JMU
Facilities Management

FACILITIES MANAGEMENT DEPARTMENT

POLICY: IV: 03 Non-Capital Outlay Project Coordination

DATED: February. 2023
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APPROVED: Executive Director of Facilities and Construction:

I. PURPOSE

The purpose of this procedure is to establish guidelines for project management operations of Non-Capital Outlay Projects by Facilities Engineering and Construction staff and to set forth the procedures and working relationships of those involved in these projects.

II. MISSION AND VISION STATEMENT

Mission
Our mission is to operate in such a way as to maintain an exemplary and sustainable environment that is conducive to academic pursuits and in support of James Madison University's mission.

Vision
To deliver effective, efficient, and excellent services as we strive to promote and support a more sustainable university culture.

III. VALUES

Service: We value excellence in customer service and strive to continue to be the preferred provider of service across campus.
Respect: Through the open exchange of ideas, we hope to foster and atmosphere of mutual respect among ourselves, the university and the local community.
Stewardship: We value social, economic, and environmental responsibility and this commitment guides all of our maintenance of the university's assets.
Collaboration: To ensure optimal results from our operations, we are committed to cultivating strong partnerships within our department, the university, and the local community.
Creativity: We value innovative and creative measures that ensure sustainable practices while also supporting the university's mission.
Professionalism: We take pride in our work and mandate professional etiquette across the entire spectrum of service we provide.
Integrity: We promote ethical, honest, and principled behavior when collaborating with staff, customers, university representatives, and community stakeholders.
Craftsmanship: We maintain a high standard of excellence in our department due, in large part, to the expert craftsmen we have on staff, they help us to meet our mission and vision.

IV. DEFINITIONS

A. James Madison University Higher Education Capital Outlay Manual (JMU Manual) – Designed to present capital outlay process from project planning and approval through design and construction to project completion. The manual is arranged in sequence that parallels the capital outlay process. The manual process is to be followed for all non-general fund capital projects.

B. Construction and Professional Service Manual (CPSM) – Standards, policies, terms, conditions, and procedures to be followed by state agencies and institutions in procuring professional design and construction services (Virginia Department of General Services). CPSM process is to be followed on all state general funded "pool" projects.

C. Architect/Engineer (A/E) – The architectural and/or engineering firms hired to perform consulting services related to programming, design and/or construction administration services for non-capital outlay projects per the JMU Manual or CPSM as issued by the Commonwealth of Virginia Department of General Services.

D. Non-Capital Outlay Project – Projects meeting the definition of non-capital outlay construction in the JMU Manual or CPSM as issued by the Commonwealth of Virginia Department of General Services.

E. Customer Request – Request made by the customer submitted to Work Control.

F. Work Order – The task or job for a customer sent from Work Control to Engineering to be assigned to an Engineering Project Manager.

G. AiM – Integrated Workplace Management System (IWMS) software that provides facilities management tools under one software platform.

H. Work Control Center – Facilities Management staff that ensure university faculty, staff and students are comfortable in their environment. They automate and distribute customer requests.

I. Project Manager – The Engineering and Construction staff member that directs the overall operation of a non-capital outlay project.

J. JMU Designated Building Official – Engineering staff member who is the single point of contact and coordinator with the authority having jurisdiction and administrator of the JMU annual permit.

K. Schematic Design Drawings – The package of drawings and documents as defined in the JMU Manual or CPSM as issued by the Commonwealth of Virginia Department of General Services.

L. Preliminary Design Drawings and Specifications – The package of drawings and specifications as defined in the JMU Manual or CPSM as issued by the Commonwealth of Virginia Department of General Services.

M. Submittal, Testing and Commissioning Checklist – The form used to tabulate submittals, testing, and commissioning activities specified by the A/E (sample document attached to this policy). This form is to be completed by the A/E and included in each review submittal.

N. Construction Documents, also referred to as Working Drawings and Specifications – The package of drawings and specifications to be used as the official contract documents for the construction of a facility, as defined in the JMU Manual or CPSM as issued by the Commonwealth of Virginia Department of General Services.

O. Invitation for Bids – The package of documents assembled and issued by Procurement Services including the Notice of Invitation to Bid, the Instructions to Bidders, the bid form, the pre-bid question form, the general conditions of the construction contract, the supplemental conditions, the special conditions, the forms to be used, the scope of the work as described in the plans and specifications, other documents identified in the specifications, as well as any addenda which may be issued.

P. Change Order – A document, whose form and format is stipulated by the Department of General Services, issued by Procurement, which is agreed to by the contractor and approved by the owner, and authorizes an addition, deletion, or revision to the work as described in the contract documents, or an adjustment in the contract price, the contract time, or to the body of the contract documents, issued on or after the effective date of the agreement.

Q. Completion – Substantial and final completion are as defined in the JMU Manual or CPSM.

R. Contract Price – Monies payable by the owner to the contractor under the contract documents as stated in the contract or as modified by approved change orders.

S. Contract Time – The number of calendar days or the date stipulated in the contract for the completion of the work or as modified by any approved change orders.

T. Contractor – The person, firm or corporation with whom the owner has entered into a contractual agreement for the construction of a facility.

U. Owner – James Madison University, the public body with whom the contractor has entered into a contractual agreement and for whom the work or services are provided.

V. Owner's Representative – The Project Manager, Procurement representative, and Director of Engineering and Construction are those persons empowered to represent the owner in contractual matters. The Project Manager is able to speak for the owner. It should be clearly understood it is mandatory that all change orders related to activities initiated within the Project Manager, A/E, and contractor team. If issues arise which necessitate escalation or mediation beyond that group, the Project Manager and other involved parties shall involve the Director of Engineering and Construction. Only if and when this step proves unsuccessful and/or with the full prior knowledge of the Executive Director of Facilities and Construction will any parties representing the university and/or other Commonwealth entities be involved in the resolution of such issues.

W. Subcontractor – An individual, partnership or corporation having a direct contract with the contractor or with another subcontractor for the performance of a part of the work, subject to written consent of the owner.

X. Systems Startup and Acceptance Testing – A joint effort to test and commission building elements, devices, and systems requiring the participation of university staff, A/E, sub-consultants, contractor, sub-contractors, testing agency, and others. This process is a proactive effort to ensure building systems

function properly and meet their design intent. The successful completion of this process is a mandatory precursor to the scheduling of DEB inspection and thereby the achievement of substantial completion.

Z. Record Documents – A complete set of project contract documents (drawings and specifications) which the A/E prepares showing the "As built" conditions, locations, and dimensions based upon the contractor's "as built" set of drawings and specifications, and other data furnished by the contractor to the A/E. The record documents shall be prepared and included all noted subsets noted in the CPSM, including CADD, CDROM, and microfilm media.

AA. Substantial Completion – The point in time where the project is sufficiently complete, in accordance with the contract documents, so the project can be utilized for its intended purpose.

AB. Final Inspection – The inspection performed by the Project Manager to confirm the completion of all outstanding items and issues as raised by the punch list, DEB inspections, and other processes.

AC. Occupancy - The point at which JMU officials accepts the space from the contractor. Occupancy is conditional upon many contract requirements such as:

a) Certificate of Use or Occupancy by the Director of Engineering and Building (C.O.-13.3);
b) Receipt of the Certificate of Completion from the A/E (JMUCO13.1 or JMUCO13.1A) (C.O.-13.1 or C.O.-13.1a);
c) Receipt of the Certificate of Completion from the Contractor (JMUCO 13.2 or JMUCO 13.2A)(C.O.-13.2 or C.O.-13.2a)
d) Receipt of written certification from the State Fire Marshall that the project complies with all fire safety requirements and codes.

AF. JMU Project Team - A team appointed to advise and participate in the construction, move-in, closeout and warranty period of the project. This team will include: the Project Manager, Administrative Assistant, Director of Engineering and Construction, Executive Director of Facilities and Construction and the approved end user representative.

V. RESPONSIBILITIES

A. Engineering Project Manager - Responsible for the management of the overall project with duties as defined in their employee work profile and in the JMU Higher Education Capital Outlay Manual (JMU Manual) and Commonwealth of Virginia's Construction and Professional Services Manual (CPSM).

B. Engineering staff - Responsible for managing the design documents preparation and construction of non-capital outlay projects and maintenance reserve projects.

C. The Vice President for Administration and Finance has final divisional responsibility for non-capital outlay administration, through the Assistant Vice President for Business Services.

VI. PROCEDURE

A. General

The tasks and procedures described in this policy are a combination of Commonwealth and JMU origins. This procedure is meant to supplement those sections of the JMU Manual and CPSM pertaining to the completion and acceptance of construction contracts. This procedure is a guideline. Project Managers are expected to tailor its use to the character of each individual project. The intention of the procedure is to ensure that all relevant tasks have been completed.

B. Non-Capital Outlay Project Process

The Project Manager assigned is tasked with the responsibility of ensuring compliance with JMU procedures. Upon assignment of a project, the Project Manager shall assess the project and shall develop a synopsis which includes the following:

1. Customer submits a customer request;

2. Work Control turns the request into a work request and sends to Engineering in "New" status.

3. Director of Engineering and Construction reviews the work request and assigns an Engineering Project Manager and changes the work request status to "In Planning/Estimate";

4. Project Manager is to contact the customer within 48 hours of receiving the work order to obtain additional details in order to estimate work.

5. Upon initial review, and prior to creating estimate, the Project Manager will notify the JMU Designated Building Official of the scope of work to determine if a building permit and DEB review is required.

6. After the estimate is prepared, the Project Manager is to submit it to the Administrative Assistant for preparation and distribution to the customer for review and approval;

7. The Project Manager is to meet with the customer to explain the scope of work and estimate to clear any confusion and respond to questions so the customer is fully aware of the scope of work of the estimate. The Project Manager is to notify the Administrative Assistant that the meeting has occurred and, if no alterations are needed, to prepare a final estimate;

8. The Administrative Assistant is to send final estimate to customer for review and approval;

9. Customer Rejection – If the customer does not approve the estimate, it is noted in the Work order and the Work order is then closed;

10. Customer Approval – Administrative Assistant changes the Work order status to "Assigned" and verifies the account number to charge. If project costs are over $5,000 a "project" is created in AiM;

11. If a building permit is needed, information is gathered; the Administrative Assistant fills out paperwork and assigns the project a permit number. The JMU Designated Building Official signs

the paperwork to issue a permit. The permit number is entered in AIM under the user define field for reporting purposes. After the project is completed, Project Managers inspect the workmanship and signs paperwork. The JMU Designated Building Official signs off to close the permit. Paperwork is filed.

12. When to project is ready to move forward, the Administrative Assistant issues the purchase order in eVA. (eVA approval flow: customer account budget authority, FM budget authority, Procurement (if over 10k)). A phase will be entered against the work order for the purchase order for billing purposes. The contract is entered under the contract administration screen for FM Accounting to use for invoicing. All costs are tied back to the project/work order.

13. If a shop is needed to assist, a phase is entered by Administrative Assistant to that shop in a new status.;

14. The Project Manager is to enter their time against the work order, on a weekly basis, for billing purposes; FM bills customers monthly. The Director of Engineering and Construction approves time cards. If there is an error, the Administrative Assistant will research to correct any inaccuracies.

15. Upon the completion of work and all time is entered; the Project Manager is to change the work order phase status in AiM to "Work Complete".

16. Once all work and contracts are paid, all phases of the work order are closed and the project is closed by the Administrative Assistant and FM Accounting.

17. The Administrative Assistant will run a cost detail report to obtain total project costs. The project folder is scanned and filed. Hard copy files are kept for 5 years.

18. The Director of Engineering and Construction has the final responsibility for project assignment, initiation, and completion.

C. Maintenance Reserve Project Process

The Project Manager assigned is tasked with the responsibility of ensuring compliance with JMU procedures. Upon assignment of a project, the Project Manager shall assess the project and shall develop a synopsis which includes the following:

1. FM Directors gather to discuss a list of building improvements needed and the level of importance;

2. Work Control turns request into a work request and sends to Engineering in "New" Status.

3. The Director of Engineering and Construction reviews the work request and assigns an Engineering Project Manager and changes the work request status to "In Planning/Estimate";

4. The Project Manager is to contact the customer within 48 hours of receiving the work order to obtain additional details in order to estimate work.

5. Upon initial review, and prior to creating estimate, the Project Manager will notify the JMU Designated Building Official of the scope of work to determine is a building permit and DEB review is required.

6. After the estimate is prepared, the Project Manager is to send it to the Administrative Assistant for preparation to distribute to the customer for review and approval;

The Project Manager is to meet with the customer to explain the scope of work and estimate to clear any confusion and respond to questions so the customer is fully aware of the scope of work for the estimate. The Project Manager is to notify the Administrative Assistant the meeting has occurred and, if no alternations are needed, to prepare a final estimate

7. The Administrative Assistant is to send final estimate to customer to verify funding;

Customer Approval – Administrative Assistant changes the Work order status to "Assigned".

8. If a building permit is needed, information is gathered; the Administrative Assistant fills out paperwork and assign the project a permit number. The JMU Designated Building Official signs the paperwork to issue the permit. The permit number is entered in AIM under the user define field for reporting purposes. After the project is completed, Project Managers inspect workmanship and sign paperwork. The JMU Designated Building Official signs to close the permit. Paperwork is filed.

9. If approved, purchase orders are entered in eVA by the Administrative Assistant (eVA approval flow: account budget authority, FM budget authority, procurement). The contract is entered under the contract administration screen for FM Accounting to use for billing purposes. All costs are tied back to the project.

10. If a shop is needed to assist, a phase is entered by FM Accounting to that shop;

11. The Project Manager is to enter their time against the work order, on a weekly basis, for billing purposes; FM bills customers monthly. The Director of Engineering and Construction approves time cards. If there is an error, the Administrative Assistant will research to find inaccuracies.

12. Upon the completion of work and all time is entered; the Project Manager is to change status in AiM to "Work Complete".

13. Once all work and contracts are paid, all phases of the work order are closed and the project is closed by the FM Accounting.

14. The Administrative Assistant will run a cost detail report to obtain total project costs. The project folder is scanned and filed. Hard copy files are kept for 5 years.

D. Project Coordination

1. Unless specifically authorized in advance by the Director of Engineering and Construction, the management of hazardous material abatement shall be accomplished by FM Engineering. This includes the inspection, monitoring, removal, and project management related to abatement.

E. Design Guidelines

In general, the parameters listed in the JMU Design and Construction Guidelines will be met by project designs unless a specific individual authorization has been given by the Director of Engineering and Construction. The consultant's design for an individual project is vital to the success of the overall campus design and is tasked with the translation of programmatic needs into a functional, aesthetically pleasing and economic reality. The design consultant is expected to be sensitive to the work of others who have been involved with previous campus and facilities design whether on contiguous or adjacent facilities. The design consultant must refer to and verify the work complies with the JMU Design and Construction Guidelines.

The following general goals provide the basis for these guidelines:

- Buildings and facilities must accommodate the functional requirements defined in the project program while contributing to the overall campus environment.
- Landscaping and open spaces must preserve and complement existing features, pedestrian and vehicular traffic, and the outdoor environments.
- Infrastructure projects must integrate with and/or improve existing systems.
- Project aesthetics must contribute to the improvement of the institutional image and establish a sense of visual continuity throughout the campus. It is desirable to use the existing architectural vocabulary when designing new or remodeled facilities.
- Cost effectiveness, maintainability, life cycle costs, budget constraints, safety and the operational aspects of the university's facilities must always be considered when evaluating design options.

An associated task is the coordination of the JMU review of all design and/or aesthetic issues. Overall design intent and specific design solutions should be reviewed by the Project Manager in conjunction with the Director of Engineering and Construction. The Director of Engineering and Construction has the final responsibility for project design. Design solution elements which diminish any of the listed design parameters must individually be specifically authorized by the Director of Engineering and Construction. Design solutions which vary from or diminish any FM technical or engineering standards must be specifically authorized in writing by the Director of Engineering and Construction.

F. Scope Development/Estimate

While the A/E has the prime responsibility to ensure all aspects of the project comply with applicable codes and with the best construction standards and practices, reviewers are expected to be cognizant of these issues and to include relative comments for their areas of expertise. During the review process, reviewers shall meet the critical dates established by the Project Manager for the completion of reviews.

JMU lead reviewers shall include, but are not limited to, the Project Manager, Executive Director of Facilities and Construction, Director of Engineering and Construction, Associate Director of Operations, Assistant Director of Environmental Services, Telecommunications, and the program area to occupy the facility. Lead reviewers from each department are responsible for coordinating the review process within their respective offices/departments and to ensure the appropriate individuals are present for the presentations. It is also the responsibility of lead reviewers to ensure that the entirety of the documents have been reviewed, rather than a partial approach. The Project Manager will assist reviewers in

ensuring applicable sections of the documents have been reviewed. Lead reviewers are also responsible for written or email stipulation of acceptance that must be obtained by the Project Manager.

1. The A/E will deliver one (1) hard copy and one (1) digital copy of the initial schematic design review package to the Project Manager.

2. The Project Manager shall schedule and host a schematic design review with the customer to ensure the project goals are being met and coordinate review with any FM shops deemed necessary.

3. The Project Manager is responsible to confirm the inclusion of necessary revisions to the final schematic design drawings and documents.

G. Preliminary Design Review

Project scope and complexity will define the scope of the Preliminary Design Review. Most Non-Capital projects will proceed directly from Schematic Design to Working Drawings. Large and complex Non-Capital projects will follow the Premilinary Design Review procedures.

Reviews at this intermediate stage of design should focus primarily on compliance with design intent as communicated in schematic design, systems design, and constructability/maintainability. The design depicted should not vary from that approved in the schematic design stage other than adapting to system and structural requirements. Except in the most extreme circumstances, it is the intent of this policy that review comments which add to the scope of work not be acted upon subsequent to schematic design.

Comments at this stage of review must be in writing. Written comments promote clarity of purpose and ensure greater responsibility and accountability of the A/Es to conform to the expressed needs of the university.

For various reasons, projects are often under considerable scheduling pressure during design review. It is; therefore, imperative review procedures be executed as quickly as possible. Without this priority, the considerable number of consecutive tasks described later in this procedure would take such a length of time that a comprehensive review would be impractical from a project scheduling perspective. Likewise, it is also critical that the A/E remain fully aware of the university's review expectations and needs, and therefore maintains a suitable schedule to allow for the unimpeded implementation of this procedure.

The Project Manager coordinates the review process with other JMU personnel and the A/E.

While the A/E has the prime responsibility to ensure all aspects of the project comply with applicable codes and with the best construction standards and practices, reviewers are expected to be cognizant of these issues and to include relative comments for their areas of expertise. During the review process, reviewers shall meet the critical dates established by the Project Manager for the completion of reviews.

JMU lead reviewers shall include, but are not limited to, the Project Manager, the Project Engineer, Executive Director of Facilities and Construction, Director of Engineering and Construction, Associate Director of Operations, Assistant Director of Environmental Services, Police and Safety, Telecommunications, and the program area to occupy the facility. Lead reviewers from each department are responsible for coordinating the review process within their respective offices/departments and to ensure that the appropriate individuals present for the presentations. It is also the responsibility of lead reviewers to ensure the entirety of the documents have been reviewed, rather than a partial approach.

The following procedures are listed in anticipated chronological order:

1. The A/E will deliver (1) hard copy and (1) digital copy of the initial preliminary design review package to the Project Manager.

2. The Project Manager shall distribute the drawings and specifications digitally to the list of JMU reviewers along with a schedule for completing the internal review.

3. The Project Manager is responsible for confirming the inclusion of necessary revisions to the preliminary drawings and specifications.

H. Working Drawing Review

Reviews at this final stage of design should focus primarily on errors and/or omissions in the construction documents within the established scope of work. Except in the most extreme circumstances, it is the intent of this policy that review comments add to the scope of work not be acted upon.

Comments at this stage of review must be in writing. Written comments promote clarity of purpose and ensure greater responsibility and accountability of the A/Es to conform to the expressed needs of the university.

For various reasons, non-capital projects are often under considerable scheduling pressure during later design and review stages. It is, therefore, imperative all review procedures be executed as quickly as possible. Without this priority, the considerable number of consecutive tasks described later in this procedure would take such a length of time that a comprehensive review would be impractical from a project scheduling perspective. Likewise, it is also critical that the A/E remain fully aware of the university's review expectations and needs, and therefore maintains a suitable schedule to allow for the unimpeded implementation of this procedure.

The following procedures are listed in anticipated chronological order:

1. The A/E will deliver one (1) hard copy and one (1) digital copy of the initial working drawing review package to the Project Manager.

2. The Project Manager shall distribute the drawings and specifications digitally to the list of JMU reviewers along with a schedule for completing the internal review.

3. As required, the Project Manager sends the required package to JMU Designated Building Official who submits the required review package to DEB and other central review agencies. The submission package shall include the working drawings, specifications, A/E calculations (if required), and transmittal detailing the review package's contents.

4. The JMU Designated Building Official distributes DEB review comments to the Project Manager who receives, date stamps, and logs. Copies of comments are distributed to the A/E and JMU reviewers.

5. The Project Manager receives, date stamps, and logs A/E responses to DEB comments and prepares the university's response. The response is checked by the Director of Engineering and Construction (subsequent to JMU lead reviewers, as required) and submitted to DEB through the JMU Designated Building Official, with copies to the A/E and JMU reviewers. During this phase of the review process, it may be desirable to schedule a meeting at DEB with the A/E and the DEB reviewers to resolve the State's comments in an expeditious manner.

6. The Project Manager receives the final draft documents from the A/E and makes them available to JMU lead reviewers and forwards them to the JMU Designated Building Official for distribution to DEB.

7. The Project Manager reviews draft advertisement for bids with Procurement.

8. The Project Manager distributes copies of any addenda and/or amendments to Procurement.

I. Design Aesthetics and Finishes Review

Approvals

1. At the schematic design stage, the intent shall be established for the project's architectural style. This will include specific documented approval by the university of written and graphic depictions of the intended finishes.

2. At the working drawing phase, the details for interior and/or exterior finish material installation, interface between differing materials, and the interface between existing and new construction shall be separately presented to and specifically approved by the Project Manager and Director of Engineering and Construction.

3. During construction, as a predecessor to A/E approval, materials sample submittals for exterior and interior finishes shall be specifically approved in writing by the university. This does not necessarily include the detailed approval of erection or installation shop drawings, and does not usurp or abridge the A/E's contractual approval requirement.

4. During construction, the requirement for mock-ups of masonry unit, precast concrete, windows, flashings, and other typically specified building components shall not be waived without explicit approval of the Director of Engineering. Approval of the physical mock-up by the university is an absolute requirement.

Records

1. The Project Manager shall ensure a copy of design submittal approvals relative to finishes and aesthetics are kept within the Engineering office. These records shall include sketches, renderings, models, color boards, interior finish boards, meeting minutes for presentations (including a list of attendees), computer simulations, letters of approval, and/or other similar items. Each such item will have attached or directly upon the sample physical notation of project name, approval indicating individuals, entities, and dates.

2. The Project Manager shall ensure a copy of construction finish material submittal approvals are kept within the Engineering office. These records shall include field sketches, color samples, meeting

minutes for presentations (including a list of attendees), letters of approval, photographs of mock-ups, and/or other similar items. Each such item will have attached or directly upon the sample physical notation of approval indicating project name, individuals, entities, and dates.

J. Non-Capital Bid Procedures

In general, while the Project Manager assigned by the Director of Engineering and Construction shall be responsible for overall project progress and coordination, the Procurement representative shall ensure procedures established by this policy and bid related JMU Manual or CPSM requirements have been complied. The Project Manager is also responsible for central communications with the A/E, documenting the A/E interpretations and comments relative to the bidding process, distributing relevant documents/forms, and scheduling meetings as required. The Project Manager shall be the primary party in conducting the pre-bid conference. Attendance at the pre-bid conference is mandatory for all bidders.

The Project Manager is responsible for ensuring bid packages are complete, and meet submittal content and design criteria. The Project Manager is also tasked with ensuring projects are bid within the established budget. This responsibility includes the duty to establish contingency or fall back strategies for additive bid items or other acceptable means to ensure compliance with the budget. Such strategies are subject to prior approval by the Director of Engineering and Construction. The Project Manager coordinates the bid process with JMU personnel, the A/E, and the central agency representatives. The Procurement representative is responsible for ensuring bidding processes comply with the JMU Manual or CPSM and procurement regulations.

K. Non-Capital Change Order Procedures

Construction change orders become necessary when emergent issues during construction impact the contracted scope of work. These changes may be due to unforeseen conditions or to user-directed changes. Changes involving the contract cost or performance time must be included in a contract change order.

The Project Manager shall ensure the contractor is informed of the prohibition of work covered by a proposed change order being initiated prior to receipt of a fully executed change order. Work performed prior to receipt of an executed change order is undertaken at the sole risk of the contractor. Should a change order not be approved, such work shall be removed and corrective work accomplished to return the disturbed areas to original condition. These remedial measures shall be accomplished at no additional cost to the owner, and at no cost to the project contract completion schedule.

If it becomes necessary to infuse additional funds into the project budget to cover valid construction change orders, the Project Manager will submit documentation with a full break out of cost and written justification of the Change Order to the Director of Engineering and Construction. The Director of Engineering and Construction will forward the request for additional funding for approval. It is expected that the Project Manager operate in a proactive manner to the greatest degree possible.

Changes in contract time inevitably impact the end user and the overall university operation. Any proposed change which will affect contract completion time (substantial or final) must have prior approval of the Director of Engineering and Construction and the Executive Director of Facilities and Construction.

Procedures outlined here will begin after a change in the work is identified by either the owner, contractor, or consultant. This policy will provide a comprehensive guide for all required tasks during the preparation and approval of change orders.

In general, the Procurement representative is tasked with ensuring compliance with change order procedures. The Project Manager is responsible for central communications with the A/E and contractor. The Project Manager, consultant, contractor and all the related sub-contractors or sub-consultants have specific responsibilities during the development of a change order. However, it is ultimately the Procurement representative's responsibility to ensure complete compliance with these and other associated requirements.

To ensure compliance with JMU HECO Manual and the CPSM, JMU requires the following change order procedures be followed:

1. No change order proposal may be initiated without prior approval of the owner's representative. Neither the A/E nor the contractor shall process any change order without approval to proceed from the Project Manager. Change order originating from any other source or change order support materials received without prior approval will be returned with no action taken.

2. The contractor will send change order proposals to the to the Project Manager. Change orders must be reviewed for technical impact by university program representatives, FM, and IT staff, if applicable. The Project Manager is responsible for accomplishing and documenting these reviews.

3. If the change order proposal is acceptable, predicated upon the concurrence of the Procurement representative, the Project Manager shall send the Change Order documentation to Procurement for processing. Procurement shall notify and provide a copy of the fully executed Change Order to the Project Manager and Administrative Assistant.

4. No work associated with any change order shall be initiated prior to approval and execution of a change order. Work done prior to receipt of an executed change order is in every case undertaken at the sole risk of the contractor. Should a change order not be approved, all such work shall be removed and corrective work accomplished to return the disturbed areas to original condition. These remedial measures shall be accomplished at no additional cost to the owner, and at no cost to the project contract completion schedule. No payment for work not authorized by a fully executed change order shall be invoiced or paid.

5. The Procurement representative shall confirm change order forms and formats conform to the requirements of the JMU Manual or CPSM and to this section.

L. Application for Payment Review

The Project Manager shall review each application for payment from the contractor or A/E, not only for conformance with actual project progress and events, but also for arithmetic and format correctness. Irregular or erroneous submittals will be returned to the contractor or A/E for correction. The Project Manager shall reject all applications for payment not including all required forms, submittal accompaniments, and backup documentation. Once the application is approved, the Project Manager shall notify the Administrative Assistant for processing the payment.

Release of any retainage is not approved until the project achieves Final Completion. Any retainage release prior to Final Completion must be reviewed and approved by the Director of Engineering and Construction prior to processing the application for payment.

M. Construction Site Access

1. From the "Notice to Proceed" through final completion the General Contractor has control over granting access to the site. The Project Manager is responsible to coordinate approval to unrestricted access to the site from the General Contractor for the members of the JMU project team. Anyone accessing the site, including the project team, must follow the General Contractor's rules for visitor site access and safety.

2. Site tours and/or access for any person not part of the project team shall be coordinated by the Project Manager. Prior to site access for any person not part of the project team, the Project Manager will seek approval from the General Contractor to grant site access and ensure the site is safe for outside persons to access the site.

3. The Project Manager will escort the person(s) after both approvals are granted. No one outside of the project team is allowed on any construction site unescorted.

N. Non-Capital Outlay Project Close-out

Procedures outlined below will generally occur as the project approaches the point of occupancy or completion, however, listed tasks begin well in advance of this milestone. It is also critical tasks listed are dependent upon the successful work of a number of persons and entities. The responsible party listed is the prime initiator or facilitator of the work, not the sole person tasked with the accomplishment of the listed duty. Generally the subject tasks from this policy are accomplished subsequent to occupancy. This stipulates that commissioning, start-up/acceptance testing, JMU staff training, punch list generation, punch list corrections, final inspection, A/E Certificate of Completion, certification by the Fire Marshall, etc. have all been successfully completed.

This procedure is a guideline. Project managers are expected to tailor its use to the character of each individual project. The intention of the procedure is to ensure relevant close-out tasks have been completed.

Prior to the initiation of this phase of a project, the Project Manager shall assess the overall status of the project, and shall develop a synopsis which describes the following:

1. The success of the project in accomplishing the initial and revised program goals, schedule, and accomplishment within physical/operational proximities;

2. The status of the project budget, associating monetary values and funding sources to uncompleted program goals and project tasks;

3. The status of the project schedule, associating timelines and assigned deliverables for uncompleted program goals and project tasks;

4. The status of project related accounts, including a plan and schedule for the closeout of associated accounts, work orders, and purchase orders.

The task of closing project accounts, files and documents is a critical element in the management of a project. The Project Manager must provide a description of the tasks involved and the projected schedule to the Director of Engineering and Construction at the beginning of this phase. The Project Manager must also certify timely completion of checklist items.

- Upon completion of a project, and prior to release of any retainage, the Project Manager shall obtain from the contractor copies of all project closeout documents as described in the JMU Design and Construction Guidelines. The Project Manager is responsible for recording all closeout documents in the FM archives, to be accessible by the FM shops.
- If DEB review is required on the project, the Project Manager is to provide the JMU Designated Building Official with the proper closeout documents required by DEB in order for the permit to be closed.
- The JMU Designated Building Official submits the required closeout documents through BITS, and notifies both the Project Manager and Administrative Assistant.

O. Project Warranty Management

This procedure is a guideline. Project Managers are expected to tailor its use to the character of each individual project. The intention of the procedure is to ensure relevant tasks have been completed.

1. The procedures for this policy are for the accomplishment of all applicable project warranty tasks for each assigned project. It is preeminent upon the assigned Engineering Project Manager to review this procedure with respect to each specific project, to tailor its application, and to add any additional appropriate items necessary to document the process and intended end product or the project initiation process. The guarantee of the work is as defined in the General Conditions of the Contract. Upon completion of a project, and prior to release of any retainage, the Project Manager shall obtain from the contractor written copies of all project warranties. It is the Project Manager's responsibility to record all warranties as part of the project closeout documentation.
   As the Project Manager has administered the project to the point of completion, it follows that the warranty claim procedure should also be administered by an Engineering representative.
2. A potential warranty claim may be submitted by any person. The submission of a notice will initiate the following events:
   a. A problem is reported to FM through the established work order system process or directly by an FM associate. Every effort should be made to adjust, or otherwise maintain an item made before reporting the discrepancy as a warranty claim, as items may later be determined to be non-warranty and could therefore impose additional cost on the university.
   b. The responsible Project Manager determines if the issue is a normal maintenance task or a warranty item.
   c. If it is a warranty item, there are two possible actions.
      i. If the issue is an emergency, there are two courses of action;
         1. During work hours, the Project Manager should be notified of the emergency as quickly as possible so that FM may assist in initiating action with the contractor.
         2. After work hours FM will call the contractor directly for assistance and notify the Project Manager assigned to the project at their after-hours emergency number.

In either case FM monitors the work and confirms satisfactory repair completion. A Work order indicating completion is sent to the Project Manager to document the problem and the response. The Project Manager is responsible for keeping records of all warranty items in the project files.

ii. If the issue is not an emergency then the claim form information is to be provided to the Project Manager in either written or email format. The Project Manager will notify the contractor. The Project Manager coordinates the response with the associated FM supervisor to ensure that all appropriate parties participate in the confirmation of acceptable response.

iii. The repair must be verified that it is complete by both the Project Manager and the associated FM supervisor. FM staff then verifies that the repair is complete as well.

3. If deemed necessary, and approximately one month prior to the end of the warranty period, the Project Manager will schedule and administer a final warranty inspection of the entire project. This inspection will involve the facility users, the associated FM shop staff, the A/E (including all sub-consultants) and the general contractor. All facets of the project will be examined and a written list of warranty and non-warranty items noted. A list of warranty items will be transmitted to the general contractor within five (5) working days along with a requirement that a schedule for the accomplishment of all necessary corrective work be returned prior to the end of the warranty period. It is the Project Manager's responsibility to manage the corrective work until all items have been addressed and verified by the associated FM staff.