1.0 PURPOSE:  
The purpose of this procedure is to document the processes by which construction contracts are administered, monitored and managed.

2.0 RESPONSIBILITIES:  
2.1 Project Delivery Construction Manager (PDCM) – The PDCM shall be responsible for:  
  ● The oversight, coordination and management of all projects within his or her jurisdiction, including activities from pre-design through contract closeout, and all design and construction work necessary to ensure requirements are met.  
  ● Planning the overall construction administration effort in order to achieve goals and requirements for contract completions and closeouts.  
  ● Utilizing the program management resources required, consisting of the program controls group (estimating, scheduling and cost control), and the professional/technical staff required throughout the construction administration effort.  
  ● Assisting in resolving disputes with prime contractors, as part of claims avoidance.  
  ● Overseeing the performance of Construction Managers and Corridor Managers.  
  ● Monitoring and seeking corrective action to ensure that the projects and corridors meet quality, budget and schedule requirements.

2.2 Corridor Manager (CM) – The Corridor Manager shall be responsible for:  
  ● Collaborating with the construction manager for resource planning and management for all aspects of the project’s construction, including:  
    ○ Verifying the Prime contractor’s quality plan, construction plan, and schedule are complete, workable, and in accordance with contract requirements.  
    ○ Determining the need for support staff resources to be provided by the project delivery group. The Corridor Manager consults with the Project Delivery Construction Manager, who is responsible for ensuring that appropriate professional/technical personnel are assigned to the project.  
    ○ Representing the NTTA in dealings with interested third parties on all matters relating to the project. Interested third parties may include: Federal, State agencies; Federal, State, and City elected officials; community boards.  
    ○ Activities shall include, but are not limited to: assisting in the notification of local officials of major, disruptive construction work; assisting in presentations at public hearings; assisting NTTA departments in responding to inquiries from public officials and/or the press; and ensuring that records are maintained.
2.3 Construction Manager -- The construction manager shall be responsible for ensuring quality, budget, and schedule requirements are met. This shall include, but is not limited to:

- Collaborating with the Project Delivery Construction Manager for resource planning and management for all aspects of a project’s construction.
- Ensuring that the prime contractor’s quality plan, construction plan and schedule are complete, workable, and in accordance with contract requirements, including contractor’s submittal of SP to Item 8 Attachment A – Project Status Spreadsheet. See CON-04-A2 for a blank form and CON-04-A1 for an example.
- Administering the contract in accordance with requirements of the contract documents. This shall include, but is not limited to:
  - Establishing, maintaining, and managing an efficient, properly equipped project field office.
  - Documenting prime contractor work and project issues (and recommending sound solutions) in daily reports, appropriate logs, and meeting minutes and overseeing the production of all construction related documentation.
  - Verifying that prime contractors and subcontractors follow the NTTA requirements and policies.
  - Ensuring that official NTTA documents such as change orders, are prepared and routed correctly and in a timely manner.
  - Generating progress payment quantities that accurately reflect the work that was actually performed.
  - Representing the NTTA to prime contractors/subcontractors on all matters relating to the project. This shall include, but is not limited to:
    - Ensuring that prime contractors/subcontractors perform work according to the contractual specifications and approved quality and construction plans.
    - Monitoring prime contractor compliance with prime contractor’s approved submittals.
    - Advising Corridor Manager, Project Delivery Construction Manager and Project Delivery Quality Manager when conditions of significant or repetitive noncompliance occur so as to request formal corrective action to prevent recurrence in accordance with QM-10, Corrective and Preventive Action.
    - Ensuring that work is inspected thoroughly.
    - Managing the submittal/approval process for prime contractor submittals, reviewing prime contractor submittals for accuracy and completeness, and providing appropriate review comments to the Corridor Manager.
Managing, tracking and monitoring the RFI process, verifying that RFIs are addressed by the Design Section Engineer (DSE) or if assigned the Project Delivery Subject Matter Expert (PDSME) fully and promptly following QMS Procedure CON-01.

Managing and maintaining the change order process.

Evaluating claims

Evaluating change orders

Creating nonconformance reports on construction and following them through to final resolution in accordance with CON-07 Construction NCR.

Evaluating and assisting in dispositioning proposed material/equipment substitutions, and processing them as necessary.

Evaluating and assisting in resolving prime contractor disputes or potential claims

Provide support and participate, when requested by the NTTA, in dealings with interested third parties on matters relating to the project. Interested third parties may include: private property owners, utility companies, Federal, State and local agencies, Federal, State and local elected officials, and community boards

Activities may include, but are not limited to: distributing construction notices to local businesses; assisting in the notification of local officials of major, disruptive construction work; conducting construction coordination meetings with prime contractors and utilities and/or Federal, State and local agencies; assisting with presentations at public hearings; and assisting the NTTA in responding to public inquiries. The construction manager shall coordinate with NTTA Project Delivery, NTTA Communications Department, and the Corridor Manager prior to any communications with local businesses.

3.0 SCOPE/APPLICABILITY:
This procedure shall apply to all NTTA corridors and projects.

4.0 REFERENCES:
- NTTA Construction Manual
- CON-01 RFI Review Process procedure
- CON-02 Submittal Review Process procedure
- CON-03 CO Process procedure
- CON-06 Construction Contract Closeout procedure
- QM-06 Deviation procedure
- QM-10 Corrective and Preventive Action procedure
5.0 DEFINITIONS & ACRONYMS:

6.0 PROCEDURES:

6.1 Prebid Meeting – Prior to seeking bids, NTTA Bid Purchasing and the Corridor Manager conduct a Pre-bid meeting to ensure that the bidding prime contractors understand the terms and conditions of the contract and scope of work.

6.2 Preconstruction Meeting – Following Bid Award and prior to construction, the construction manager shall chair a Pre-construction meeting with the major project participants: NTTA Project Delivery, Corridor Manager, prime contractor, key members of the Police Department, affected utilities, local agencies, and representatives of the project’s Design Section Engineer (DSE).

6.3 Field Administration – Throughout construction, the construction manager shall ensure that regular administration and oversight activities are performed in accordance with approved quality and construction plans. Such activities shall include, but are not limited to:

- Construction schedule management:
  - Ensuring that the prime contractor’s long-term plans for construction activity are achievable.
  - Ensuring that the prime contractor implements the approved construction schedule. This includes, but is not limited to, maintaining adequate workforce and equipment levels.
  - Planning support resources based on the “construction look-ahead” (i.e., short-term schedule and relevant drawings and specifications).

- Regular oversight of prime contractor activity:
  - Ensuring that construction work is performed according to all guidelines and preparatory-phase control requirements.
  - Ensuring that construction work is performed according to all necessary external permits and approvals (i.e., from utilities, private property owners, and Federal, State, and local agencies).

- Preparing a thorough weekly report and submitting to Corridor Manager.
- Preparing prompt and thorough evaluations of prime contractor performance.
- Preparing thorough quarterly evaluations of prime contractor compliance with the established quality plan, and submitting those quarterly reports to the Corridor Manager, Project Delivery Construction Manager, and Project Delivery Quality Manager.
- Regular coordination between the prime contractor and the NTTA.
- Ensuring that all prime contractor submittals (e.g., technical, schedule, cost) are reviewed promptly and thoroughly for consistency with contract requirements.
- Ensuring that the prime contractor receives prompt, thorough, and correct responses to RFIs.

6.4 **Field Inspection** – Throughout construction, the construction manager shall ensure that contract work is inspected in accordance with all regulatory and NTTA requirements as documented within the construction quality plan, and that results of tests and inspections are documented in accordance with the quality plan. The prime contractor’s quality plan shall be submitted to the NTTA and approved. Quality control inspections are to be performed by prime contractor personnel, and quality assurance audits by the construction manager. Policy of the NTTA may place the burden for inspection work on the prime contractor; however, this does not absolve the construction manager of responsibility for delivering a quality product to the NTTA.

6.5 When the prime contractor is not in compliance with quality requirements, the construction manager shall:
- Create an NCR
- When necessary, recommend notification of the prime contractor’s Insurance and Bonding Company of all violations with the intent of obtaining full performance of project activities that the prime contractor has failed to perform.

6.6 **Final Acceptance** – Prior to final acceptance, the construction manager shall schedule a site inspection with the NTTA departments and ensures that all documentation is delivered per contractual requirements.

6.7 **Contract Closeout** – Construction contracts shall be closed in accordance with CON-06, Construction Contract Closeout procedure.

7.0 **REGULATORY REQUIREMENTS:**
Applicable State or Federal statutes

8.0 **RELATED BOARD POLICY:**
N/A

9.0 **COMPONENT DOCUMENTS:**
- **CON-04-F1** Project Status Spreadsheet
- **CON-04-A1** Example SP 8.5 Attachment A – Project Status Spreadsheet

10.0 **FLOWCHART**
N/A
## 11.0 REVISION HISTORY:

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<td>06/05/2008</td>
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<td>1</td>
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<td>09/18/2008</td>
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<td>Added responsibility to 3.2 to ensure coordination with NTTA Communications Department</td>
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<td>2</td>
<td>David Kastendick</td>
<td>05/06/2011</td>
<td>10294</td>
<td>Updated titles to current NTTA structure and added CON-04-F1 and CON-04-A1</td>
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