

MEMO

To: Ms. Maxwell

From: [REDACTED]

Regarding: Construction Management

For your review, I've outlined some of the practices I've used in the past, which may be useful to you for the smooth running of your projects. Whether you initiate all or none is of no issue to me. I simply want to make things as smooth as possible for you and Mr. Epstein and understand your expectations of me as related to your construction projects. As I'm sure you know, all of these responsibilities combined would be a major time commitment.

Typical functions of the owner's representative (as I've experienced them)

- **Act as owners liaison**
- **Receive quotations**
- **Insure owners standards are met**
- **Presence at the job site on a regular basis**
- **Coordinate and stage the work with the contractor or architect to insure the least amount of disruption to the household**
- **Authorize change orders**
- **Track change orders**
- **Advise owner of schedule revisions or delays**

Meet with all the prime contractors prior to commencing construction outlining the owners "requirements" such as who is permitted on site, parking, areas permitted access, smoking, work hours, break areas, restroom facilities, etc. (This eliminates misunderstandings and the workers laying in the lawn as we saw when the gardeners were working at PB.) Workers will go out of their way to see young ladies in the home and at the pool, they will have ample opportunities to work at heights above the screen wall...

General contractor is required to provide a list of 24-hour emergency contact numbers

To minimize misunderstandings, Architect should clearly outline site requirements as far as work area, night lighting, access to water and utilities, securing site, condition site is to be left at the end of each workday, fencing required etc.

Require weekly progress meetings with minutes from the architect or general contractor with copies to attendees, owner, owners' representative.

Require critical path schedule i.e. a schedule showing the weekly progress that must take place to meet the committed completion date.

Determine if a penalty is required by the general contractor if the schedule is not met.

Contractor typically provides a quotation showing the total cost of the project. Field conditions and owners changes are handled through change orders, which are generally approved and tracked by the owners' representative.

Agree upon the required supervision by the general contractor i.e. is the general contractor required to be on site during all working hours? The job runs smoother and faster if this is the case.

Due to liability issues, employees not involved in the project, guests etc typically are not permitted on the site during work hours.

To minimize confusion, all subcontractor and site related questions should be directed through the general contractor to the owners' representative.

There are always circumstances when it is convenient for the owner to speak directly to the contractor rather than go through their representative therefore a system should be devised to relay the information. Typically the contractor would be required to send an email or memo to the owner's representative outlining the decisions/changes made.

Agree upon the required commitment by the architect i.e. are they required on site weekly, daily, are they required at weekly progress meetings?

Videotape of the construction area prior to beginning construction to identify existing conditions. This is handy if we incur any damage. Contractors typically claim it existed when they began the job.

As a courtesy, meet with neighboring property owners prior to the beginning of construction to advise them of project. This eliminates the obvious complaints about parking, noise and dust.