

INSERT TAB:

"Introduction"



## **ASC 2017 – Project Management** **Instructions and Timeline**

### **Introduction – 2/9/17**

Your team will act as members of DPR Construction; determining if you will take the deal set forth by your client. You are empowered to make key contractual, business and logistical decisions. The decisions your team makes will have significant consequences and will impact the success of your project. The strategy that you choose will map the road ahead, but may also expose you to possible roadblocks. You are expected to adapt to situations, engineer solutions, demonstrate DPR's Core Values, and deliver a project decision while maintaining raving fans.

DPR is responding to a Request for Proposal for the Gattaca Project. DPR is still determining if the project is one in which we want to pursue. Your selection on whether or not to take the project is based upon your team decision about the client's contract, schedule and budget requirements; while maintaining a great relationship.

Gattaca (located in California) has been a great client of DPR in the past. We have built several projects for them over the past few decades and would like to continue the relationship as long as the deal is fair, equitable, and profitable.

Gattaca believes in delivering bioengineering projects that impact the world while ensuring a sense of community connectivity. Gattaca and DPR have transformed the world through design, construction, and through science on several past endeavors. Gattaca is looking to expand as a company and in doing so they are asking DPR to help with construction of the new Gattaca facility. Gattaca is a state of the art bioengineering leader for the chemical industry. It is a building that will last for 100 years and will be a marque milestone in the progression of chemistry to create sustainable products.

### **List of Project Modules:**

The final team score will be a composite of the following:

20 Points	Contract Risk Assessment Module
20 Points	Logistics + Schedule Modules
20 Points	MEP Equipment Module
20 Points	General Conditions (GC's) and Schedule of Values (SOV) Module
20 Points	All Scenarios + Red-Zone "Go/No-Go" + Mini Presentation
30 Points	Final Presentation
<i>130 Points</i>	<i>Total Points</i>



## **Schedule:**

### **THURSDAY, 2/9/17**

<b>Time</b>	<b>Activity</b>	<b>Activity is DUE</b>
6:00 AM	Initial Presentation at Fremont Room.	
7:00 AM	Students Receive INITIAL PROJECT INFORMATION.	
10:00 AM	<u>GC's and SOV Module Explanation</u> – Only <b>(2)</b> Students per Team come down to Fremont Room for GC's and SOV Module Presentation. Students should bring questions about GC's and SOV module and DPR execs can answer.	
2:00 PM – 4:00 PM	<u>Mini-Presentations</u> - Information for this activity will be provided to you through email sometime during the day.	
3:00 PM		<u>Contract Risk Assessment</u> Module is DUE.
5:00 PM	<u>Logistics Module</u> - Only <b>(2)</b> Students per Team come down to Fremont Room for Logistics Module Presentation. This will be a new module which students did not receive at 7 AM.	
8:00 PM		1. <u>GC Module</u> is DUE. 2. <u>SOV Module</u> is DUE. 3. <u>Schedule Module</u> is DUE. 4. <u>MEP Equipment Module</u> is DUE.
10:00 PM		1. <u>Logistics Module</u> is DUE 2. <u>Red Zone "Go/No-Go"</u> is DUE.

### **FRIDAY, 2/10/17**

7:00 AM	Presentation Times will be posted at Fremont Room.	All Presentation Materials are DUE to Fremont Room.
8:00 AM – 4:00 PM	Team Presentations at Fremont Room	
5:00 PM	Problem Recap at Fremont Room	
6:00 PM – 7:00 PM	Student Info Session – Hang out and talk to DPR at Fremont Room.	



## **1. Contract Risk Assessment Module**

During this module, your team will evaluate the (2) contract documents provided. Use the Risk Assessment Form as a tool to dive deep into each contract and learn the positives and negatives of each. Then Fill out the Contract Comparison document to finalize your analysis and help lead you toward your contract selection. You can find detailed instructions in the module section of your binder and usb.

### **Turn In:**

Your Team will turn in the following items for this module by email.

- **(2) Completed Risk Assessment Forms**
- **(1) Contract Comparison Document**

## **2. Logistics Module**

It is crucial that all parties who are traveling through and nearby a construction project clearly understand how to travel safely. If this information is unclear, this could put people at risk of injury or worse.

During this module, your team will create logistics plans based on certain requests by your potential owner. You should be detailed and provide a clean, aesthetic final product. This is for your owner so make sure it looks great!

This module is NOT provided in your initial package. This module will be provided to you later in the day as per the schedule on page 2 of this document.

### **Turn In:**

This information will be explained to you when you receive the module.

## **3. Schedule Module**

Project schedules are like the backbone of a project. They explain how a project will flow and detail the sequence of the work. A schedule is also used to help the construction management team prioritize their management activities. By understanding when activities are taking place, and what activities are predecessors and successors, a manager can prioritize his workload to make sure the field team receives the information they need before the work starts.

During this module, your team will create a Line Item schedule in Smartsheet. Your team has been provided milestones and activities. Use what is given to you but also add additional milestones and





activities to create the complete schedule. You can find detailed instructions in the module section of your binder and usb.

**Turn In:**

Your Team will turn in the following items for this module by email.

- **(1) Smartsheet schedule as a pdf document.**
- **(1) Questionnaire filled out**

#### **4. MEP Equipment Module**

As a construction manager, we need to understand what the design is and if we think it works. When we receive design documents, it is our job to review and validate the design before the work starts. We do constructability reviews to help guide our owners and designers to create understandable and achievable construction documents.

During this module, your team will confirm if the design documents accurately depict the required MEP systems which are required for each piece of equipment. The equipment schedule will tell you what each piece of equipment needs.

*For example: An equipment schedule states that a gas range (oven and stove) requires 120V power at 15-Amps, a 3/4" gas line, and a ventilation system. But what if the drawings showed 120V power, but didn't show a gas line or a ventilation system? It is in a construction manager's best interest to catch these discrepancies before schedule and costs are impacted.*

**Turn In:**

Your Team will turn in the following items for this module by email.

- **(1) MEP Equipment Constructability Review**

#### **5. General Conditions (GC's)**

General Conditions are the costs to manage the project. This includes but is not limited to management staffing labor, field offices, equipment, safety, internet, vehicles, food/water, power, printers, etc. It is important for project managers to compile the costs for these items before a project starts so that you can get them into your budget. Imagine if your owner approved your costs for the job but you forgot to include a superintendent, or you forgot internet! Then your fee would have to cover those items!



In this module you will create your GC's for the project. Think hard about what you will need or don't need! You need to make sure you have everything you project requires and nothing more. You don't want to forget anything, but you also don't want to be the person who prices yourself out of a job!

#### **Turn In:**

Your Team will turn in the following items for this module by email.

- **(1) GC document in both pdf and excel formats.**

### **6. Schedule of Values (SOV) Module**

Schedule of Values is where you will buy out your subcontractors. Be smart about who you choose. You want to make sure the subcontractors have included everything that will be required of that scope at a reasonable and competitive price. It is DPR's job to scrutinize the scope and the pricing of all our subcontractors. DPR does not want to take on any risk that the subcontractor should have within their subcontract.

In this module you will review each sub bid and select (1) subcontract per scope of work. Fill in the subcontractor values and add any comments that you think your DPR executive should know about your selected subcontractor.

Then fill out your Insurance/Bond %, Fee, Design and Construction Contingency to finalize your total project cost.

#### **Turn In:**

Your Team will turn in the following items for this module by email.

- **(1) SOV document in both pdf and excel formats.**
- **(1) DPR Subcontractor Bid Evaluation Sheet in both pdf and excel formats.**

### **7. All Scenarios**

The construction industry is a fast-paced and exciting industry. Generally we construction managers are juggling many items at the same time. During the day your team will be sent emails with instructions for deliverables which will be due the same day. Make sure you respond to these emails in a professional and clear way. Your DPR executives expect you to perform at a high level and provide timely responses!



## 8. Red-Zone “Go/No-Go”

Ah, the most exciting question of the day. After you have built the many modules of the day, you have a great understanding of the risks that the project creates. So should DPR take the job or not? Read through the instructions in detail to provide a detailed response for this answer.

### Turn In:

- (1) Response to the RedZone “Go/No-Go” email.

## 9. Mini Presentation

Sometimes email or phone communications are restrictive. It is hard to ask questions back-and-forth in a timely manner over email and phone calls don't allow you to read people's body language. Even face-time can't beat a face-to-face meeting. Sometime during the day we will ask members of your team to come down to Fremont room and present to your DPR executives. The content that you will present will be explained to you sometime during the day.

## 10. Final Presentation

The presentation will be structured as an internal DPR meeting held to discuss the risks of the project. Every member of your team must present. Teams will present their final risk assessments, budget and schedule for the project with a brief recap of how they arrived at those results. The presentation should cover your overall strategy including how the team was structured to accomplish the decision on whether or not to pursue this project. This meeting will also be a forum to present and review risk allowing us an opportunity to share how we might improve for future projects.

### Typical Presentation Outline:

- Setup - 3 minutes
- Team Presentation - 20 minutes
- Question and Answer - 10 minutes
- Breakdown - 2 minute

**7:00 am:** All presentation materials are due. Any handouts or electronic files produced after this time cannot be utilized during the presentation. Please also return all specifications, drawings and USB Modems at this time.

**7:00 am:** Presentation times will be posted.

**8:00 am – 4:00 pm:** Team Presentations



## **11. Problem Requirements**

Information can be directed to your team in numerous ways. Any information from your team to the problem sponsor's team should be transmitted via email.

Physical copies will only be provided for a limited number of the project documents, and if the internet isn't working. All documents will be provided in electronic format. The email accounts provided by your team must be utilized to submit all questions and responses. Therefore your team must have an internet connection during the course of the problem.

### **Email Address**

During the course of the competition you will be communicating with the sponsor's team through this email address:

DPR Executive Team      [ASCdpr@gmail.com](mailto:ASCdpr@gmail.com)

### **Problem Material**

Upon completion of the Initial Presentation your team will be provided with the following materials:

- Project Turnover Binder
- Room Signs
- DPR Survival Kit

### **Project Information**

A real project was utilized to create this problem; however the problem's components are fictitious. The architect, client, and all parties associated to the project have generously granted us permission to utilize the project for the benefit of this educational experience. We insist that their generosity not be taken for granted. Under no circumstances should your team make contact with the client, architect or any representatives of the project. Please refrain from using the internet as a guideline to complete the problem, this will not provide the educational experience in which the problem is intended to produce.

During the course of the problem if any instructional questions arise please address them to Taylor Banks.

INSERT TAB:

"Meet The  
Judges"



# Meet the Judges



## Greg Amon

**School:** Cal Poly San Luis Obispo

**Problems Competed in at Reno:** Heavy Civil, LEED, & Commercial

**Favorite Reno Memory:** Winning! It is the best feeling to represent your school and walk in the ceremony to collect your award. In that moment you are your college's top team like an athlete in a stadium.

**Current Project:** 1 million SF Corporate Office Complex worth \$450 million

## Taylor Banks

**School:** University of California Davis

**Favorite Reno Memory:** Watching last year's DPR problem winner hold up the DPR Championship belt!

**Current Project:** Corporate Office worth \$20 million



## Kegan Haerr

**School:** Cal Poly San Luis Obispo

**Problems Competed in at Reno:** Determining Project Risk as an alternate and as a champ!

**Favorite Reno Memory:** Getting a phone call to interview for my dream-job just minutes after finishing our presentation

**Current Project:** Ground-up, administration building on an active life-science campus with infrastructure upgrades worth \$40 million

## Katherine Christian

**School:** University of Southern California

**Problems Competed in at Reno:** Mixed Use, Design Build and IPD

**Favorite Reno Memory:** The final hour of the competition as the team scrambles to review and turn everything in on time. Nothing beats the adrenaline of running up the stairs to make it to the judge's room just in time.

**Current Project:** 1 million SF Corporate Office complex worth \$450 million



## Collin Weisenburger

**School:** San Diego State University

**Problems Competed in at Reno:** Preconstruction, Alternate competition

**Favorite Reno Memory:** Seeing the competition from the other side- as a judge!

**Current Project:** Multi-tenant Lifesciences project including Lab & Vivarium space.



# Meet the Judges



## Drew Teicheira

**School:** California State University, Long Beach

**Problems Competed in at Reno:** Design Build and Determining Project Risk

**Favorite Reno Memory:** Taking second place in the DPR problem my senior year.

**Current Project:** 300,000 SF Lifesciences Client worth \$72 million

## Amanda Tyer

**School:** San Diego State University

**Problems Competed in at Reno:** Preconstruction

**Favorite Reno Memory:** Celebrating my team's success after our presentation. One of my favorite experiences in college!

**Current Project:** 1 million SF Corporate Office Complex worth \$450 million



## Austin McGaha

**School:** Cal Poly San Luis Obispo

**Problems Competed in at Reno:** Determining Project Risk

**Favorite Reno Memory:** My teammate had to get up and speak and when he went to sit back down his chair collapsed. Luckily it didn't affect the scoring, or so they claim.

**Current Project:** Life Sciences client, worth \$300 million

## Deanna Alexander

**School:** Cal Poly San Luis Obispo

**Problems Competed in at Reno:** Determining Project Risk

**Favorite Reno Memory:** Taking a late night dinner break with my team between finishing the day of competition and starting our presentation for the next day.

**Current Project:** Mission Critical client, worth \$100 million



## Nicholas Fondano

**School:** Arizona State University

**Problems Competed in at Reno:** LEED

**Favorite Reno Memory:** Introducing a new type of problem to the competition and educating students on the importance of Risk Assessment. This is a subject most students do not get to experience in their collegiate career.

**Current Project:** 125,000 SF Advanced Tech project, worth \$17 million

INSERT TAB:

"PROJECT  
MODULES"

INSERT TAB:

"Contract Risk  
Assessment"



# Module 1: Contract Risk Assessment

## How to Complete Contract Risk Assessment Form:

Objective: Determine how risky each of the (2) contracts are for DPR.

Method: Fill out (1) "Owner Contract Risk Assessment" Form for each of the (2) contracts you have received. A total of (2) "Owner Contract Risk Assessment" forms should be filled out and turned in.

Procedure for how to fill out a "Owner Contract Risk Assessment Form:

1. Choose a contract.
2. Open a blank "Owner Contract Risk Assessment" Form.
3. Read the Risk Description, which is a Yes or No question.
4. Find the language in the contract which addresses the Risk Description.
5. Determine if the Risk Description answer is "Yes," "No," or "Other" and put an X in the appropriate box.
  - a. "Other" means it is either Not applicable in the contract, or the answer is something other than a clear Yes or No. Explain why you chose "Other" in the "Comments" section.
6. In the Contract Reference column, write in the contract section number which addresses the Risk Description.
  - a. For example, if Section 4.1.5.6 is the contract location which speaks to the Risk Description, write, "4.1.5.6" in the Contract Reference Section.
7. In the comment box, explain in 1-2 sentences what the contract states in regards to the risk description. By filling this in, it will help you remember how the contract reads in case your DPR executive asks you questions about that item.
8. Perform Steps 3-7 for all rows on the "Owner Contract Risk Assessment" Document.
9. When you get to Section L, review all risks which you have exposed while filling out the form, and write in the Top 3 most significant risks of that contract.
10. After (1) Owner Contract Risk Assessment form is complete, Perform Rows 1-9 for the 2<sup>nd</sup> contract.
11. Compare the (2) Owner Contract Risk Assessment forms and determine which contract is a riskier selection. Then choose which contract is a better selection for DPR.

### Owner Contract Evaluation

<b>Contract Type:</b>	A
<b>Owner:</b>	
<b>ASC School Name:</b>	
<b>Prepared Date:</b>	

No.	Risk Description	Yes	No	Other	Contract Reference	Comments
<b>A DPR Responsibilities</b>						
1	If the project is NOT Design-Build, is DPR responsible for the impacts of <b>errors and omissions</b> in the CDs that are not apparent and discoverable by DPR?					
2	If the Project is not Design Build, is DPR obligated to provide only what is <b>indicated</b> on the Construction Documents, not what is <b>intended</b> from the Construction Documents? ("reasonably inferable" is o.k.)					
3	If the Project is not Design Build, does DPR have to <b>"represent" or "warrant"</b> that the <b>Construction Documents are complete</b> and constructible?					
4	Is DPR required to agree <b>not to disclose confidential</b> Owner information? (this could be via contract language, or a separate Nondisclosure Agreement)					
5	Does Owner have unreasonable restrictions on <b>subcontracting</b> or <b>unreasonable pass-through requirements</b> for subcontractors?					
6	Does the Contract expressly state that DPR has a <b>"fiduciary" relationship</b> with the Owner?					
<b>B Owner Responsibilities</b>						
1	Does the Owner disclaim responsibility for, and prevent DPR from relying on the <b>accuracy of, the Soils Report</b> , other Reports, or information they furnish?					
2	If the project is not Design-Build, does Owner disclaim responsibility for <b>accuracy of the Drawings &amp; Specifications</b> ?					
3	If Owner is a <b>Special Purpose Entity (SPE)</b> , do we have a parent guaranty from an upstream owner with sufficient assets and cash flow?					
4	Does the contract require us to seek recovery for impacts by <b>Owner's Separate Contractors</b> directly from those contractors (rather than through the Owner)?					
5	Does the contract give Owner ownership rights to <b>proprietary DPR or subcontractor intellectual property</b> or technology?					
<b>C Scope</b>						
1	If the project is not design build, are <b>conflicts in quantity or quality</b> resolved by requiring the higher quantity or better quality without an equitable adjustment in Contract Sum or Time?					
2	Is an <b>Order of precedence</b> of the Contract Documents stipulated?					
<b>D Time</b>						
1	Does definition of Substantial Completion require a <b>final certificate of occupancy</b> or other unrealistic requirements?					
2	Are all of the following delays considered <b>Excusable Delays</b> (eligible for time extensions): (i) labor disputes not resolvable by dual gate; (ii) unusual or severe weather; (iii) force majeure events; (iv) acts of governmental authorities for which DPR or subs are not responsible?					
3	Are all delay costs for Owner-responsible delays compensable via Change Order? (There should be no indication that time is the sole remedy for delays.)					
4	Is DPR obligated to meet <b>all activity dates in our schedule</b> , instead of just the Contract Substantial Completion and/or Milestone dates?					
<b>E Budget/GMP/Contract Sum</b>						
1	Is the Contract Sum qualified by a DPR <b>Basis of Contract/GMP (Basis of Estimate)?</b>					
2	Are individual <b>GMP line items</b> , other than General Conditions, separately guaranteed?					
3	Is there a fair definition for <b>allowable uses of contingency</b> for DPR?					
4	Can DPR use project <b>contingency without Owner's prior consent?</b>					
<b>F Cost Reimbursement &amp; Billings</b>						
1	If Owner <b>audits Labor Rates</b> , do they have the right to adjust them and pay less than agreed DPR rates?					
2	Are Lump Sum costs <b>auditable?</b>					



3	Does the contract require use of Owner custom <u>Lien Waiver forms</u> with Pay Apps, instead of DPR's state-compliant forms?				
4	Is DPR's obligation to <u>remove liens</u> relieved if Owner is in default of payments obligations to DPR?				
5	Are any of the following required prior to Owner's <u>Final Payment</u> : (1) expiration of lien rights at all tiers; (2) unconditional lien & claim waivers/releases; or (3) payment of all costs, including to subcontractors?				
6	Does DPR have to waive all claims as a prerequisite to receipt of <u>Progress Payments</u> ?				
7	Is payment due within <u>30 days</u> or sooner of Owner's receipt of DPR's Pay Application?				
8	Is the Owner allowed to hold <u>retainage</u> until Final Completion (rather than Substantial Completion)?				
9	Does <u>Interest</u> accrue on late Owner payments?				
10	Does DPR have the right to <u>stop work</u> if Owner fails to pay per the Contract?				
11	For cost-reimbursable contracts (including GMP): is the definition of <u>reimbursable costs</u> (Cost of the Work) reasonable and complete?				
12	If Owner terminates for convenience, are we entitled to be paid our incurred <u>costs due to the termination</u> in addition to payment of costs & fee for Work completed up thru termination?				
<b>G Indemnification/Insurance</b>					
1	Does the Owner indemnify DPR for <u>existing Hazardous Materials</u> ?				
2	Is DPR responsible for risk of loss to the Work other than due to the negligence of DPR or our subs?				
3	If the Owner is providing <u>Builder's Risk</u> coverage, has their policy been reviewed by our broker?				
4	If DPR is providing <u>Builder's Risk</u> , do we have verification from our broker that the coverage is in effect?				
5	If required by DPR's policy on <u>subcontractor default insurance</u> (i.e., Subguard), will the project be enrolled in the program?				
<b>H Changes</b>					
1	Do Change Orders take <u>precedence</u> over the Agreement?				
2	Does Contract allow a change in Contract Price/GMP and Contract Time for <u>undisclosed or concealed subsurface or physical conditions</u> ?				
3	Is a reasonable <u>Change Order Fee</u> percentage stipulated?				
4	Is a <u>Construction Change Directive</u> process (or similar) allowed for performing change work prior to Change Order?				
5	Is our <u>Fee reduced</u> for deductive change orders?				
6	Does the Owner have the right to issue Change Orders that can change DPR's <u>Contract Sum or Contract Time unilaterally</u> (with only their signature)?				
<b>I Damages/Disputes</b>					
1	Is there a mutual waiver of <u>Consequential Damages</u> clause?				
2	Are <u>Liquidated Damages</u> the sole remedy stipulated for late performance by DPR?				
3	Are Attorneys fees payable to the <u>Prevailing Party</u> in a dispute under the Contract?				
<b>J Design-Build - if applicable</b>					
1	Is this a <u>Design-Build Project/Contract</u> ?				
2	Is the <u>Owner's Program</u> attached as Contract Document?				
3	Are the Owner's <u>Design requirements</u> clearly defined?				
<b>K Other</b>					
1	Is DPR's obligation to <u>correct defective work</u> limited to 1 year after substantial completion?				
2	Does DPR's <u>warranty</u> exclude damage by others, failure to properly maintain, and wear and tear under normal or excessive usage?				
3	Does Owner have the right to take <u>assignment</u> of our <u>subcontracts</u> in a <u>termination for convenience</u> ?				
<b>L Top 3 Significant Risks from this Contract</b>					
1					
2					
3					

### Owner Contract Evaluation

<b>Contract Type:</b>	B
<b>Owner:</b>	
<b>ASC School Name:</b>	
<b>Prepared Date:</b>	

No.	Risk Description	Yes	No	Other	Contract Reference	Comments
<b>A DPR Responsibilities</b>						
1	If the project is NOT Design-Build, is DPR responsible for the impacts of <b>errors and omissions</b> in the CDs that are not apparent and discoverable by DPR?					
2	If the Project is not Design Build, is DPR obligated to provide only what is <b>indicated</b> on the Construction Documents, not what is <b>intended</b> from the Construction Documents? ("reasonably inferable" is o.k.)					
3	If the Project is not Design Build, does DPR have to <b>"represent" or "warrant"</b> that the <b>Construction Documents are complete</b> and constructible?					
4	Is DPR required to agree <b>not to disclose confidential</b> Owner information? (this could be via contract language, or a separate Nondisclosure Agreement)					
5	Does Owner have unreasonable restrictions on <b>subcontracting</b> or <b>unreasonable pass-through requirements</b> for subcontractors?					
6	Does the Contract expressly state that DPR has a <b>"fiduciary" relationship</b> with the Owner?					
<b>B Owner Responsibilities</b>						
1	Does the Owner disclaim responsibility for, and prevent DPR from relying on the <b>accuracy of, the Soils Report</b> , other Reports, or information they furnish?					
2	If the project is not Design-Build, does Owner disclaim responsibility for <b>accuracy of the Drawings &amp; Specifications</b> ?					
3	If Owner is a <b>Special Purpose Entity (SPE)</b> , do we have a parent guaranty from an upstream owner with sufficient assets and cash flow?					
4	Does the contract require us to seek recovery for impacts by <b>Owner's Separate Contractors</b> directly from those contractors (rather than through the Owner)?					
5	Does the contract give Owner ownership rights to <b>proprietary DPR or subcontractor intellectual property</b> or technology?					
<b>C Scope</b>						
1	If the project is not design build, are <b>conflicts in quantity or quality</b> resolved by requiring the higher quantity or better quality without an equitable adjustment in Contract Sum or Time?					
2	Is an <b>Order of precedence</b> of the Contract Documents stipulated?					
<b>D Time</b>						
1	Does definition of Substantial Completion require a <b>final certificate of occupancy</b> or other unrealistic requirements?					
2	Are all of the following delays considered <b>Excusable Delays</b> (eligible for time extensions): (i) labor disputes not resolvable by dual gate; (ii) unusual or severe weather; (iii) force majeure events; (iv) acts of governmental authorities for which DPR or subs are not responsible?					
3	Are all delay costs for Owner-responsible delays compensable via Change Order? (There should be no indication that time is the sole remedy for delays.)					
4	Is DPR obligated to meet <b>all activity dates in our schedule</b> , instead of just the Contract Substantial Completion and/or Milestone dates?					
<b>E Budget/GMP/Contract Sum</b>						
1	Is the Contract Sum qualified by a DPR <b>Basis of Contract/GMP (Basis of Estimate)?</b>					
2	Are individual <b>GMP line items</b> , other than General Conditions, separately guaranteed?					
3	Is there a fair definition for <b>allowable uses of contingency</b> for DPR?					
4	Can DPR use project <b>contingency without Owner's prior consent?</b>					
<b>F Cost Reimbursement &amp; Billings</b>						
1	If Owner <b>audits Labor Rates</b> , do they have the right to adjust them and pay less than agreed DPR rates?					
2	Are Lump Sum costs <b>auditable</b> ?					

3	Does the contract require use of Owner custom <u>Lien Waiver forms</u> with Pay Apps, instead of DPR's state-compliant forms?				
4	Is DPR's obligation to <u>remove liens</u> relieved if Owner is in default of payments obligations to DPR?				
5	Are any of the following required prior to Owner's <u>Final Payment</u> : (1) expiration of lien rights at all tiers; (2) unconditional lien & claim waivers/releases; or (3) payment of all costs, including to subcontractors?				
6	Does DPR have to waive all claims as a prerequisite to receipt of <u>Progress Payments</u> ?				
7	Is payment due within <u>30 days</u> or sooner of Owner's receipt of DPR's Pay Application?				
8	Is the Owner allowed to hold <u>retainage</u> until Final Completion (rather than Substantial Completion)?				
9	Does <u>Interest</u> accrue on late Owner payments?				
10	Does DPR have the right to <u>stop work</u> if Owner fails to pay per the Contract?				
11	For cost-reimbursable contracts (including GMP): is the definition of <u>reimbursable costs</u> (Cost of the Work) reasonable and complete?				
12	If Owner terminates for convenience, are we entitled to be paid our incurred <u>costs due to the termination</u> in addition to payment of costs & fee for Work completed up thru termination?				
<b>G Indemnification/Insurance</b>					
1	Does the Owner indemnify DPR for <u>existing Hazardous Materials</u> ?				
2	Is DPR responsible for risk of loss to the Work other than due to the negligence of DPR or our subs?				
3	If the Owner is providing <u>Builder's Risk</u> coverage, has their policy been reviewed by our broker?				
4	If DPR is providing <u>Builder's Risk</u> , do we have verification from our broker that the coverage is in effect?				
5	If required by DPR's policy on <u>subcontractor default insurance</u> (i.e., Subguard), will the project be enrolled in the program?				
<b>H Changes</b>					
1	Do Change Orders take <u>precedence</u> over the Agreement?				
2	Does Contract allow a change in Contract Price/GMP and Contract Time for <u>undisclosed or concealed subsurface or physical conditions</u> ?				
3	Is a reasonable <u>Change Order Fee</u> percentage stipulated?				
4	Is a <u>Construction Change Directive</u> process (or similar) allowed for performing change work prior to Change Order?				
5	Is our <u>Fee reduced</u> for deductive change orders?				
6	Does the Owner have the right to issue Change Orders that can change DPR's <u>Contract Sum or Contract Time unilaterally</u> (with only their signature)?				
<b>I Damages/Disputes</b>					
1	Is there a mutual waiver of <u>Consequential Damages</u> clause?				
2	Are <u>Liquidated Damages</u> the sole remedy stipulated for late performance by DPR?				
3	Are Attorneys fees payable to the <u>Prevailing Party</u> in a dispute under the Contract?				
<b>J Design-Build - if applicable</b>					
1	Is this a <u>Design-Build Project/Contract</u> ?				
2	Is the <u>Owner's Program</u> attached as Contract Document?				
3	Are the Owner's <u>Design requirements</u> clearly defined?				
<b>K Other</b>					
1	Is DPR's obligation to <u>correct defective work</u> limited to 1 year after substantial completion?				
2	Does DPR's <u>warranty</u> exclude damage by others, failure to properly maintain, and wear and tear under normal or excessive usage?				
3	Does Owner have the right to take <u>assignment</u> of our <u>subcontracts</u> in a <u>termination for convenience</u> ?				
<b>L Top 3 Significant Risks from this Contract</b>					
1					
2					
3					



## Contract Comparison

### Objective:

Determine which contract is the better choice for the company.

### Method:

In the boxes below, compare the corresponding sections from the two contracts **and explain which section would be a better fit for DPR and why.**

- For example, Compare Section A – “DPR Responsibilities” for Contract A vs. Section A – “DPR Responsibilities” for Contract B and explain which Section A would be a better fit for DPR based on the risks.

A. DPR Responsibilities

--

B. Owner Responsibilities

--

C. Scope

--

D. Time

--

E. Budget/GMP/Contract Sum

--

F. Cost Reimbursement & Billings

--

G. Indemnification/Insurance

--

H. Changes

--

I. Damages/Disputes

--

J. Design-Build – if applicable

--

K. Other

--

L. Top 3 Significant Risks from this Contract

--

**Which Contract is a Better Fit for DPR and why?**

--

INSERT TAB:

"Logistics"





# Module 2: Logistics

No information provided in this binder.  
This information will be provided to you  
when you sit through the presentation as  
shown on the schedule.

INSERT TAB:

"Schedule"



# Module 3: Schedule

## Build a Schedule

### Instructions:

- Start date is Monday, February 13, 2017
- Owner wants to be 100% moved in & operational by end of January 2018
- Sequence and include the below milestones in your schedule – Add any other milestones you see necessary
- At a minimum the below activities need to be in your schedule – Add any other activities you see necessary
- Schedules need to be at least 150 line items
- We are grading based on quality not quantity of line items in your schedule
- This schedule should be built using the information found on the plans provided. Understand the type of structure this is and what elements go into the building to develop a *project specific* schedule.
- **Please turn in your schedule by printing to PDF!**
  - Use “smartsheet” to build your schedule, see the attached instructions for how to access and use the program.
  - Make sure that the following columns are shown in your PDF
    - Activity Names
    - Durations
    - Start & Finish Dates
    - Activity Bars

### Milestones:

---

- |                            |                            |
|----------------------------|----------------------------|
| • Building Demolition      | • Start Shell Construction |
| • Certificate of Occupancy | • Start TI Construction    |
| • Demolition Permit        | • Steel Procurement        |
| • East Skin System         | • Substantial Completion   |
| • Mechanical Yard          | • Substructure             |
| • Shell City Submittal     | • Superstructure           |
| • Shell Permit             | • TI City Submittal        |
| • Site Improvements        | • TI Permit                |
| • West Skin System         |                            |

### Activities:

---

- |                              |   |                                |
|------------------------------|---|--------------------------------|
| • Air balance                | • drywall   | • Inspect elevator             |
| • carpet                     | • epoxy flooring  | • Install haz mat shed         |
| • Casework                   | • Erect structural steel                                  | • Install lobby stair          |
| • ceiling grid               | • Excavation  | • Install mech yard CMU        |
| • connect to site utilities  | • exterior framing  | • Install racks in server room |
| • curtain wall skin          | • Flooring base   | • interior framing             |
| • Demolish existing building | • Fly roof equipment                                      | • MEP fixtures                 |
| • drop ceiling tiles         | • Infill tilt up concrete panel openings with skin system | • Metal decking                |

- overhead MEPF
- painting
- Place concrete foundations
- start elevator install
- Startup/ commission MEP equipment
- tape & mud drywall
- tile
- Toilet partitions
- Venetian plaster
- Rebar foundations
- reclaimed wood flooring
- resilient flooring
- roofing
- SOMD

## Questionnaire

The intent of the questions below are to test your knowledge and spark ideas for creating your schedule, but you do not need to update your schedule to reflect your answers.

1. Who from your project team should be included in pull planning sessions?
2. Who would you not include in pull planning sessions?
3. The overhead MEPF (Mechanical, Electrical, Plumbing, Fire Protection) BIM team has informed you of an increase of 3 weeks to their coordinated shop drawings schedule, which in turn delays their start date. Since this activity would be considered on the critical path explain 3 ways in which you could put your schedule back on track.
4. Fire protection is a design build system by your subcontractor. How early in the project should they be brought on board and why?
5. The lab casework subcontractor recently experienced a small fire in their warehouse damaging a lot of your product and has informed you of a 4 week delay in your procurement schedule. Since this activity would be considered on the critical path explain 3 ways in which you could put your schedule back on track.
6. Building Information Modeling (BIM) has a big impact on planning the work before you build it. List the subcontractors that could help make the project benefit from modeling their work and why.
7. What scopes of work can be overlapped or staggered in the construction schedule and why?
8. Please list the activities that are or could be controlled by the owner.
9. In order to bring the end date of the project in our owner's typically ask for ways to save time out of our schedule. Name two good ways to decrease the overall length of the construction schedule.
10. At what point in your schedule did you staff up or down your General Conditions. Define the changes in staffing and what activities in your schedule triggered these changes.

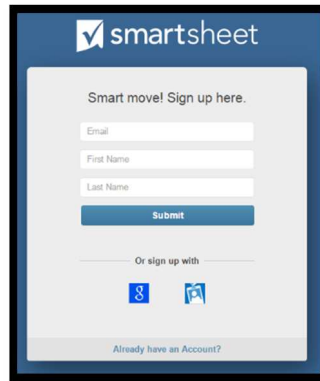
**Please fill out these questions and send to DPR executives by email.**



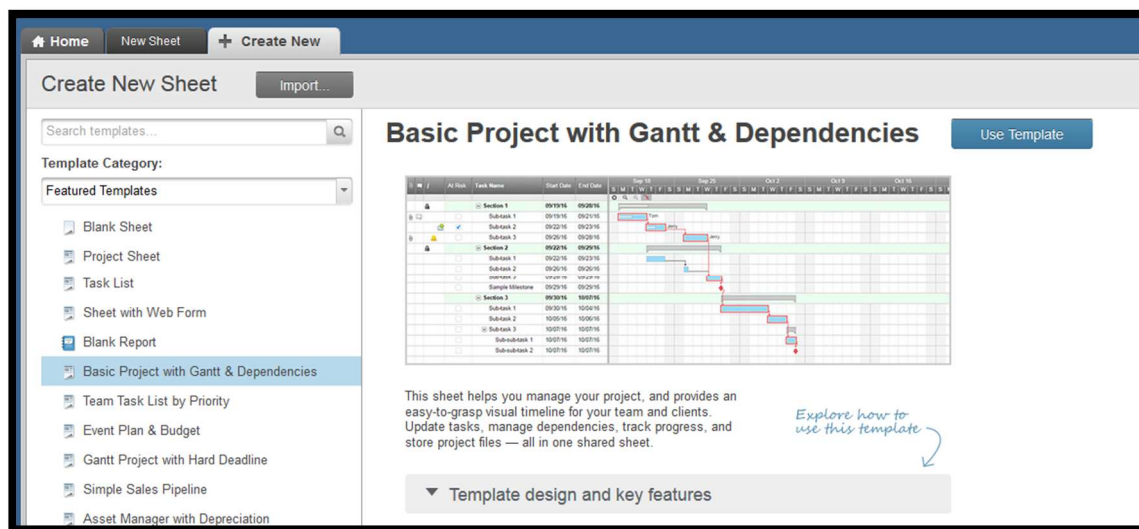
# Smartsheet How-To

Smartsheet is a web-based software that has Gantt chart capabilities. Very similar to other scheduling software you may have used, it allows you to insert tasks with durations and dates and set up dependencies to build a schedule. Best of all, its free to use for a 30-day trial! Follow the steps below and utilize the links to understand the software. Its very user friendly, but if you're having troubles watch the quick videos.

1. Create an account online <https://app.smartsheet.com/b/signup>



2. From the homepage, click “+ Create New” to start a new sheet
3. Choose the “Basic Project with Gantt & Dependencies” template
4. The sheet allows you to type task names, dates, durations, and predecessors directly into the spreadsheet, or drag from bar to bar to create relationships. To understand all the tools at your disposal utilize the links below
  - How-To Video (4:16) <https://www.youtube.com/embed/WBUnbrN4UvY>
  - Template How-To Webpage <https://www.smartsheet.com/solutions/basic-project-with-gantt-and-dependencies?tmgl=7D0ii8KknF2lW34WkeRubg>

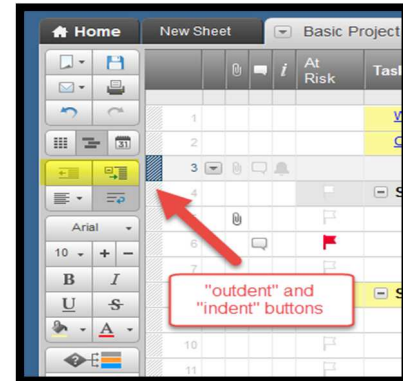


## Additional Tips

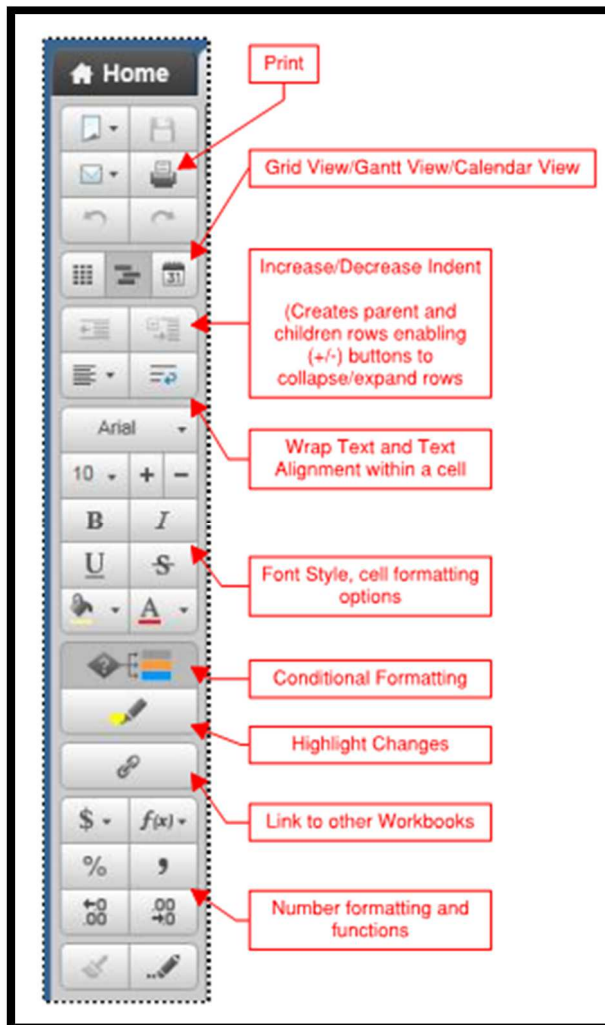
- Rearrange columns to meet your needs and hide columns you may not use (% complete, assigned to, etc.)
- Change the row colors to create a visual breakdown between task types, similar to a P6 layout
- If you change the duration to 0, it will automatically create a milestone
- Remember to save frequently in-case you lose your internet connection
- Use the “outdent” and “indent” buttons to create summary activities and sub-tasks
- In the predecessor box, click on the small edit button to change the relationship to Finish-Start, Finish-Finish, etc.
- Click the gear logo, at the top of the Gantt view to change the project settings and modify working days

Task Name	Start Date	End Date	Durat...	Prede...	Com
Sub-task 3		10/05/16	8d	6	
Section 2	10/07/16	11.5d			
Sub-task 1	09/22/16	09/23/16	2d		
Sub-task 2	09/26/16	09/30/16	5d		
Sub-task 3	10/06/16	10/07/16	1.5d	10, 7	
subtask 4	09/26/16	09/30/16	5d	6	

Click here to change the relationships to FS, FF, etc.



"outdent" and "indent" buttons



Print

Grid View/Gantt View/Calendar View

Increase/Decrease Indent  
(Creates parent and children rows enabling (+/-) buttons to collapse/expand rows)

Wrap Text and Text Alignment within a cell

Font Style, cell formatting options

Conditional Formatting

Highlight Changes

Link to other Workbooks

Number formatting and functions

INSERT TAB:

"MEP  
Equipment"



# Module 4: MEP Equipment

One of the many ways DPR determines the amount of risk involved in a project is through the review of the design documents. If the design documents are difficult to interpret or incomplete the project will be difficult to build, exposing DPR to more risk and unforeseen costs.

Because of the complexity of GATTACA's equipment it is essential that the proper utilities are routed to each piece of equipment. Your task will be to review the equipment list provided and confirm all utilities have been identified accordingly on the design documents.

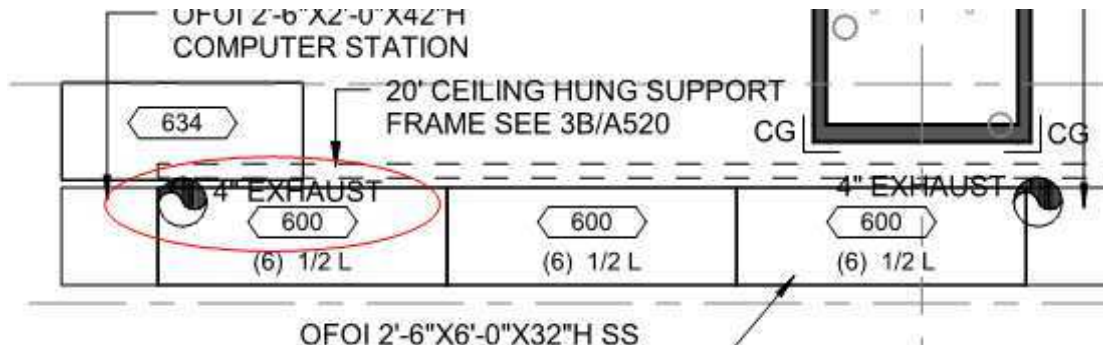
1. Begin with the equipment matrix - select a piece of equipment to review and identify the utilities that are required per the matrix.

New Equip. No.	Responsibility	Ownership					Equipment		
		Current Group	Current Bldg Location	New Room Location	Room Number	Bench, Cart, Floor, Table, Undercuntr	Description	Brand	Model
600	OFOI	Fermentation Separation		Bench Scale	110	Bench	1/2 1 Fermenter (bank of six)	Infors HT	Multifor
601	OFOI	Fermentation Separation		Bench Scale	110	Bench	Strain gauge	custom made	
602	OFOI	Fermentation Separation		Bench Scale/TBD	110	Floor	Chiller (2)	veit	
603	OFOI	Fermentation Separation		Bench Scale	110	Bench	HMI Multifors control computer, monitor & keyboard	idell	

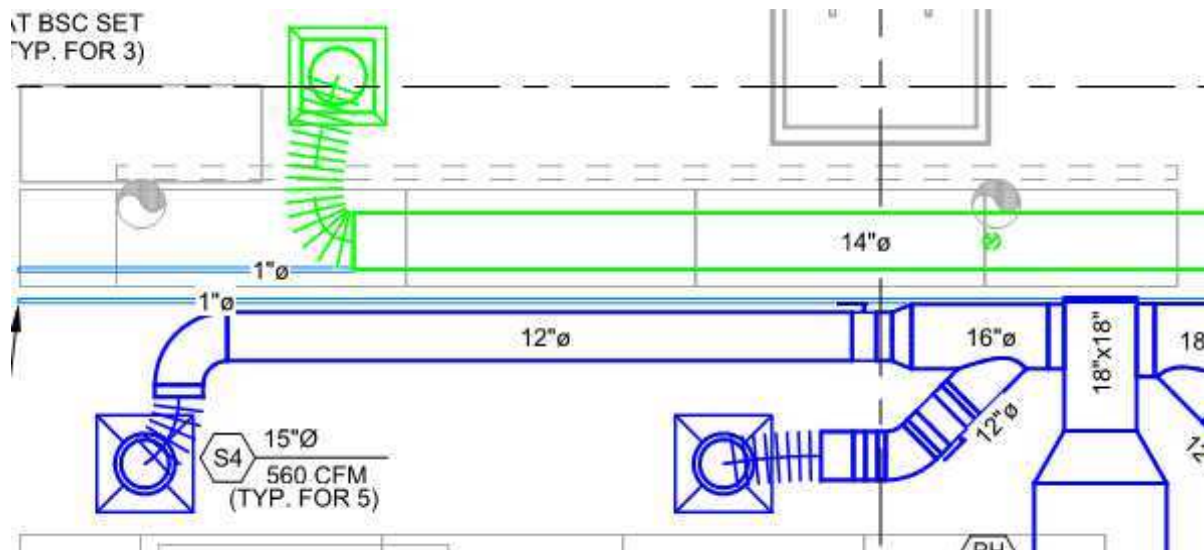
- 

- [illegible]

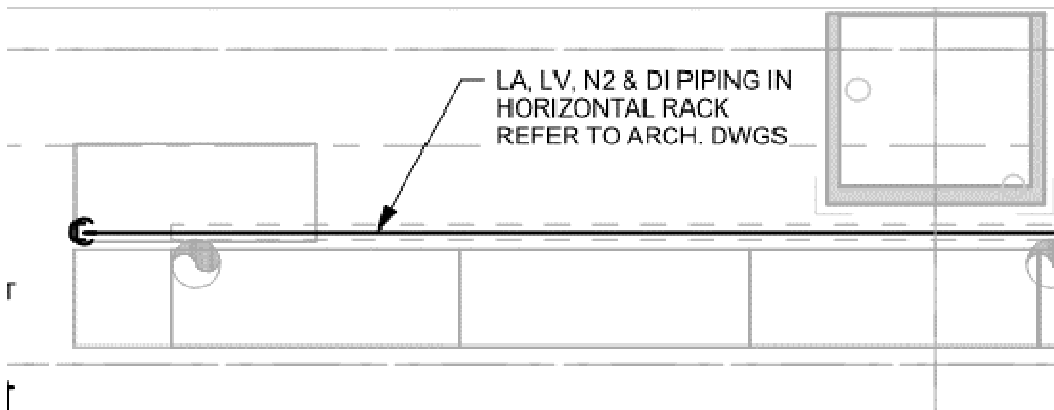
- b. **Architectural:** The 4" Ducted exhaust is shown on the architectural plans. ✓



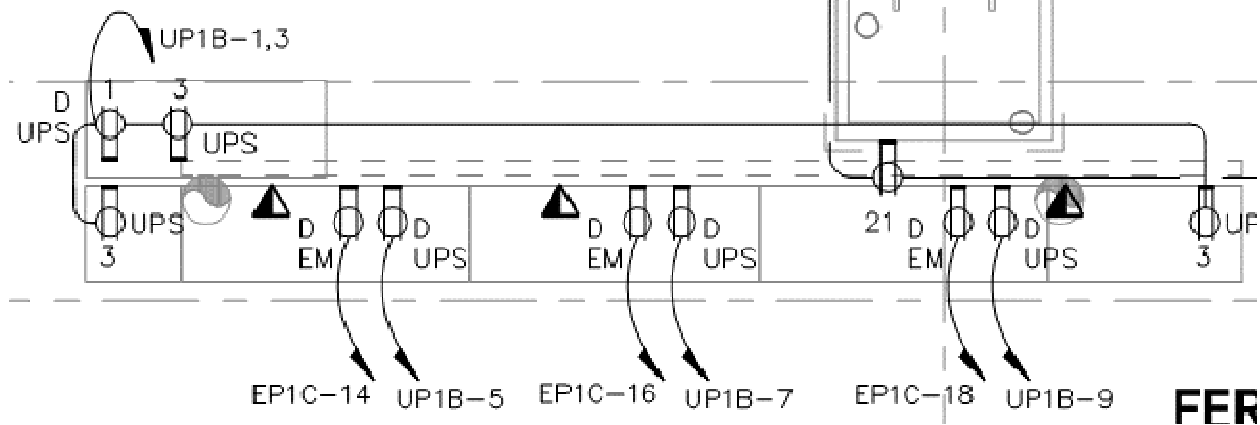
- c. **Mechanical:** No ducted exhaust is shown on the mechanical plans. We should make a note of this.



- d. **Plumbing:** All required plumbing is shown on the plumbing plans. ✓



- e. **Electrical:** The equipment matrix does not specify any specific electrical requirements to review for this piece of equipment so we will not need to comment. ✓



4. If any utilities are missing from the design documents complete the “MEP Equipment Constructability Review” worksheet. An example is shown below.

MEP Equipment Constructability Review		
Equip #	Equipment Name	Comments
600	1/2 L Fermentor (bank of six)	Ducted exhaust only shown on architectural and DI water is required per the equipment list but is not shown on the plumbing sheets.

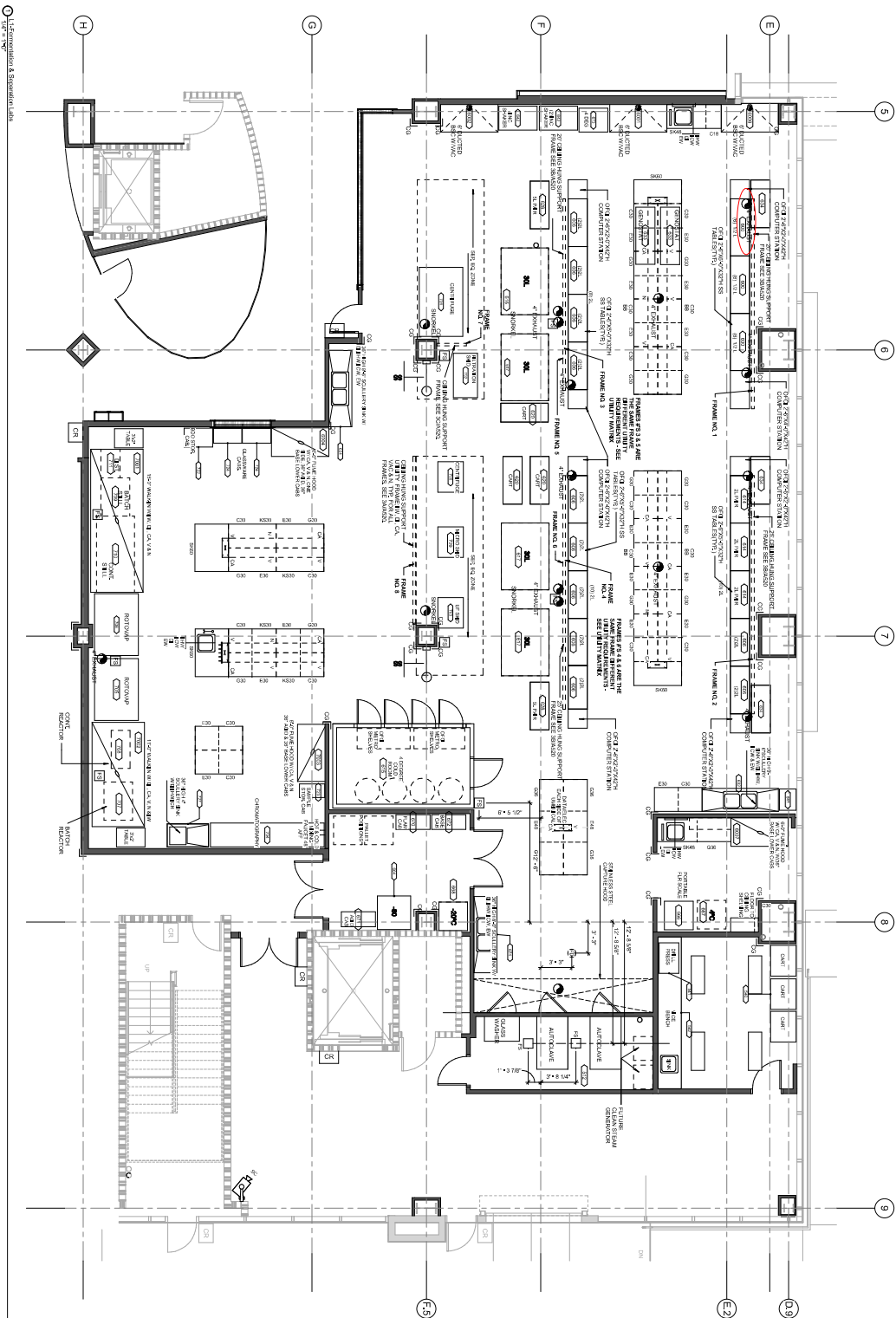








ID		Ownership			Hood						Dimensions				Utilities						Power				Network																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			
																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												</



© L'Espresso & Signature Ltd.

CONSULTANTS

STAMP



NO. DESCRIPTION DATE

CLIENT

PROJECT

ADDRESS

PROJECT NO. 0007

SCALE 1/4" = 1'-0"

ENLARGED  
LABORATORY PLANS

A-510a-T1





[illegible]

### KEY PLAN

NO.	DESCRIPTION	DATE
CLIENT		
PROJECT		
ADDRESS		
PROJECT NO.		
SCALE	Amplified	
TITLE		

MECHANICAL-  
ENLARGED 1ST  
FLOOR PLAN - AREA A

### M3.1

[illegible]

## PARTIAL PLUMBING SPECIFICATIONS

## PUMPING NOTES

PLUMBING LEGEND	
SYMBOL	DESCRIPTION
	POINT OF CONNECTION
	SEWER ON WASTER ABOVE GRADE
	SEWER ON WASTER BELOW GRADE
	FLOOR CLEANOUT
	WALL CLEANOUT
	VENT
	INDIRECT COLD WATER
	DIRECT COLD WATER
	DOMESTIC COLD WATER
	INDUSTRIAL COLD WATER
	INDUSTRIAL HOT WATER RETURN
	HOT WATER
	LOW COMPRESSED AIR
	HIGH COMPRESSED AIR
	COLD WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER
	RETURN HOT WATER
	RETURN COLD WATER

## CONSULTANTS

## COMPLIANCE NOTES

[illegible][illegible]

1. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE PROTECTION OF ALL EXISTING UTILITIES AND STRUCTURES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE PROTECTION OF ALL EXISTING UTILITIES AND STRUCTURES. THE CONTRACTOR SHALL BE RESPONSIBLE FOR THE PROTECTION OF ALL EXISTING UTILITIES AND STRUCTURES.

(e) **DEPOSITS EXISTING**

1. **What is a Value Stream Map (VSM)?**  
A VSM is a tool used to visualize the material and information flow within a manufacturing process. It identifies areas of waste and inefficiency, allowing for process improvements.
2. **What are the main components of a VSM?**  
The main components of a VSM include:
  - Inventory Buffers: Represented by rectangles, showing the location and quantity of inventory between process steps.
  - Process Steps: Represented by ovals, showing the sequence of operations.
  - Material Flow: Represented by solid arrows, showing the path of raw materials and components.
  - Information Flow: Represented by dashed arrows, showing the flow of data and instructions.
3. **How do you create a VSM?**  
Creating a VSM involves several steps:
  - Identify the process to be mapped.
  - Collect data on material and information flow.
  - Draw the current state map.
  - Analyze the map for waste and inefficiency.
  - Design the future state map.
  - Implement the improvements.
4. **What are the benefits of using a VSM?**  
The benefits of using a VSM include:
  - Reduced inventory levels.
  - Improved lead times.
  - Increased process efficiency.
  - Enhanced communication and collaboration.
  - Identification of process bottlenecks.
5. **What are some common VSM symbols and notations?**  
Common VSM symbols and notations include:
  - Inventory buffers (rectangles).
  - Process steps (ovals).
  - Material flow (solid arrows).
  - Information flow (dashed arrows).
  - Process start and end points (triangles).
  - Process name and number (text labels).
6. **How can VSM be used to improve a manufacturing process?**  
VSM can be used to improve a manufacturing process by:
  - Identifying areas of waste and inefficiency.
  - Reducing inventory levels.
  - Improving lead times.
  - Increasing process efficiency.
  - Enhancing communication and collaboration.
7. **What are some challenges associated with VSM?**  
Challenges associated with VSM include:
  - Complexity of the process.
  - Lack of data and information.
  - Resistance to change.
  - Time and resource requirements.
8. **How can VSM be integrated with other manufacturing tools?**  
VSM can be integrated with other manufacturing tools such as:
  - Lean Manufacturing.
  - Statistical Process Control (SPC).
  - Automated Manufacturing Systems.
  - Supply Chain Management (SCM).
9. **What are some best practices for VSM?**  
Best practices for VSM include:
  - Regular updates and revisions.
  - Clear communication and documentation.
  - Use of standard symbols and notations.
  - Focus on continuous improvement.
10. **What are some examples of VSM applications?**  
Examples of VSM applications include:
  - Automotive manufacturing.
  - Food processing.
  - Chemical manufacturing.
  - Electronics assembly.

[illegible][illegible][illegible]

TABLE 5.303.6 STANDARDS FOR PLUMBING FIXTURES AND FITTINGS

[illegible]

TABLE 5.303.2.3 PLUMBING FIXTURE FLOW RATES

[illegible]







HOT WATER HEATING CHART

[illegible]

P2.28.2	PLUMBING SECOND FLOOR PLUMBING PLAN - WEST
P2.28.3	PLUMBING SECOND FLOOR PLUMBING PLAN - NORTH

P24	PLUMBING EQUIPMENT MAINT PLAN
P20	PLUMBING MAINTENANCE
P41	PLUMBING MAINTENANCE SYSTEM AND
P42	PLUMBING MATERIALS
P43	PLUMBING WATER SYSTEMS AND

FLOOR DRAIN/SINK QUANTITIES			
TAB	DESCRIPTION	QUANTITY	REMARKS
PG-1	FLOOR SINK	20	
PG-2			
PG-3			
PG-4	FLOOR DRAIN	8	

 <b>QUESTION</b> 1. What is the main purpose of the document?	 <b>ANSWER</b> The main purpose of the document is to provide information about the company's new product line.	 <b>QUESTION</b> 2. What are the key features of the new product?
 <b>QUESTION</b> 3. How does the new product compare to the competition?	 <b>ANSWER</b> The new product is more affordable and has a longer warranty than the competition.	 <b>QUESTION</b> 4. What is the next step in the process?

	G	NATURAL GAS (LOW PRESSURE)
	S.O.V.	SHUT-OFF VALVE
		CHECK VALVE

CLIENT  
PROJECT  
ADDRESS

## PLUMBING LEGEND AND NOTES

## PLUMBING FIXTURE SCHEDULE

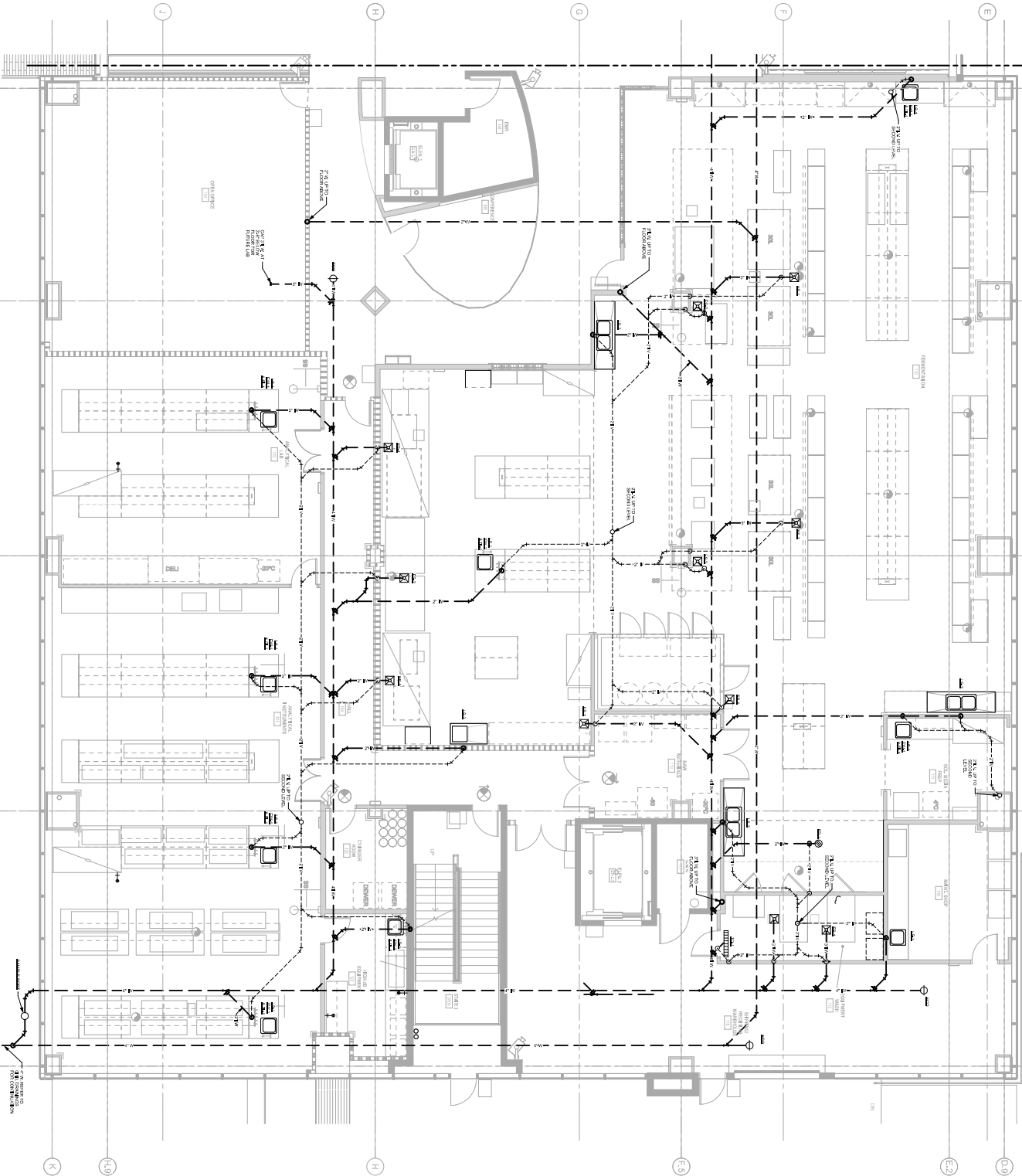
[illegible][illegible]

CONS.
NO.
CLIENT
PROJE
ADORE
PROJE
SCALE

CONSILIANTS	
<div></div>	
CLIENT	
PROJECT	
ADDRESS	
PROJECT NO. 19317	
SCALE	
ACTION	
NO. DESCRIPTION	DATE

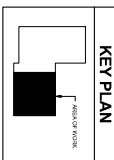


Plumbing First Floor Waste & Vent Plan  
1/18/17



- NOTES:**
- 1. ROUTE ALL COMPLEMENTS FROM RESTROOM TO THE MAIN VENT STACK AND DISCHARGE TO THE ROOF.
  - 2. REFER TO PLUMBING ANNOTATION SCHEDULE FOR BRANCH PIPE SIZES.
  - 3. EXPOSED VENT PIPING FROM EACH RESTROOM TO REST ROOM ROOF.
  - 4. REFER TO MECHANICAL FOR EXHAUST FAN AND EXHAUST.

CONSTANTS



NO. DESCRIPTION DATE

CLIENT

PROJECT

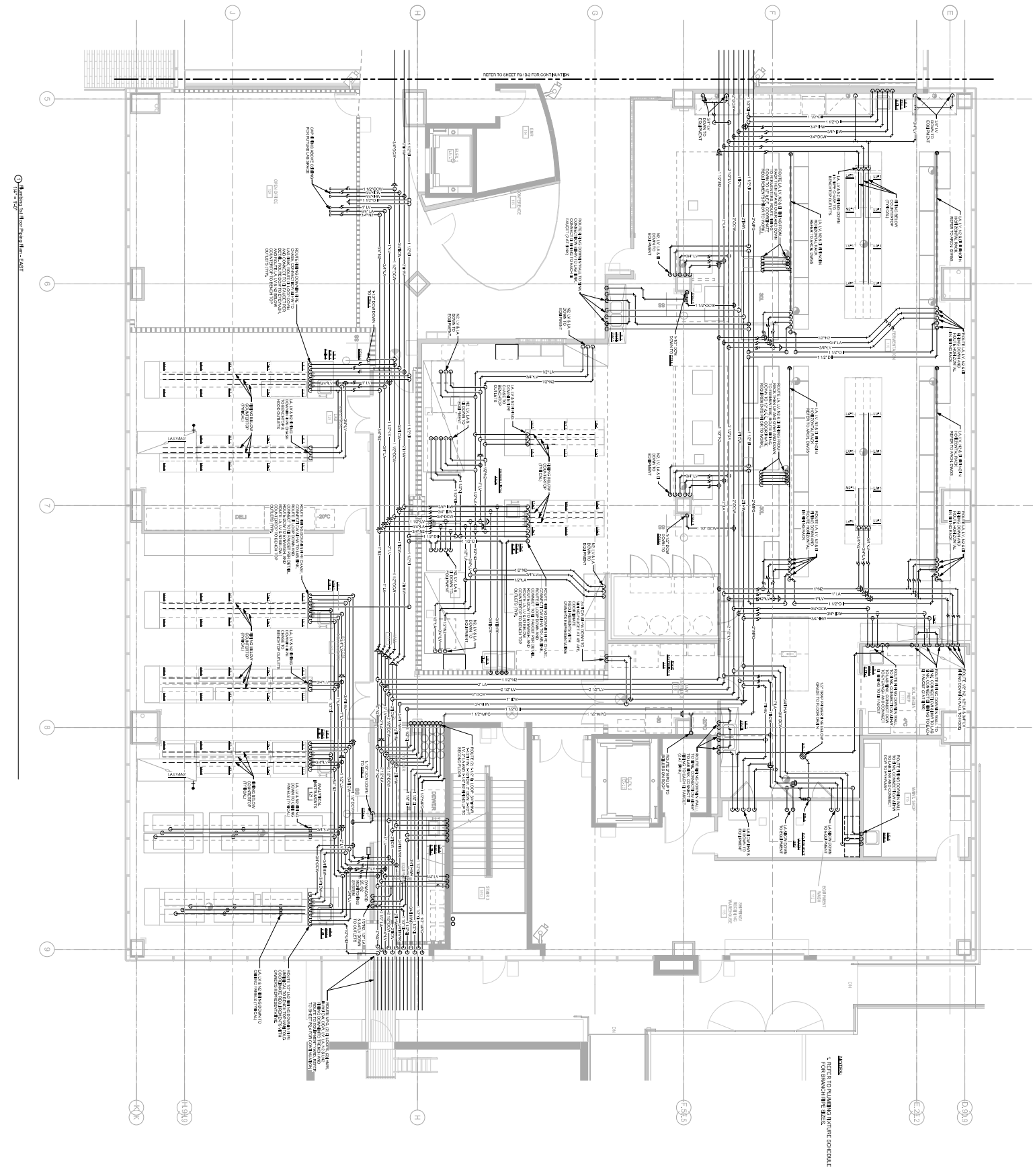
ADDRESS

PROJECT NO. 12117

SCALE AS SHOWN

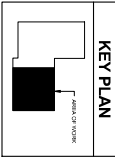
**PLUMBING FIRST FLOOR  
WASTE & VENT PIPING -  
EAST**

**P2.1A.1**



NOTES:  
1. REFER TO PLUMBING MATERIAL SCHEDULE  
FOR BRAND/TYPE SIZES.

CONSTANTS

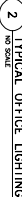


NO. DECISION	DATE
CLIENT _____	
PROJECT _____	
ADDRESS _____	
PROJECT NO. 1234	
SCALE: AS SHOWN	
TITLE: PLUMBING FIRST FLOOR PIPING PLAN - EAST	
P2.IB.I	

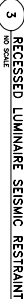
[illegible]

Sheet List Table	
Sheet Number	Sheet Title
E-000-1	LANDING SCENE
E-000-2	LANDING SCENE
E-000-3	LANDING SCENE
E-000-4	TITLE 2A CALCULATIONS
E-000-5	TITLE 2B CALCULATIONS
E-000-6	LOAD SHAPES
E-000-7	INTERNAL SHAPES
E-001-1	CEILING SCENE, STEEL PLAN
E-001-2	CEILING SCENE, STEEL PLAN
E-001-3	FIRST FLOOR LIGHTING PLAN
E-001-4	SECOND FLOOR LIGHTING PLAN
E-001-5	SECOND FLOOR LIGHTING PLAN
E-001-6	FIRST FLOOR POWER PLAN
E-001-7	SECOND FLOOR POWER PLAN
E-001-8	SECOND FLOOR POWER PLAN
E-002-1	EXTERNAL LANDING PLAN
E-002-2	EXTERNAL LANDING PLAN
E-002-3	EXTERNAL LANDING PLAN
E-002-4	EXTERNAL LANDING PLAN
E-002-5	EXTERNAL LANDING PLAN
E-002-6	EXTERNAL LANDING PLAN
E-002-7	EXTERNAL LANDING PLAN
E-002-8	EXTERNAL LANDING PLAN
E-002-9	EXTERNAL LANDING PLAN
E-002-10	EXTERNAL LANDING PLAN
E-002-11	EXTERNAL LANDING PLAN
E-002-12	EXTERNAL LANDING PLAN
E-002-13	EXTERNAL LANDING PLAN
E-002-14	EXTERNAL LANDING PLAN
E-002-15	EXTERNAL LANDING PLAN
E-002-16	EXTERNAL LANDING PLAN
E-002-17	EXTERNAL LANDING PLAN
E-002-18	EXTERNAL LANDING PLAN
E-002-19	EXTERNAL LANDING PLAN
E-002-20	EXTERNAL LANDING PLAN
E-002-21	EXTERNAL LANDING PLAN
E-002-22	EXTERNAL LANDING PLAN
E-002-23	EXTERNAL LANDING PLAN
E-002-24	EXTERNAL LANDING PLAN
E-002-25	EXTERNAL LANDING PLAN
E-002-26	EXTERNAL LANDING PLAN
E-002-27	EXTERNAL LANDING PLAN
E-002-28	EXTERNAL LANDING PLAN
E-002-29	EXTERNAL LANDING PLAN
E-002-30	EXTERNAL LANDING PLAN
E-002-31	EXTERNAL LANDING PLAN
E-002-32	EXTERNAL LANDING PLAN
E-002-33	EXTERNAL LANDING PLAN
E-002-34	EXTERNAL LANDING PLAN
E-002-35	EXTERNAL LANDING PLAN
E-002-36	EXTERNAL LANDING PLAN
E-002-37	EXTERNAL LANDING PLAN
E-002-38	EXTERNAL LANDING PLAN
E-002-39	EXTERNAL LANDING PLAN
E-002-40	EXTERNAL LANDING PLAN
E-002-41	EXTERNAL LANDING PLAN
E-002-42	EXTERNAL LANDING PLAN
E-002-43	EXTERNAL LANDING PLAN
E-002-44	EXTERNAL LANDING PLAN
E-002-45	EXTERNAL LANDING PLAN
E-002-46	EXTERNAL LANDING PLAN
E-002-47	EXTERNAL LANDING PLAN
E-002-48	EXTERNAL LANDING PLAN
E-002-49	EXTERNAL LANDING PLAN
E-002-50	EXTERNAL LANDING PLAN
E-002-51	EXTERNAL LANDING PLAN
E-002-52	EXTERNAL LANDING PLAN
E-002-53	EXTERNAL LANDING PLAN
E-002-54	EXTERNAL LANDING PLAN
E-002-55	EXTERNAL LANDING PLAN
E-002-56	EXTERNAL LANDING PLAN
E-002-57	EXTERNAL LANDING PLAN
E-002-58	EXTERNAL LANDING PLAN
E-002-59	EXTERNAL LANDING PLAN
E-002-60	EXTERNAL LANDING PLAN
E-002-61	EXTERNAL LANDING PLAN
E-002-62	EXTERNAL LANDING PLAN
E-002-63	EXTERNAL LANDING PLAN
E-002-64	EXTERNAL LANDING PLAN
E-002-65	EXTERNAL LANDING PLAN
E-002-66	EXTERNAL LANDING PLAN
E-002-67	EXTERNAL LANDING PLAN
E-002-68	EXTERNAL LANDING PLAN
E-002-69	EXTERNAL LANDING PLAN
E-002-70	EXTERNAL LANDING PLAN
E-002-71	EXTERNAL LANDING PLAN
E-002-72	EXTERNAL LANDING PLAN
E-002-73	EXTERNAL LANDING PLAN
E-002-74	EXTERNAL LANDING PLAN
E-002-75	EXTERNAL LANDING PLAN
E-002-76	EXTERNAL LANDING PLAN
E-002-77	EXTERNAL LANDING PLAN
E-002-78	EXTERNAL LANDING PLAN
E-002-79	EXTERNAL LANDING PLAN
E-002-80	EXTERNAL LANDING PLAN
E-002-81	EXTERNAL LANDING PLAN
E-002-82	EXTERNAL LANDING PLAN
E-002-83	EXTERNAL LANDING PLAN
E-002-84	EXTERNAL LANDING PLAN
E-002-85	EXTERNAL LANDING PLAN
E-002-86	EXTERNAL LANDING PLAN
E-002-87	EXTERNAL LANDING PLAN
E-002-88	EXTERNAL LANDING PLAN
E-002-89	EXTERNAL LANDING PLAN
E-002-90	EXTERNAL LANDING PLAN
E-002-91	EXTERNAL LANDING PLAN
E-002-92	EXTERNAL LANDING PLAN
E-002-93	EXTERNAL LANDING PLAN
E-002-94	EXTERNAL LANDING PLAN
E-002-95	EXTERNAL LANDING PLAN
E-002-96	EXTERNAL LANDING PLAN
E-002-97	EXTERNAL LANDING PLAN
E-002-98	EXTERNAL LANDING PLAN
E-002-99	EXTERNAL LANDING PLAN
E-003-1	EXTERNAL LANDING PLAN
E-003-2	EXTERNAL LANDING PLAN
E-003-3	EXTERNAL LANDING PLAN
E-003-4	EXTERNAL LANDING PLAN
E-003-5	EXTERNAL LANDING PLAN
E-003-6	EXTERNAL LANDING PLAN
E-003-7	EXTERNAL LANDING PLAN
E-003-8	EXTERNAL LANDING PLAN
E-003-9	EXTERNAL LANDING PLAN
E-003-10	EXTERNAL LANDING PLAN
E-003-11	EXTERNAL LANDING PLAN
E-003-12	EXTERNAL LANDING PLAN
E-003-13	EXTERNAL LANDING PLAN
E-003-14	EXTERNAL LANDING PLAN
E-003-15	EXTERNAL LANDING PLAN
E-003-16	EXTERNAL LANDING PLAN
E-003-17	EXTERNAL LANDING PLAN
E-003-18	EXTERNAL LANDING PLAN
E-003-19	EXTERNAL LANDING PLAN
E-003-20	EXTERNAL LANDING PLAN
E-003-21	EXTERNAL LANDING PLAN

CALCULATED	
PROJECT	
ADDRESS	
PROJECT NO.	12137
SCALE	As indicated
TITLE	<b>NOTE SHEET</b>



- ① DENOTES FUTURE SUPPORT MORE (MINIMUM 90°) ON TWO CORNERS ATTACHED TO BUILDING STRUCTURE.
- ② DENOTES LUNARING 27x6, 27x2 OR 17x6, WITH MINIMUM OF (4) RESTRAINT CLIPS, ATTACHING FIBERS TO CEILING GRID.
- ③ DENOTES 1-6MM CEILING SYSTEM SAFETY WIRE.
- ④ DENOTES CEILING MATERIAL.

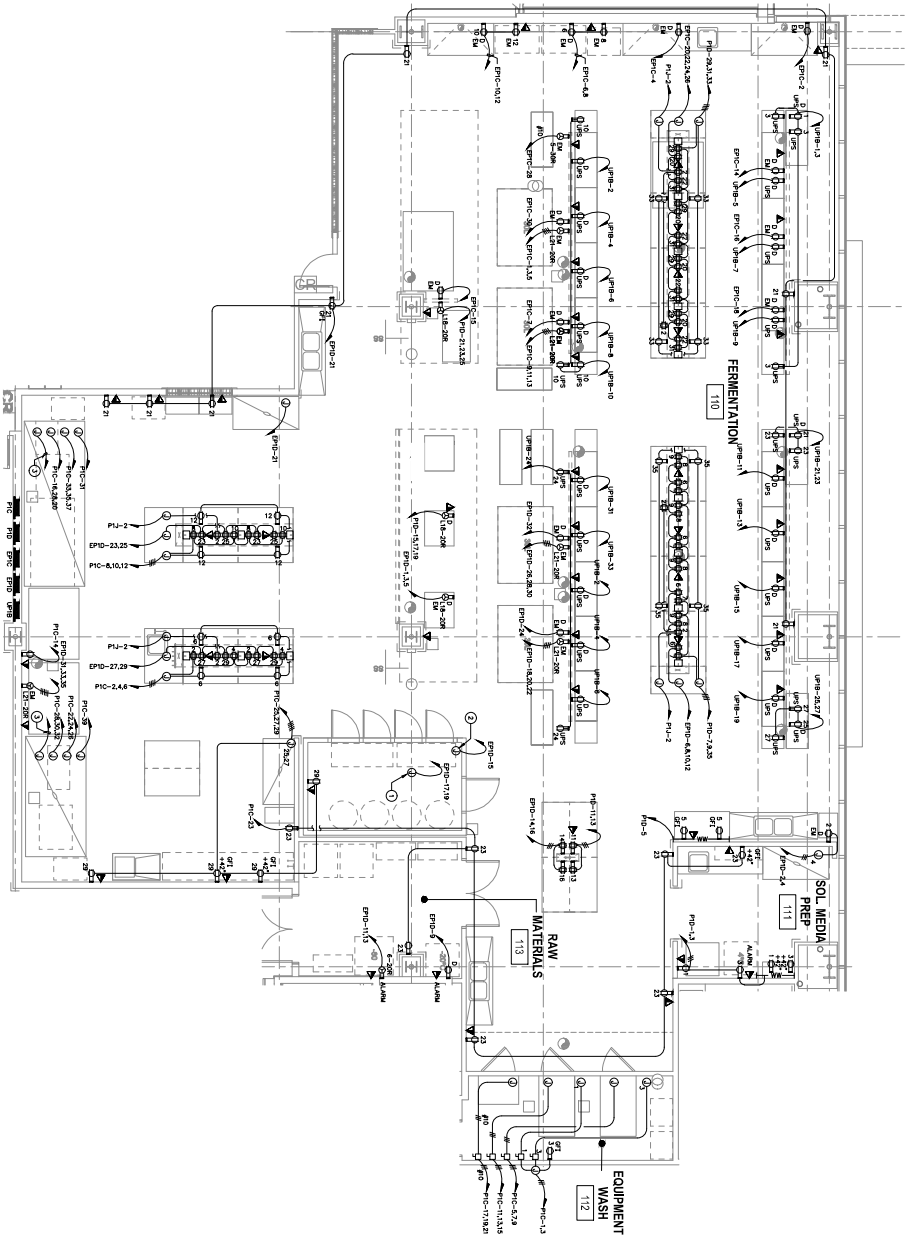


A schematic diagram of a vacuum furnace. A cylindrical sample is positioned inside a furnace chamber. A thermocouple is inserted into the sample, with its junction at the center. The thermocouple is connected to a voltmeter, which is labeled with a minus sign (-). The furnace chamber is shown with a cross-section, indicating its internal structure and the placement of the sample and thermocouple.

4 RECESSED DOWNLIGHT RESTRAINT  
NO SCALE

# LUMINAIRE SCHEDULE

1 ENLARGED LABORATORY PLAN



- KEY NOTES:**
1. HAVE ALL EQUIPMENT OPERATING TO RAW CELL, ENRICHED MEDIA, AND SOL MEDIA PREP.
  2. ALL EQUIPMENT OPERATING TO RAW CELL, ENRICHED MEDIA, AND SOL MEDIA PREP.
  3. ALL EQUIPMENT OPERATING TO RAW CELL, ENRICHED MEDIA, AND SOL MEDIA PREP.
- GENERAL NOTES:**
1. ALL OUTLETS IN LAB SHALL HAVE STAINLESS STEEL COVER PLATES.
  2. ALL EMERGENCY OUTLETS SHALL BE COLOR CODED.
  3. ALL EQUIPMENT OUTLETS SHALL BE COLOR CODED.



CONSULTANTS

CLIENT  
PROJECT  
ADDRESS

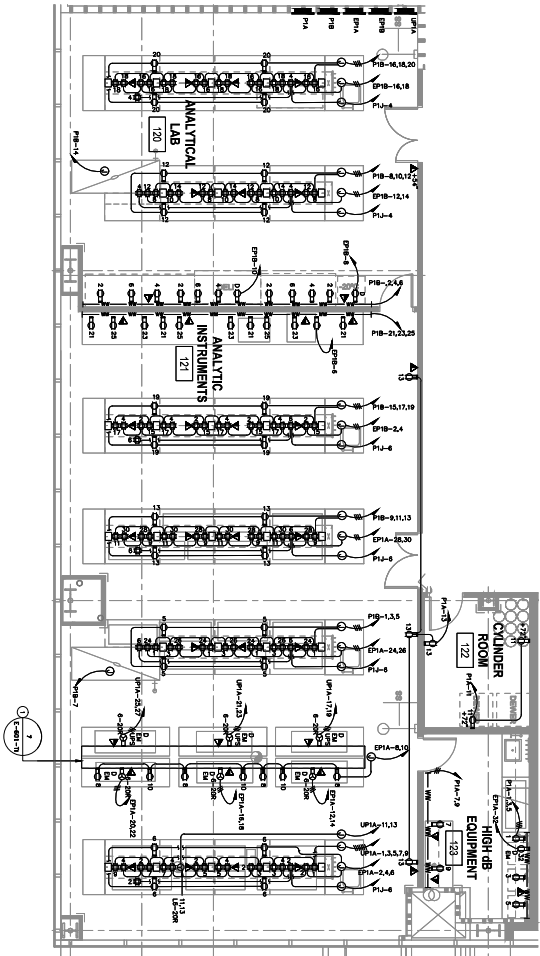
PROJECT NO. 2222  
SCALE: As indicated  
TITLE

ENLARGED LABORATORY  
PLAN

E-402-TI

CONSULTANTS

1 ENLARGED LABORATORY PLAN  
1/8" = 1'-0"



- KEY NOTES:
- 1. OVERHEAD SERVICE CANNON.
  - 2. UNKNOWN FANNOE MACHINERY.

- GENERAL NOTES:
- 1. ALL OUTLETS IN LAB SHALL HAVE STAINLESS STEEL COVER PLATES.
  - 2. ALL INSTRUMENT OUTLETS SHALL BE COLOR SHADE.
  - 3. ALL DISPOSED OUTLETS SHALL BE COLOR SHADE.



CLIENT

PROJECT

ADDRESS

PROJECT NO. 2397

SCALE As indicated

ENLARGED LABORATORY  
PLAN

E-403-TI



INSERT TAB:

"General  
Conditions  
(GC's)"





# Module 5: General Conditions (GC's)

## General Conditions Estimate Module

	Description	Notes
1	In this portion of the problem, you will be required to provide a general conditions estimate for your project. The General Conditions are a useful tool when determining whether or not the potential project is worth the risk.	
2	Labor Projection Worksheet: Use this sheet to determine the Project Management team, as well as durations of the personnel. The template only shows a three week schedule. Remember to tie this to the schedule you will be creating. Determine how you will staff the team. There is no right or wrong answer to how you staff your project. You must be able to defend how you will staff the project and the justify the costs to the owner. You do NOT need to utilize each line, or each type of staff member	<b>**add and subtract as many personnel as needed for job completion. Project as far as the schedule determines**</b>
3	The sheet labeled GCs is what you will use to calculate your general conditions. Be sure to note the duration of your project, to accurately forecast your cost. Note the loaded cells pull values from the Hourly Rates page. Make adjustments as necessary. Be sure to use the comments section for items that may need justification. For example, some items may be excluded due to the owner providing that item. Add and subtract as many line items you may need.	<b>***Some formulas may be incorrect or incomplete. It is Best Practice to always double check formulas when using an Excel Template***</b>
4	Hourly Rates sheet is used to populate your GCs.	
5	General Expenses Sheet is used for examples of standard items that are generally incorporated in a General Conditions estimate. Many times all will be used, and often less well be used. Use your judgement based off the scope of work.	<b>**You may incorporate items that are not listed on the General expense sheet.</b>
6	Please use the Labor Projection Worksheet to determine durations of personnel on your project. Be sure they are shown on the "GC's Full Project" Template	
7	Once the General Conditions are populated. Please format and provide the GCs sheet in PDF <b>and</b> Excel format.	

**Use the excel document in your USB drive to gain access to the estimate tool file. The file has multiple excel tabs which you will need for this module.**

INSERT TAB:

"Schedule of  
Values (SOV)"



# Module 6: Schedule of Values (SOV)



## SOV Module Directions:

### Goal:

Determine the Schedule of Values for your project.

### Deliverables:

1. Complete your SOV spreadsheet, print to pdf and submit through email.

### Method:

1. Find your Subcontractor bid documents and your Schedule of Value spreadsheet on your USB drive.
2. Review each subcontractor's bid forms. Review inclusions, exclusions, bid price, etc.
3. Select (1) subcontractor per construction trade.
4. Input the selected subcontractor's name, bid amount in the spreadsheet.
5. Under "Comments" list any information about the subcontractor that could pose a risk to DPR.
6. Input your Insurance percentage
7. Input your Fee percentage
8. Input your design/construction contingency percentage.
9. Sum up the costs and show them on your "Total Project Costs"
10. Format document, print to pdf, and send to your DPR executives.

INSERT TAB:

"Scenarios"



# Module 7: Scenarios

# Correspondence to you from your DPR Executive, Kegan Haerr:

**ATTN: GATTACA Proposal Team**

**RE: URGENT - Upcoming Clarifications and Questions**

As you probably remember from your last project proposal, throughout the day I'll be in constant communication with the client and design team working to finalize any last minute unknowns to make sure our proposal (should we decide to pursue the project) is as up-to-date as possible.

This means I'll be reaching out to you all for updates, answers, clarifications, and responses that I can feed back to the architect and owner. The topics that could come up through the day range from soil abatement to value engineering to scope gaps and everything in between. In essence, all things under the sun related to construction of the GATTACA project.

I'll be acting as the communication facilitator and will try to provide as much assistance and backgrounds on the questions as I can. But as the proposal team, your in-depth knowledge of the scope of the project will be invaluable to provide the best responses to the client and designers.

Each of the emails sent out will have deadline associated with it, so please be sure to have a complete response returned to me prior to that time. That being said, there's no rush to get the emails answered before the deadline. So take your time to develop an intelligent and professional response that you would feel comfortable sending to the client or design team yourselves.

By working together as a team and using your combined knowledge to answer the emails in a timely manner, I know you'll be able to impress the client and help us out with another project win! Best of luck, and keep your eyes peeled for further updates.

We'll be in touch,

**Kegan Haerr | DPR Construction**  
We Exist to Build Great Things.





INSERT TAB:

"Red Zone  
Go/No-Go"



# Module 8: Red Zone

## “Go/No-Go”

# Correspondence to you from your DPR Executive, Kegan Haerr:

**ATTN: GATTACA Proposal Team**

**RE: Decision to Proceed**

I would like to start by congratulating each of you on your work thus far. This job has been on our horizon as a potential target for years. However, now that GATTACA R&D has decided to move forward and presented us with a proposal opportunity, you have wasted no time getting pricing, evaluating the risks, building GCs, etc. It is excellent to see a team so focused on pursuing a project; in my experience, team enthusiasm builds trust with the client.

That being said, we are nearing the point where we should have enough information to make an educated decision to either 1) pursue the project through bid award or 2) decline the proposal invitation and focus our energies on other targets. In other words, a **go / no go** decision is needed.

This can be a rather trying decision to make without clear guidelines. As you already know, the criteria used to select whether or not to pursue a project is how closely it approaches DPR's **Red Zone**. DPR developed the Red Zone criteria for selecting projects that combined passion, performance and economic return. Projects that fall into the Red Zone are those opportunities that meet all these requirements.

- Passion – We are passionate about working with engaged owners in a collaborative process.
- Performance – We perform best on technical projects that fall within our four core market sectors.
- Economic return – We focus on projects that optimize our annual returns.

Because the Passion and Performance are subjective criteria, the questions below my help guide your decision and start the ball rolling.

- Do we have an existing, positive relationship with the owner?
- Is this owner collaborative in nature?
- Would the owner appreciate the value DPR would bring to the project?
- Will this project result in an enduring relationship beyond a one-time transaction?
- Does the team share our Core Value – will it be fun?
- Do we have the right team available for this project?
- Does this project fall into DPR core markets?
- Is this project / owner strategically important?
- Is this project geographically in our area of operations?
- Is this a negotiated project or hard bid?
- Will self-performed work be very likely?

It is important to remember that these questions are only the tip of the iceberg when evaluating a project's risks and rewards. Factors such as schedule, subcontractors, project scope, contract language, etc. can all pose hazards to a team's success and must be scrutinized before a final go / no go decision can be made. Will we be able to achieve our **Critical Success Factors**? Will the schedule allow us to complete the project scope safely and profitably? How will the outcome of this project affect our market and / or client reputation? Does the proposal budget allow for an acceptable fee and reasonable contingencies? Do we have experience with the geography, clients, and subcontractors in the region?

As the proposal team, we believe each of you are most qualified to answer these questions and make the final decision to pursue or decline this project. For presentation to the regional directors, please develop a narrative and provide sufficient back up supporting a **go** or **no go** decision for the GATTACA project you have been working on. This narrative must address items that affect your go / no go decision from each of the work modules throughout the day, but also include anything else that was influential.

Please compile this deliverable and turn it in at 10pm at the latest. As usual, feel free to look up any of the unknown phrases or terms written above on <http://www.dpr.com/> to refresh your memory.

We look forward to your response,

**Kegan Haerr | DPR Construction**  
We Exist to Build Great Things.

INSERT TAB:

"Mini  
Presentation"



# Module 9: Mini Presentation

No information for this module is provided to you in the morning. You will learn about this module by email sometime during the day.

INSERT TAB:

"Final  
Presentation"



# Module 10: Final Presentation

## Final Presentation

On Friday your team will have the opportunity to present to the DPR management team. This is your chance to share your “go, no-go” decision on whether DPR should pursue this project. This decision should be a compilation of all the modules you worked on, gathering information on cost, schedule, logistics and all the intricacies that go into building a technical project.

While we don’t expect you to go into detail for each module, we expect you to understand how each influenced your decision. Your presentation should touch on the following at a minimum:

- Contracts & Risk
- Logistics & scheduling
- General conditions & Schedule of values
- MEP Constructability Review
- Mini-Presentation
- Red Zone Analysis
- Scenarios
- Go, No-Go Decision

Remember, you work for DPR! Your team has been working on this job pursuit and this is your chance to present to *your* management team why DPR should or should not pursue this project further.