

EXHIBIT A

Owner's Representative Scope of Services

Pre-Design

- Review NCHD's scope/program and costs and understand the NCHD's goals for the projects.
- Advise the NCHD on the formation of committees for the selection of project consultants.
- Advise the NCHD on the formation of a committee of committed stakeholders for the purposes of design review, finish review, and making systems, material, and equipment decisions.
- If requested, be prepared to chair each committee and display skills in meeting management in order to streamline commentary and decision making process. The Owner's Representative should be guiding the committee with appropriate recommendations consistent with outlined goals for the project.
- Assist the NCHD with selection of a delivery method most appropriate to the schedule and the outlined goals for the project.
- Assist the NCHD with the selection of consultants through a qualifying selection process as coordinated with NCHD staff. Provide detailed analysis and advice to the NCHD in the evaluation of proposals.
- Assist with selection of consultants through a qualifying selection process that are not part of the architect's consultant team, but will have contracts with the NCHD.
- Assist the NCHD with the development and review of contracts with consultants and assist in the negotiation of fees and contracts with consultants.
- Identify all State and Local agencies that will be utilized during the review process and oversee the submittal process. This will include coordination of all road improvements/site development requirements with State and Local agencies.
- Coordinate with the design team throughout the design phases and create progress reports.
- Assist in the development of and updates to a master budget to be tracked from start to completion of the project. Maintain accountability of the budget, assist the Owner with monitoring, identify cost savings and design options/products, maintain and review project costs to confirm that the project is designed within the budget and to avoid value engineering at the end of the design process.
- Compile and update master schedule milestones for all design phases, design review, bidding activities, purchase of major equipment, lead times for fixtures and equipment, coordination of activities outside construction, and coordination of key points with NCHD staff.
- Act as the central point of contact for coordinating all project activities including process for approvals, maintenance of project records, responses to inquiries from consultants, suppliers and contractors, transfer of information to decision makers, coordination of project information flow and progress reports to the NCHD.
- Assist the NCHD with developing/implementing and coordinating technology needs of the facility. Assist with the selection of consultants and vendors.

Assist with Design Development

- Assist the NCHD in developing FF&E requirements including inventory of all existing FF&E. Monitor FF&E budgets. Assist the NCHD with the selection of an FF&E vendor or if included in the design team's scope, review all decisions with the NCHD.
- Initiate project review of drawings/specs and cost estimate with the NCHD for review prior to proceeding to Construction Documents.
- Provide weekly status reports to the NCHD summarizing progress, schedule and cost status, major decisions, changes and other key project information.

Assist with Construction Documents

- Orchestrate and assist the NCHD in the review of construction documents/specifications and cost estimates for approval of construction documents.
- Coordinate acceptance of the Construction Documents and finalize pricing.
- Provide weekly status reports to the NCHD summarizing progress, schedule and cost status, major decisions, changes and other key project information.

Assist with the Bidding Process

- Confirm that the permit process is completed prior to start of construction, an early start permit has been obtained if necessary, and coordinate with agencies affected.
- Coordinate and review any modifications to pricing with the NCHD.
- Review insurance and bonding requirements.
- Review subcontractor bids and process and confirm that a competitive process has been followed in obtaining bids from subcontractors, assist in the review of bids and subcontractor selection, and take necessary action so that subcontractors are properly insured.

Oversee Construction Process

- Assist the NCHD in coordinating construction activities.
- Review contractor's safety plan for the construction site.
- Take necessary action so that terms of the contract are enforced.
- Confirm that the contractor has an established process to monitor safety compliance with all Federal/State/Local requirements (not limited to OSHA, EPA, and EEO.)
- Assist with planning for the placement of construction trailers, fences, signage, staging areas, and construction traffic zones.
- Attend weekly Construction Meetings as established.
- Review construction progress and take necessary action so that weekly minutes are accurate (including but not limited to construction progress, cost concerns, schedule, and outstanding issues).
- Advise the NCHD on issues including construction costs, schedule, coordination, and owner occupancy.
- Verify and document that inspections and testing reports take place as required. Review reports to take necessary action so that deficiencies are addressed.

- Photograph construction progress. Provide observations regarding quality of workmanship, conformity to plans and specs, Address corrective measures to mitigate and correct non-conforming workmanship per the Contract Documents as identified by the Architect or Contractor. Notify the NCHD of non-conforming work with the Contract Documents and methods to resolve the issues.
- Participate as part of the communications distribution of construction directives including, but not limited to RFI, PCO, ASI actions.
- Assist the NCHD in the review of pending Change Orders.
- Resolve any disputes or claims prior to final approval or denial of a Change Order.
- Review appropriateness of each pay application with the design team and take necessary action such that lien/claim releases are executed and included with all pay applications and all disputes or claims are resolved prior to approval of a pay application. Owner's Representative will submit fund requests to the NCHD. The Owner's Representative will be responsible for accuracy of the request and will coordinate with staff for any comments or questions.
- Coordinate delivery and installation for NCHD purchased items which are contracted through the NCHD including but not limited to FF&E.
- Assist with scheduling and implementation of technology and security as it applies to the project.
- Assist the NCHD with any concerns and/or complaints by staff or community members during construction.
- Provide weekly status reports to the NCHD summarizing progress, schedule and cost status, major decisions, changes and other key project information.

Assist with the Close-Out of the Project

- Coordinate the moving of new/old/stored furnishings and equipment into the completed facility.
- Take necessary action such that there is a seamless handover to the NCHD.
- Schedule and assist the NCHD in developing punch lists for the project completion and attend all walk-throughs.
- Coordinate and attend the training of staff on all systems including but not limited to mechanical, lighting, new equipment, etc. Verify that the NCHD has been adequately trained in systems. Consider training that occurs over a period of time in lieu of too much information in too short of time.
- Coordinate transfer of stock supplies of materials to the NCHD as indicated in the specs or construction agreement.
- Assist the NCHD in the collection of all close-out documents and the acceptance of punch lists, Operational /Maintenance Manuals/Warranties, copies of construction drawings (including any as-builts or mark-ups by contractor during construction), specifications, shop drawings, construction directives, photos, and videos.
- Provide description of final budget with record of expenditures.
- Assist the NCHD in acceptance and issuance of the final pay application and verify that the advertising for final payment has been completed.
- Oversee that all third party inspections are complete and all violations are corrected to allow for the issuance of a final certificate of occupancy (CO). If inspections are not complete and the building requires immediate occupancy and appropriate inspections indicate there are not life safety issues and a temporary certificate of occupancy (TCO) is issued, that prior to 90 days of issuance all inspections are complete to obtain a CO or a renewal of the TCO pursuant to 22-32-124.
- Initiate a team evaluation of the process and final product and include lessons learned for all participants.

- Take necessary action such that proper inspections have been conducted, documented, and all permits are in place.

Assist the NCHD during the Warranty Period

- Assist the NCHD with determining the warranty period. If an extended warranty is considered, assist the NCHD with understanding the cost and value associated with extended warranties to evaluate if the NCHD wants to consider for additional cost.
- Schedule the warranty walk throughs with the design team.
- Assist the NCHD with building issues/complaints and determine necessary steps to take to address these items. Address warranty items to confirm the requirements of the warranty are met.
- Provide status reports to the NCHD summarizing progress, schedule and cost status, major decisions, changes and other key project information affected through the warranty period.

Limitations

The Owner's Representative Shall NOT:

- Authorize deviations from the Contract Documents.
- Approve substitute materials or equipment except as authorized in writing by the Architect and the Owner.
- Personally conduct or participate in tests or third party inspections.
- Assume any of the responsibilities of the Contractors or of Sub-contractors.
- Expedite the work for the Contractor.
- Have control over, or charge of, or be responsible for, construction means, methods, techniques, sequences or procedures, or for safety precautions and programs in connection with the work.
- Issue a Certificate for Payment or Certificate of Substantial Completion or sign on the NCHD's behalf.
- Prepare or certify the preparation of a record copy of the drawings, specifications, addenda, change orders and other modifications.
- Reject work or require special inspection or testing except as authorized in writing by the Architect.
- Accept, distribute or transmit submittals made by the Contractor that are not required by the Contract Documents.
- Order the Contractor to stop the work or any portion thereof, except for safety reasons that immediately affect the life and safety of any staff or person.