be reimbursed in lieu of the 0.7%
6. In the event that the contractor elects to utilize a Contractor Controlled Insurance Program (CCIP) the maximum to be considered reimbursable costs under this contract will be 2% of the final agreed upon Guaranteed Maximum Price of this contract. This 2% cost factor will cover all insurance required to be carried by the prime contractor and all applicable subcontractors covered by this agreement (specifically worker's compensation insurance, general liability insurance, excess liability insurance, umbrella liability insurance). Any contractor cost incurred in connection with the contractor's elected CCIP program that exceeds the amount reimbursed by the Owner under the formula in this paragraph will be considered to be covered by the Contractor's FEE.
7. Sales, franchise, use or other taxes imposed by a governmental authority that are related to the Work.



8. Fees and assessments for the building permit and for other permits, licenses and inspections for which the Contractor is required by the Contract Documents to pay.
9. Fees of laboratories for tests required by the Contract Documents, except those related to defective or nonconforming Work and which do not fall within the scope of Subparagraph 2.G.3.
10. Royalties and license fees paid for the use of a particular design, process or product required by the Contract Documents; the cost of defending suits or claims for infringement of patent rights arising from such requirement of the Contract Documents; and payments made in accordance with legal judgments against Contractor resulting from such suits or claims and payments of settlements made with the Owner's consent. However, such costs of legal defenses, judgments and settlements shall not be included in the calculation of the Contractor's Fee or subject to the Guaranteed Maximum Price.
11. Data processing costs related to the Work.
12. However, any such data processing costs will be limited to the cost of personal computer hardware used at the field office in the normal day to day administration, management and control of the project. The aggregate charges for any such hardware shall not exceed the FMV of the hardware at the time it was brought to the field office. If the total charges for any particular piece of hardware reach an amount equal to the FMV, that particular piece of hardware shall be turned over to the Owner whenever it is no longer needed for the project. If the Contractor elects to keep the particular piece of hardware, the job costs shall be credited with a mutually agreeable amount which shall represent the FMV of the particular piece of hardware at the time it was no longer needed for the job. Software or other costs associated with the use of computer programs shall not be considered to be a reimbursable cost and will be considered to be covered by the Contractor's Fee.
13. Deposits lost for causes other than the Contractor's negligence or failure to fulfill a specific responsibility to the Owner as set forth in the Contract Documents.
14. Expenses incurred in accordance with the Contractor's standard personnel policy for relocation and temporary living allowances of personnel required for the Work, if approved **in advance** by the COUNTY. Note: *At the current time, it is not anticipated that any such costs will be necessary to staff the project. If, however, the Contractor determines that such expenses will be necessary to properly staff the job, the COUNTY's advance written approval will be required before any such costs are considered reimbursable. In the event that the COUNTY authorizes the reimbursement of relocation costs, the reimbursable relocation expenses will be limited to a maximum of \$50,000 per person. Any relocation cost incurred by Contractor in excess of the amount reimbursed by COUNTY will be considered to be covered by the Contractor's FEE.*

G. Other Costs and Emergencies

1. Other costs incurred in the performance of the Work if and to the extent approved in advance in writing by the COUNTY.
2. Costs incurred in taking action to prevent threatened damage, injury or loss in case of an emergency affecting the safety of persons and property.
3. Costs of repairing or correcting damaged or nonconforming Work executed by the Contractor, Subcontractors or suppliers, provided that such damaged or nonconforming Work was not caused by negligence or failure to fulfill a specific responsibility of the Contractor and only to the extent that the cost of repair or correction is not recoverable by the Contractor from insurance, sureties, Subcontractors or suppliers.
4. Costs incurred to provide site safety, including all Traffic Control; however, to the extent any cost referred to in this paragraph is incurred by reason of the negligence or other fault of CMAR or any



Subcontractor or sub-subcontractor or is reimbursable by insurance or otherwise, then such costs shall be excluded from the Cost of the Work.

ARTICLE 3 – COSTS NOT TO BE REIMBURSED

A. The Cost of the Work shall not include:

1. Salaries and other compensation of the Contractor's personnel stationed at the Contractor's principal office or offices other than the site office, except as specifically provided in Subparagraphs 2.B.2 and 2.B.3.
2. Expenses of the Contractor's principal office and offices other than the site office.
3. Overhead and general expenses, except as may be expressly included in Article 2.
4. *Costs of Contractor's home office computer services or other outside computer processing services shall be considered overhead and general expense. Accordingly the Contractor should not plan to perform any such computer related services or alternatives at the field office when such services or functions can be performed at the Contractor's home or branch offices, or other outside service locations.*
5. The Contractor's capital expenses, including interest on the Contractor's capital employed for the Work.
6. Rental costs of machinery and equipment, except as specifically provided in Subparagraph 2.E.2
7. Except as provided in Subparagraph 2.G.3 of this Agreement, costs due to the negligence or failure to fulfill a specific responsibility of the Contractor, Subcontractors and suppliers or anyone directly or indirectly employed by any of them or for whose acts of them may be liable.

B. Any cost not specifically and expressly described in Article 2.

C. Costs, other than costs included in Change Orders approved by the COUNTY, that would cause the Guaranteed Maximum Price to be exceeded. All costs, if any, in excess of the cumulative GMP as set forth in the Contract.

D. Legal expenses incurred in prosecuting or defending claims in mediation or litigation (including without limitation, legal expenses incurred pursuant to indemnifying the COUNTY and other Covered Parties).

ARTICLE 4 – DISCOUNTS, REBATES AND REFUNDS

A. Cash discounts obtained on payments made by the Contractor shall accrue to the COUNTY if (1) before making the payment, the Contractor included them in an Application for Payment and received payment therefrom from the COUNTY, or (2) the COUNTY has deposited funds with the Contractor with which to make payments; otherwise, cash discounts shall accrue to the Contractor. Trade discounts, rebates, refunds and amounts received from sales or surplus materials and equipment shall accrue to the COUNTY, and the Contractor shall make provisions so that they can be secured.

1. Cost of the Work will be credited with all insurance policy discounts, performance and payment bond rebates or refunds, refunds or return premiums from any subcontractor default insurance, refunds or rebates from any contractor controlled insurance programs applicable to the project, merchandise rebates of any nature, refunds of any nature, insurance dividends; and a portion of any volume rebates



or free material credits earned with purchase of material or other goods and services charged to the job.

2. "Cash" discounts which may accrue to the Contractor will be limited to a maximum of 1.5% of invoice cost. Any portion of "Cash" discounts greater than 1.5% shall automatically accrue to COUNTY if the contractor is eligible to take advantage of the discounts.

B. Amounts that accrue to the COUNTY in accordance with the provisions of Paragraph 4.A.1 shall be credited to the COUNTY as a deduction from the Cost of the Work.

ARTICLE 5 – CONTINGENCY FUND

A. The GMP may include a CMAR Contingency in the amount stated in the GMP Summary. Subject to the terms of the Contract Documents and with prior notification to COUNTY, CMAR shall be entitled to allocate from and apply against the CMAR Contingency increases in the Cost of the Work that could not have been reasonably anticipated or for increases in General Condition Costs. The COUNTY may disallow such contingency use and deny reimbursement in the absence of prior notice or if the COUNTY determines that the use was not consistent with the Contract documents.

B. CMAR may not apply, use or allocate from the CMAR Contingency any amounts for any of the foregoing purposes that are the result of a material breach or material failure to perform by CMAR, any subcontractor or vendor (except as necessary to replace any subcontractor or vendor because of the bankruptcy or failure of such party to perform), or any party for which any of them are liable or responsible at law or under the contract documents, or for any non-allowable costs of the work.

C. Each allocation of the CMAR contingency by CMAR shall be reflected (with narrative explanation) on the Application for Progress Payment for the period during which CMAR makes such allocation and application. Any portion of the CMAR contingency remaining unallocated at final completion shall be a credit against and reduce the GMP. When the CMAR utilizes CMAR's Contingency funds, the CMAR shall make the appropriate changes to the schedule of values with the next regular progress payment request. The CMAR shall deduct the amount of CMAR's Contingency funds used from the CMAR's Contingency line item and add the same amount to the line item on the schedule of values where the funds were used. If the CMAR's Contingency funds are used for a new line item that was not included in the original schedule of values, that will be so indicated.

D. Owner's Contingency may be used at the discretion of the COUNTY to cover any increases in Project costs that result from COUNTY directed changes or unforeseen site conditions. Owner's contingency shall also be used to cover the additional costs of Allowance Items the cost of which exceeds the Allowance therefor. Owner's Contingency will be added to the GMP amount provided by the CMAR, the sum of which will be the full contract price for construction. Markups for Construction Fee, taxes and overhead shall be applied by CMAR at the time that Owner's Contingency is used.



GMP SUMMARY FORMAT - ATTACHMENT 1 TO APPENDIX "E"

CONSTRUCTION		AMOUNT
CONSTRUCTION COSTS:		
Cost of Construction		\$
CMAR Contingency		\$
<i>Subtotal Direct Construction Costs</i>		\$
INDIRECT CONSTRUCTION COSTS:		
General Conditions		\$
Job Overhead		\$
Insurance		\$
Payment and Performance Bonds		\$
Subtotal Direct Construction Cost + Gen Cond, Overhead, Bonds, Insurance		\$
Construction Fee (As a percentage of Subtotal above or to exclude any items above)		
Subtotal Direct Construction Cost + Gen Cond, Overhead, Bonds, Insurance and Fee		
Arizona Gross Receipts Tax		\$
Subtotal Direct Construction Cost + Gen Cond, Overhead, Bonds, Insurance, Fee and Tax		\$
GUARANTEED MAXIMUM PRICE (GMP)		\$
OTHER PROJECT COSTS:		
Owner Contingency		\$
TOTAL CONTRACT COST		\$

END APPENDIX "E"



5.2 – SMALL BUSINESS ENTERPRISES REQUIREMENTS

1. **Goal Setting Meeting:** The CMAR, based on information provided by DP and OWNER and prior to preparing each GMP Proposal, will meet with Owner's Vendor Relations & SBE Division to obtain Small Business Enterprise goals. The CMAR will make a presentation to the Vendor Relations & SBE Division to identify the estimated value of Work to be performed by each Subcontractor/ Supplier. The Vendor Relations & SBE Division will establish the minimum goals for Work to be performed during the construction phase by Owner-certified SBE firms, expressed as a percentage of estimated construction costs for the Project. The CMAR shall meet or exceed the minimum goals set for each phase of the Project.
2. **Documentation:** The CMAR will submit the following documents with each GMP Proposal package if subcontractors have been selected prior to submission of the GMP Proposal. If the GMP Proposal is submitted prior to subcontractor selection, the CMAR will submit these documents before the selected SBE subcontractor commences onsite construction operations.
 - a) SBE Utilization Form. The Owner will provide the Form to the CMAR as required. The CMAR shall list all proposed certified SBE subcontractors who will be performing work under the respective GMP Proposal package. On the form the CMAR will list the name of the firm, the value of work to be performed by that firm, and the estimated percentage of the total Project construction cost to be performed by that firm. When received by the Owner, these Utilization forms will be sent to Vendor Relations & SBE Division to verify that the firms are properly certified within the Owner's system.
 - b) Letters of Intent to Perform as a Subcontractor. These letters must be submitted for each Subcontractor or Supplier listed on the SBE Utilization form. These letters are prepared by the respective subcontractors and indicate the subcontractors' intent to perform the work as detailed on the CMAR's Utilization form for the indicated price.
3. **Goal:** The Agreed SBE goal for this Project is as follows:

SBE = TBD (This usually has a range of 5 to 15%)
4. **SBE Utilization:**
 - 4.1 CMAR shall utilize the Subcontractors stated on the Contractor's Statement of Proposed SBE Utilization form as part of each GMP submittal.
 - 4.2 **ONLY certified firms whose business is located within the Tucson Metropolitan Statistical Area may be counted against the SBE goal for each phase of the Project.** The most recent City of Tucson/Pima County Construction SBE directory is available at <http://www.tucsonaz.gov/eoo/sbedir.pdf>.
5. **Compliance:** Submittal of the GMP to Owner shall constitute an agreement by the CMAR to comply with the SBE utilization requirements of this Section. This includes, but is not limited to, the following compliance activities:
 - 5.1 CMAR shall contract, or attempt to contract, in good faith with all SBE firms listed on the Statement of Proposed SBE Utilization form submitted with its GMP. The subcontract shall be for an amount that is equal to, or greater than, the total dollar amount listed on the form, with the exception of instances where Owner changes a scope of work in a GMP that would reduce the available Work in the Subcontractor's area of performance.



- 5.2 CMAR shall notify the Vendor Relations/SBE Division of the County Procurement Department immediately if any firm listed on the Statement of Proposed SBE Utilization form refuses to enter into a subcontract or fails to perform according to the requirements of the subcontract.
 - 5.3 CMAR shall act in good faith to meet the SBE utilization goals and provide all necessary documentation to show proof of those efforts as requested by Owner.
 - 5.4 CMAR shall participate in compliance reviews as determined necessary by Owner. This includes, but is not limited to, participating in on-site reviews and providing monthly utilization reports of SBE activity including signed copies of subcontracts and/or purchase orders with each SBE listed on the Statement of Proposed SBE Utilization form.
6. **Breach:** The CMAR further agrees that breach of the SBE provisions contained herein may subject it to any or all of the following remedies:
- a) Withholding of ten percent (10%) of all future payments under the involved eligible project until it is determined that the CMAR is in compliance;
 - b) Withholding of all future payments under the involved project until it is determined that the CMAR is in compliance;
 - c) Consideration for suspension or debarment under Chapters 11.28 and 11.32 of the Pima County Procurement Code.
7. **Waiver:** CMAR may submit a Certificate of Good Faith Effort/Request for Waiver and documentary evidence to support a full or partial waiver of the subcontracting goal if the goal is not met. A request for waiver may be rejected by Owner. Good faith efforts to meet a goal will not be recognized if CMAR failed to contact the County SBE Program Coordinator to request assistance at (520) 740-8465



5.3 – SUBCONTRACTOR SELECTION PLAN

SUBCONTRACTING PLAN CRITERIA - The Plan must meet the following minimum criteria:

1. Subcontractors must be selected on the basis of qualifications or qualifications and price—but not price alone. The assessment of qualifications should include safety, management, capacity, capability, and such other factors as the Contractor deems appropriate. The factors should be identified and discussed. Not all factors need be applied to all trades/specialties. If the selection is based on a combination of qualifications and price, the selection need not be made in one step.
2. If this contract will be for a construction-manager-at-risk or for a design-build project, the plan must provide for early selection and contract with those subcontractors that will provide significant assistance during preconstruction services and provide for compensation for those services. Required qualifications for these subcontractors may include the ability to provide conceptual cost estimating, alternatives analysis, value engineering and risk management, and such other qualifications, as the Contractor deems appropriate.
3. The contract will be subject to the Small Business Enterprise requirements of the Pima County Code, Title 20, Chapter 24. Pursuant to the cited section, a minimum goal for the participation of SBE subcontractors in the range of 5% to 15% will be established for the construction phase of the contract in conjunction with establishment of the GMP. (Additional information regarding the SBE program is provided in Attachment 5.2 – Small Business Enterprises Requirements.) The subcontracting plan must explain the steps the respondent will take to ensure that it meets or exceeds the goal. These steps may include identifying and assisting non-certified SBE contractors to become certified.
4. The expectation is that not all subcontractors will be equally qualified and that the County and the Contractor will both benefit from enhancing the qualifications of the Pima County subcontractor base. The subcontracting plan may include a description of mentoring, training or other assistance the respondent will provide to enhance the skills of subcontractors and support their qualification and/or continuing development.

The County reserves the right to modify and negotiate the subcontracting plan as necessary to meet the minimum requirements. The final subcontracting plan will be incorporated into the resulting contract and shall be an obligation of the Contractor under the Contract.

5.4 COMPLETED PROJECT INFORMATION SHEET

List all public construction projects over \$1 Million in value the firm has completed in the past five years. Do not list current work on this sheet, see next page. Additional copies may be made as necessary for respondent to provide a complete response.

Project Name	Agency/Owner	Initial/Final Total Construction Cost *	Original Completion Date / Date Completed	Reference/Contact Information	
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:

* (do not include any Pre or Post-construction Services costs)

5.5 CURRENT PROJECT INFORMATION SHEET

List all public construction projects the firm currently has underway or anticipates being awarded. Additional copies may be made as necessary for respondent to provide a complete response.

Project Name	Agency/Owner	Initial & Current Estimated Construction Cost *	Original & Current Estimated Completion Date	Reference/Contact Information	
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:
				Name:	
				Phone:	Fax:

- (do not include any Pre or Post-construction Services costs)

5.6 CONTRACTOR PERFORMANCE INQUIRY

FOR OFFICIAL USE ONLY (WHEN COMPLETED)

PERFORMANCE EVALUATION (CONSTRUCTION)				1. CONTRACT NUMBER	
				2. CEC NUMBER	
IMPORTANT: Be sure to complete Part III - Evaluation of Performance Elements on reverse.					
PART I - GENERAL CONTRACT DATA					
3. TYPE OF EVALUATION (X one) ☐ INTERIM (List percentage _____ %) ☐ FINAL ☐ AMENDED				4. TERMINATED FOR DEFAULT ☐	
5. CONTRACTOR (Name, Address, and ZIP Code)				6.a. PROCUREMENT METHOD (X one) ☐ SEALED BID ☐ NEGOTIATED b. TYPE OF CONTRACT (X one) ☐ FIRM FIXED PRICE ☐ COST REIMBURSEMENT ☐ OTHER (Specify)	
7. DESCRIPTION AND LOCATION OF WORK					
8. TYPE AND PERCENT OF SUBCONTRACTING					
9. FISCAL DATA	a. AMOUNT OF BASIC CONTRACT \$	b. TOTAL AMOUNT OF MODIFICATIONS \$	c. LIQUIDATED DAMAGES ASSESSED \$	d. NET AMOUNT PAID CONTRACTOR \$	
10. SIGNIFICANT DATES	a. DATE OF AWARD	b. ORIGINAL CONTRACT COMPLETION DATE	c. REVISED CONTRACT COMPLETION DATE	d. DATE WORK ACCEPTED	
PART II - PERFORMANCE EVALUATION OF CONTRACTOR					
11. OVERALL RATING (X appropriate block) ☐ OUTSTANDING ☐ ABOVE AVERAGE ☐ SATISFACTORY ☐ MARGINAL ☐ UNSATISFACTORY (Explain in Item 20 on reverse)					
12. EVALUATED BY					
a. ORGANIZATION (Name and Address (Include ZIP Code))				b. TELEPHONE NUMBER (Include Area Code)	
c. NAME AND TITLE		d. SIGNATURE		e. DATE	
13. EVALUATION REVIEWED BY					
a. ORGANIZATION (Name and Address (Include ZIP Code))				b. TELEPHONE NUMBER (Include Area Code)	
c. NAME AND TITLE		d. SIGNATURE		e. DATE	
14. AGENCY USE (Distribution, etc.)					

DD FORM 2626, JUN 94

EXCEPTION TO SF 1420 APPROVED BY GSA/IRMS 6-94

Reset

Adobe Professional 7.0

FOR OFFICIAL USE ONLY (WHEN COMPLETED)

PART III - EVALUATION OF PERFORMANCE ELEMENTS

N/A = NOT APPLICABLE O = OUTSTANDING A = ABOVE AVERAGE S = SATISFACTORY M = MARGINAL U = UNSATISFACTORY

15. QUALITY CONTROL	N/A	O	A	S	M	U	16. EFFECTIVENESS OF MANAGEMENT	N/A	O	A	S	M	U
a. QUALITY OF WORKMANSHIP							a. COOPERATION AND RESPONSIVENESS						
b. ADEQUACY OF THE CQC PLAN							b. MANAGEMENT OF RESOURCES/ PERSONNEL						
c. IMPLEMENTATION OF THE CQC PLAN							c. COORDINATION AND CONTROL OF SUBCONTRACTOR(S)						
d. QUALITY OF QC DOCUMENTATION							d. ADEQUACY OF SITE CLEAN-UP						
e. STORAGE OF MATERIALS							e. EFFECTIVENESS OF JOB-SITE SUPERVISION						
f. ADEQUACY OF MATERIALS							f. COMPLIANCE WITH LAWS AND REGULATIONS						
g. ADEQUACY OF SUBMITTALS							g. PROFESSIONAL CONDUCT						
h. ADEQUACY OF QC TESTING							h. REVIEW/RESOLUTION OF SUBCONTRACTOR'S ISSUES						
i. ADEQUACY OF AS-BUILTS							i. IMPLEMENTATION OF SUBCONTRACTING PLAN						
j. USE OF SPECIFIED MATERIALS													
k. IDENTIFICATION/CORRECTION OF DEFICIENT WORK IN A TIMELY MANNER													
17. TIMELY PERFORMANCE							18. COMPLIANCE WITH LABOR STANDARDS						
a. ADEQUACY OF INITIAL PROGRESS SCHEDULE							a. CORRECTION OF NOTED DEFICIENCIES						
b. ADHERENCE TO APPROVED SCHEDULE							b. PAYROLLS PROPERLY COMPLETED AND SUBMITTED						
c. RESOLUTION OF DELAYS							c. COMPLIANCE WITH LABOR LAWS AND REGULATIONS WITH SPECIFIC ATTENTION TO THE DAVIS-BACON ACT AND EEO REQUIREMENTS						
d. SUBMISSION OF REQUIRED DOCUMENTATION													
e. COMPLETION OF PUNCHLIST ITEMS							19. COMPLIANCE WITH SAFETY STANDARDS						
f. SUBMISSION OF UPDATED AND REVISED PROGRESS SCHEDULES							a. ADEQUACY OF SAFETY PLAN						
g. WARRANTY RESPONSE							b. IMPLEMENTATION OF SAFETY PLAN						
							c. CORRECTION OF NOTED DEFICIENCIES						

20. REMARKS (Explanation of unsatisfactory evaluation is required. Other comments are optional. Provide facts concerning specific events or actions to justify the evaluation. These data must be in sufficient detail to assist contracting officers in determining the contractor's responsibility. Continue on separate sheet(s), if needed.)