

REQUEST FOR PROPOSAL

STEP
RENOVATIONS TO
EXISTING FACILITY

ROCKY MOUNT, VA

October 12, 2018

INTRODUCTION

Purpose:

The Owner seeks to retain the services of a Construction Manager (CM) for the renovation of the existing STEP building in Rocky Mount, Virginia. The purpose of this Request for Proposal (RFP) is to solicit the following:

1. Qualifications from Construction Management at Risk Firms
2. Construction Management at Risk Proposal with Fees and General Conditions associated with the Construction Phase

The Owner reserves the right to select or reject any and all responses as a result of this Request for Proposal. The Owner is not liable for any costs incurred by any person or firm responding to this Request for Proposal.

Respondents agree to waive any claims they have or may have against the Owner, it's employees, agents, members, representatives and legal counsel, arising out of or in connection with the administration, evaluation, recommendation or selection of any proposal or qualifications; waiver of any representations under the proposal or documents; accept or reject any proposal or qualifications and award of a contract.

STATEMENT OF NEEDS

The Owner desires to retain the services of a professional Construction Manager at Risk (CM) firm for the management of the construction of the STEP building renovations project. The Owner shall have the right to terminate the relationship with the Construction Management firm at any time without cause.

To qualify for consideration, a firm must be prepared to provide the expertise, resources and personnel experienced in project planning, cost management, project control, pre-construction and construction techniques, value-engineering analysis, scheduling and quality assurance throughout the planning and construction phases of the project.

The services to be performed by the CM will have as their objective the efficient, economical, and timely delivery of the project by managing the construction of the project within the time and cost limitations and within established quality requirements. The services will be performed during the preconstruction phase and construction phase including working with Owner and architect/engineers in project planning, arrangement of bid packages, bidding and award of the trade contracts and management of construction until commissioning is achieved and through the warranty period.

RFP SCHEDULE

RFP Issuance	October 12, 2018
Proposals Due	November 8, 2018
Fees and General Conditions Form (Exhibit 1)	
Logistics Plan	
Milestone Schedule	
Presentations by select CM teams (if necessary)	November 13, 2018
CM Selection	November 14, 2018
Preconstruction Schedule:	
Interim Estimate and Value Engineering	November 15, 2018 - December 14, 2018
Final GMP Contract	December 18, 2018
Construction Start	January 7, 2018
Construction Complete	May 1, 2019

RESPONSE FORMAT

Firms will be evaluated on the basis of overall experience, depth of resources and compatibility with the Owner. Particular attention should be paid to addressing the desire to achieve a cost effective, efficient building renovation project on a fast tracked Construction Schedule within the given budget.

Format: It is imperative that the Construction Manager's proposal be complete and contain the information requested. In the interest of performing a thorough and timely evaluation of all proposals received, we request that all proposals be submitted in the following tabbed format.

1. Corporate Information (Qualifications)

- a. State the firm's legal name and organizational structure (corporation, partnership, etc.) including whether the corporation is privately or publicly held. If applicable, provide the name and location of the ultimate parent or holding company.
- b. State how long the firm has been doing business under current and past names.
- c. Provide the address of the firm's headquarters.
- d. Provide the address of the principal office responsible for this project.
- e. Provide an organizational structure of the overall company, and the lines of authority through the responding office.

2. Financial Strength (Qualifications)

- a. Provide the name and address of your current Professional Liability Insurance agent. Provide coverage limits of general liability, auto, workers' compensation, umbrella policies, covered operations, effective dates, date of expiration and any exclusions.

Insurance shall be provided and maintained from exposure to liability and until the Work is completed and/or accepted by the Owner with final payment. Limits of liability shall be as outlined in Exhibit 2.

- b. Provide the value of all work currently under contract to the office or division of the firm to manage this project.
- c. Provide the value of all work completed by the office or division of the firm to manage this project (stated in terms of gross billings) for each of the past five years.
- d. Provide the total value of Renovation work completed by the office or division of the firm to manage this project (stated in terms of gross billings) for each of the past five years.
- e. List any outstanding lawsuits by or against your company. Also list any prior lawsuits and arbitration settlements against your company during the past five years.

3. Experience (Qualifications)

- a. Identify up to (5) five of the most recent Renovation of similar size and complexity where the total project value was \$0.5 Million or greater in which your company has provided Preconstruction and/or Construction services. The following information is requested on each project: (Limit: 1 page per project)
 - i. Owner name, address and telephone number that could be contacted as a reference.
 - ii. Completion date and/or status of project, projected completion vs. actual completion.
 - iii. Architect of record, including address and telephone number that could be contacted as reference.
 - iv. Project description
 - v. Project size (number of square feet – separate new construction from renovation).
 - vi. Total construction budget, projected budget vs. actual budget, cost per unit [if appropriate] and cost per square foot – separate new construction from renovation. Describe any value added services provided to enhance the project.
 - vii. NOTE: Be prepared to discuss any lessons learned from each project during presentations.

4. Project Team (Qualifications)

- a. Provide an organization chart of the proposed team with specific project roles for each individual and their permanent office location.
- b. Provide the name, title, and address of the person who will have the overall responsibility for this project from initial engagement through occupancy.
- c. Provide the name, title, and address of the person who will be responsible for the day-to-day activities during the Preconstruction and Construction phases.
- d. Provide resumes, including project experience, for all proposed staff.
- e. Provide three Owner references for each team member.
- f. Provide two architect/design engineer references for each team member.
- g. Provide percentage of commitment for each team member during the Preconstruction and Construction phases.
- h. Project Approach - With regard to each of the following items, specifically identify any unique systems, best practices, or capabilities of your firm, in addition to the discussion of your firm's overall approach. (Limit: 5 pages total)
 - i. Describe the firm's proposed approach to preconstruction and construction in general and then to this project in particular.
 - ii. Discuss your firm's approach for the integration of the input of users and other concerned groups into the preconstruction and construction process.

- iii. Discuss your firm's approach to budget development and management
- iv. Address the firm's concept of plan review and value engineering to maintain constructability, budget, and schedules.
- v. Contingency - Describe how your firm estimates and utilizes a contingency while computing the Guaranteed Maximum Price.

5. Proposal (see [Exhibit 1: Bid Form](#))

- a. Provide lump sum Preconstruction Fee as described in the RFP for the Project and attach a standalone Preconstruction contract for review.
- b. Contractor's Proposed Fee – this fee should be inclusive of all home office overhead and profit.
- c. General Conditions
- d. Performance and Payment Bond – the CM shall provide the Owner with a 100 percent performance and payment bond. (Subcontractor bonds are addressed separately under the [Roles and Responsibilities](#) section of this RFP.)

EVALUATION OF PROPOSALS

The evaluation of proposals will be conducted in the following manner:

1. All proposals received will be given a preliminary screening and evaluation based upon the criteria indicated below. Proposals must complete the Owner's required format to be considered for an interview.
2. Owner may select a limited number of firms to be interviewed. The purpose of the interview will be to answer questions relative to the submittal, ensure an understanding of the objectives, and meet the proposed consulting team. Owner will make the final selection.
3. Owner will endeavor to keep proposals confidential. Nevertheless, Owner assumes no liability for disclosure or use of any information or materials submitted in response to this RFP for any purpose. All submittals are non-confidential and are, therefore, releasable under any applicable Public Records Laws and the Freedom of Information Act, and no liability for compensation in any form relative to any firm's submittal is assumed. All submittals received ultimately become the property of Owner.
4. Owner shall not be liable and Prospective Proposers shall not be reimbursed for any costs or expenses incurred in the preparation and submission of proposals. This RFP constitutes only an invitation to make a proposal to Owner. The Owner reserves, holds, and may in its sole discretion; exercise the following rights and options with respect to this RFP:
 - a. To waive or modify any irregularities in proposals received after notification to Proposers affected.
 - b. To request additional information.
 - c. To select and enter into an agreement with the firm whose proposal best satisfies the interest of the Owner and not necessarily on the basis of price or any other single factor.
 - d. To accept, reject, or negotiate modifications to any proposal, as the Owner shall, in its sole discretion, deem to be in its best interest.
 - e. To issue additional, subsequent solicitations for proposals.
 - f. To conduct investigations with respect to the qualifications of each Proposer.
 - g. To negotiate with any Proposer for amendments or other modifications to their proposals.
 - h. To modify dates.

- i. To exercise its discretion and apply its judgment with respect to any aspect of this RFP, the evaluation of proposals, and the negotiation and award of any contract.
5. Selection Criteria: The major categories that compose the evaluation criteria are as follows:
 - a. Completeness of proposals in responding to the information requested in the uniform proposal format outline and submission in the required format.
 - b. Current and past experience and performance in providing Preconstruction and Construction services for similar projects and programs.
 - c. Evaluation of Key personnel.
 - d. Probable responsiveness to the project team and availability to Owner.
 - e. Depth of the firm, including capabilities and availability of resources.
 - f. Ability to understand the needs of STEP personnel involved in project construction and provide them with suggestions that can achieve their needs in a manner that meets the project budget and project schedule for Owner.
 - g. Proposed fees and General Conditions
6. Schedule of Events and Submission Criteria: The following criteria and dates shall be strictly adhered to. Any deviations from the criteria listed below could result in your proposal being disqualified:
 - a. (1) One Original and (4) four copies of your proposal shall be received no later than November 8, 2018 by 5:00 PM. Submit Proposal original, copies to the attention of the Owner's representative at the following location:

STEP
c/o Bobby Welch
Director of Finance
200 Dent St # B
Rocky Mount, VA 24151

- b. Interviews (if required) will be scheduled with select firms for November 13, 2018. Please provide an email address and contact. We will contact your firm to schedule an interview should your firm be so selected.

Questions - all questions and inquiries shall be directed via email to Bobby Welch at bobby.welch@stepincva.com.

The cutoff date for questions shall be October 29, 2018 COB. All responses shall be issued from the Owner by November 1, 2018.



PRECONSTRUCTION

The following narrative describes proposed work that will be required by the CM as part of the Preconstruction services. The final preconstruction agreement should include, at a minimum, these descriptions.

Design Input: The CM's Project team shall collaboratively support the Architect throughout the entire design process by providing value added Design Assist services that include the following:

- a. Provide initial and ongoing review of the specifications and basis of design narratives.
- b. Provide review of each design development package. Provide input regarding constructability, capital budget adherence, life cycle cost, product longevity, sustainability and compatibility and schedule implications.
- c. Provide potential upfront and long term cost-savings analysis.
- d. Provide analysis of all possible ambiguous scope areas in terms of feasibility and risk.
- e. Efficiently and effectively, procure and manage all Design Assist Subcontractors selected to be engaged early for the benefit of the Project.
- f. Assist with permitting and governmental approvals.

Construction/Design Coordination: It is the CM's responsibility to work in close partnership with the Owner and the Architect to ensure the functions of the building and program are met through coordinated building systems and design. The CM is responsible to ensure that conflicts and constructability issues are identified and resolved throughout the design phase to reduce risk for the Owner prior to the commencement of work. It is expected that the CM will take responsibility for coordination after construction documents, and use models or systems as need to coordinate with individual vendors to reduce the risk of change orders. The CM shall work in partnership with the Architect to address any issues that arise, and should take a proactive approach to coordination that resolves the issues before installation or construction takes place.

Cost Estimates: The Owner anticipates the CM to provide a Project Master Budget, perform value engineering (as required) and provide a Final Construction Cost Estimate to establish the Contract Sum of the GMP. The format of the budget, all estimates and project forecasts must be consistent throughout the duration of the Project.

If a project estimate indicates anticipated cost overruns versus the Project Master Budget, the CM shall lead and coordinate value engineering efforts to bring the Project back within the budget amount.

The Project Master Budget, as well as all estimates and forecasts, shall be considered as confidential and are to be distributed or shared, in whole or in part, only with individuals or organizations approved for such purposes by the Owner.

The Project Master Budget shall include the CM's General Conditions costs, the CM Fee and the Project cost of the work, as well as a design and construction contingency amount to be developed between the CM and the Owner.

The Preconstruction services will include, but not necessarily be limited to, preparation of the following documents and completion of the following services:

1. In concert with Owner representatives, recommend/review and analyze engineering systems for the project.
2. Development of a Project Master Budget.
3. Selection and recruitment of subcontractors.
4. Assist with the evaluation and preparation of cost saving or value management alternatives developed during the design, preconstruction, and construction phases. Incorporate the approved

alternatives into the project. Owner seeking to partner with Construction Manager to achieve a cost effective - accelerated design - construction process.

5. As required, attend regularly scheduled meetings during the design phases. The proposal should include pricing to attend at least five (5) meetings with the planning team. This is in addition to a weekly conference call and any regular construction meetings.

CONSTRUCTION MANAGEMENT

The following narrative describes proposed work that will be required by the CM as part of this project.

The actual construction documents, which will be used in negotiating the Guaranteed Maximum Price (GMP), may vary from these descriptions.

GENERAL

Owner intends to engage the services of a qualified Construction Manager to provide the work comprised of the completed construction required by the contract and includes all labor, materials, and services necessary to complete such construction.

The Construction Manager will be responsible for providing the management staff and organizational structure necessary to execute all construction work for the completion of the project. CM will contract with all trades subcontractors directly and oversee all work to ensure a successful project completion. This management effort will be inclusive but not limited to safety, budget control, quality control, and schedule. The CM will be at-risk in the proposed undertaking and will be responsible for completing the project within the GMP.

The Construction Managers scope of work should include, but not necessarily be limited to:

PROJECT ACCOUNTING

The CM shall establish and maintain Project accounting procedures and cost controls that will, at any time, be subject to audit. The CM shall provide full cooperation and participation in any and all audits conducted relative to the Project and shall make no claim for additional compensation for such cooperation and participation.

The CM's Project accounting procedures should cover all aspects of the Project including:

- Management/Staffing
- Planning
- Disbursements
- Purchases
- General conditions and construction costs
- Permitting, licenses and fees
- Inspection Costs
- Project Closeout

SUBCONTRACTOR QUALIFICATION AND SELECTION PROCESS

It is the Owner's expectation that a minimum of three (3) Subcontractors be successfully qualified and allowed to bid on each respective work package on the Project. The CM shall make available to the Owner all qualification criteria, along with a recommendation for their inclusion in the bidding process, for the Subcontractors recommended to bid on any individual work package on the Project.

The Owner reserves the right to reject, for reasons it may or may not divulge, any Subcontractors recommended to it by the CM. In such a case, the CM shall substitute another proposed Subcontractors that has successfully met the CM's qualification criteria for consideration by the Owner. The rejection of a proposed Subcontractor and the resultant time required by the CM to identify and recommend a substitute should not constitute a claim for a delay in the Project schedule or an increase in the cost of the work. The CM is not bound to the lowest subcontractor price if they can present reasonable claim that another subcontractor is more efficient and thorough.

CM SELF-PERFORMED WORK

The CM may perform portions of the project with its own forces, but only as mutually agreed to by the Owner and CM.

PROCUREMENT PLAN

Within ten (10) days of award, the CM shall present to the Owner a Procurement Plan and Schedule for review and approval. The Plan shall provide administrative guidelines and details for the execution of the CM's procurement responsibilities.

It is the intent of the Owner to not use proprietary specifications or sole source procurement in order to improve the competitive nature and cost of the work.

CONSTRUCTABILITY REVIEW

The CM shall provide constructability inputs to the Architect/Engineer through the Owner. Such inputs shall include, but not be limited to, the following:

- a. The anticipated logistics of implementing the construction reflected by the design documents.
- b. The coordination between differing trades that must occur to implement the design into construction.
- c. The degree of complexity that may result from utilizing materials or equipment initially specified by the Architect/Engineer and their respective availabilities.
- d. The potential for simplification of design details.
- e. The potential and probable assignment of various elements of the work into separate subcontract work packages for bidding purposes.
- f. Any other inputs deemed necessary to be brought to the attention of the Owner.

CONSTRUCTION SCHEDULING

The CM shall be responsible for creating and maintaining the Project schedule. The initial schedule will be submitted to the Owner within ten (10) days of Project award for review. After this review, and the resolution of all comments resulting from the review has occurred, the updated schedule will become the Baseline Schedule considered as the accepted Project Schedule. The Project Schedule will be used from that point forward for close control over all subsequent Project activities.

The Project Schedule shall be issued and reviewed by the CM with Owner and other appropriate Project scheduling personnel on a monthly basis and updated as conditions require throughout the duration of the Project after its initial acceptance.

It is the CM's responsibility to deliver the Project in accordance with the accepted Project Schedule. The CM should immediately notify the Owner of any projected or realized schedule slippage and provide prompt actions to bring the Project back into compliance with the Project Schedule.

CONSTRUCTION QUALITY CONTROL

The CM shall constantly monitor the work it self-performs and the work of its Subcontractors to ensure that unacceptable work is corrected or removed and re-worked with no adverse impacts to the Project Schedule and at no additional cost to the Project.

The CM shall not allow any work to commence that would cover, hide, conceal or otherwise limit the observance of any previously performed work that failed to meet specified requirements until all necessary corrective actions were undertaken and completed in an acceptable manner.

CONSTRUCTION SYSTEMS START-UP & COMMISSIONING

The CM shall provide oversight and observation of the initial energizing of each system, including the assurance that proper factory trained representatives are at the Project site for initial system energizing. The CM shall coordinate the timing of initial system energizing with the Owner to allow the Owner's representatives the opportunity to witness all initial system energizing.

The CM shall support the work of the Owner's Commissioning Agent and Third Party Inspectors by providing information and field support as necessary for the full and complete evaluation and commissioning of the building systems.

CONSTRUCTION PROJECT REPORTING AND DOCUMENTATION

The CM shall provide a monthly report to the Owner to keep key constituents fully informed on all aspects of the Project. The format and distribution of this report shall be as agreed upon between the CM and the Owner.

ADDITIONAL SERVICES

Provide a listing of additional services not described or reasonably inferred herein that the owner may wish to consider adding to this scope of work or that the Construction Manager feels should be added and which are not reasonably inferred. Provide an outline description of each of these services. Be prepared to present value added services during the on-site interview with the appropriate team member representation.

ADDITIONAL INFORMATION

The project will be operated in an “Open Book” fashion, where all time sheets, labor rates, and all other information shall be made available for Owner’s review and use. No hidden or lump sum fees with regard to insurance, accounting charges, etc., will be permitted. Construction Management contract with Owner will be a modified AIA A102-2007, which references and incorporates the AIA General Conditions

ROLES AND RESPONSIBILITIES

The CM shall perform all the services required under: 1) the Preconstruction Agreement; 2) the Contract; 3) Additional Services as directed in writing by the Owner; and 4) change orders to the Contract. The CM is responsible for providing the management, quality control, and administrative tasks needed to perform the services in an expeditious and economical manner consistent with the Contract and the best interests of the Owner. The CM shall be responsible for achieving the Project Goals concerning cost, schedule, scope and quality.

The CM shall provide professional, technical, administrative, and clerical personnel as needed to perform all required services including, but not limited to, those described in this RFP. The services described or specified shall not constitute a comprehensive specification having the effect of excluding services not specifically mentioned. The prices offered in the Form of Proposal shall include all service described in this RFP.

1. The CM’s role is to effectively and efficiently coordinate and control, through the application of proven and innovative techniques, processes, procedures, strategies and all aspects of construction related to the Project to produce well-constructed facilities that meet or exceed the expectations of the Owner.
2. The CM shall provide, at all times, comprehensive management of all aspects of the construction of the Project from its conception to its completion (including financial close out) and acceptance by the Owner. The Scope of Work, as agreed upon between the CM and Owner, may not, under any circumstances, be modified without the written approval of the Owner.
3. The CM should establish a complete and functional Project Management team with a clearly defined single point of contact for communicating with the Owner. This point of contact should be authorized to act on behalf of, and make all necessary financial and resource commitments for the CM’s organization in all matters pertaining to the Project.
4. The CM should organize its Project team such that all correspondence and flow of information is channeled to the CM’s Project Manager for implementation and decision making authority. The CM Project Manager may delegate his/her authority, under procedures previously agreed upon by the Owner, to ensure timely and effective completion of the work.
5. At all times while engaged in providing the requested Construction Management services on the Project, the CM should undertake and execute the following:
 - a. Ensure that CM and all Subcontractors involved with the Project properly apply all processes, procedures and strategies to successfully complete the Scope of Work on time, within budget while meeting or exceeding the Project’s quality expectations.
 - b. Clearly define the responsibilities and boundaries of its work and that of its Subcontractors and coordinate them for maximum productivity and efficiency.
 - c. Conduct periodic and progressive reviews, with all required Project participants present, relating to the Project’s scope, cost, schedule and quality expectations to result in an acceptable performance and outcome.

- d. Regularly convene and administer Project status meetings to inform the Project team and other key Project participants of the Project's progress, including any strategies or acts designed to recover from any adverse impacts to the Project.
 - e. Constantly monitor the work, tracing causes of deficiencies and promptly taking all necessary corrective actions to eliminate such deficiencies.
 - f. Notify the Owner immediately, in writing, when the Project's scope of work, schedule or quality objectives have been, or are proposed to be, modified from that embodied by the original contractual agreement between the Owner and the CM. The CM should assess all changes promptly and effectively and make recommendations to the Owner on how to best incorporate changes into the Project with little or no impact to the Project's scope, cost, schedule or quality objectives.
 - g. Ensure that the work is performed and completed in accordance with all applicable codes, laws, ordinances and regulations, including the making of all required submissions to the proper enforcement/jurisdictional authorities.
 - h. The CM shall obtain any and all permits and licenses required by law to construct the Project.
6. The CM shall be licensed as a Class A Contractor in the Commonwealth of Virginia. Any fees required to obtain such licensure shall be borne by the CM.
 7. At the Owner's option and direction, the CM shall secure, prior to the commencement of any demolition, abatement or construction, executed Standard Performance and Labor and Material Payment Bonds for any subcontractor, each in the sum of the subcontract amount, with the Owner as obligee. All costs are the responsibility of the CM but the cost of the bonds is a cost of doing work that will be included in the GMP.
 8. The CM shall coordinate all completion activities including but not limited to: punch list process and completion, licensing coordination, assembly of guarantees, warranties, operating manuals, as-builts and final acceptance. The punch list process is subject to owner approval.
 9. The CM's scope of work extends through the one (1) year guarantee/warranty period after substantial completion of construction. During this time period the CM shall take the lead role and follow-up to ensure timely correction of all guarantee/warranty items and should provide weekly status updates until all issues are resolved to the satisfaction of the Owner.
 10. The CM shall provide a thorough interdisciplinary coordination review of the construction deliverables as produced by the Project Architect/Engineer prior to initiating any bidding process. The CM shall work with the Project Architect/Engineer during the development of the documents to ensure that the final Construction Documents can be built within the project budget and established schedule. Such collaborative reviews shall incorporate industry standard and accepted procedures. Any features of the deliverables that are ambiguous, confusing, conflicting or erroneous shall be brought to the attention of the Owner, in writing, and a decision regarding such items will be made by the Owner prior to the CM commencing any bidding.

EXHIBIT 1: BID FORM

The undersigned, having examined and understanding the terms and conditions of the RFP, makes the following offers:

1. Provide Lump Sum Preconstruction Fee as described in the RFP for the Project:

\$ _____ (Dollars)

(Attach proposed Preconstruction Services Agreement)

2. For the Construction Management services of the Project in accordance with the RFP the undersigned will charge the following Fee based on a GMP of \$475,000:

_____ (%)

3. Provide Lump Sum General Conditions as described in the RFP.

\$ _____ (Dollars)

(Attach Excel Schedule of Values for all General Conditions included)

4. For changes to the scope of the work for the Project the undersigned will charge the following:

_____ (%) CM Overhead

_____ (%) CM Profit

_____ (%) Subcontractor Overhead & Profit

5. For the provision of the performance and payment bonds in an amount equal to 100% of the Contract sum (express as percentage of the anticipated Construction cost included in the RFP):

_____ (%) Percentage of final GMP Total

Company: _____

Name/Title: _____

Signature: _____



DEFINITION FOR GENERAL CONDITIONS

General Conditions shall mean and include:

1. All Contractor personnel performing supervision, project management or administration of the Work, wherever they are located, and all supervisory personnel managing Work that is self-performed by the Contractor.
2. All of the following items (whether in the form of labor, material, rental equipment or other goods or services and whether they are performed by Subcontractors or provided directly by the Contractor through its own forces and resources):
 - a. daily cleanup, Site and street cleaning, and final cleanup;
 - b. field office (if necessary) and related supplies, equipment and furnishings;
 - c. drinking water, ice and cups for all of the Contractor's personnel and all Subcontractors;
 - d. temporary power, lighting and utilities including hook-ups, distribution and removals to the extent identified as the Contractor's responsibility in the Contract Documents, (provided that costs identified as the responsibility of Subcontractors in the Contract Documents shall be included in the Cost of the Work);
 - e. temporary fences, walkways, traffic control and barricades;
 - f. Project signs;
 - g. protection and safety measures and OSHA requirements;
 - h. costs of long-distance telephone calls, postage and parcel delivery charges, facsimile, radio/communications systems and equipment, and telephone service at the Project Site, and reasonable petty cash expenses of the Project Site office;
 - i. that portion of the reasonable travel and subsistence expenses of the Contractor's personnel incurred while traveling in discharge of duties connected with the Work (but only as approved by Owner in advance and in writing);
 - j. all hoisting and related costs for the handling, transport and moving of construction materials and equipment in connection with the Work;
 - k. temporary heat and protection, temporary roofing, and temporary partitions and dust control;
 - l. temporary toilets for the use of all of the Contractor's personnel and all Subcontractors;
 - m. general expenses including blueprinting and reproduction, progress photographs, job site pickup trucks, etc.;
 - n. Project record survey as required by the Contract Documents.