

Governance Committee

October 25, 2017 @ 6:00PM

Location: 3400 6th St. Harvey,
LA 70058

Agenda Item	Lead	Materials
Roll Call	Chair	
Old Business <ul style="list-style-type: none">- Update on Search for New Board Members- Facility Update	Chair	
New Business <ul style="list-style-type: none">- Facility Expansion- Board Fundraising		
Shout Outs		
Adjournment	Chair	



October 16, 2017

Via e-mail to:

Claire Heckerman
Founder and Head of School
Laureate Academy Public Charter School
3400 6th Street
Harvey, LA 70058

Re: Proposal for School Facility Search and Acquisition

Dear Claire,

Thank you for the opportunity to present this revised proposal to Laureate Academy to assist with your facility needs. The TenSquare team is excited about the potential opportunity to work with you to help assist in the search and acquisition of a facility for the next school year and beyond. With a relatively short timeline, we are eager to get started.

TenSquare is a national education consulting group. The five partners along with our supporting team members are all recognized leaders in education reform. We specialize in school turnaround, strategic expansion and charter school facility development. With three offices in Washington DC, New Orleans and Las Vegas, we are able to support schools, charter management organizations, school districts and State agencies in nine states. TenSquare holds a competitive advantage in providing charter school facility development services.

Statement of Interest:

In response to our discussion on October 5th, I am presenting this revised proposal to further clarify how we might assist the Laureate Academy in its efforts to identify and occupy a facility that will solve both short term and long term needs of the school program. We believe TenSquare is well suited, perhaps uniquely so, to provide such services to the Laureate Academy. We have demonstrated experience in successfully managing complex school projects and we can help you navigate your project through to completion.

TenSquare provides unique school experience among real estate developers. Having started and worked with schools in a variety of roles, TenSquare provides a deep understanding of the needs of a school and the interaction between the educational program and facilities. This hands-on experience is valuable when reviewing design, translating school issues for architects, interacting with representatives of funding sources, and providing advice to schools on potential program changes. We provide a bridge between your school and the landlord, developer, construction team and all other external parties and we will guarantee that your interests are always well represented.

PROPOSED SCOPE OF WORK:

It is our understanding that Laureate Academy has outgrown its current facility and requires a new location with expanded instructional and administrative space for the 2018-19 school year. While the ideal goal is to find a long-term solution that the school can grow into over the next several years (through the full enrollment of K through 8th grades), an interim location may be required.

TenSquare proposes the following phased Scope of Work for Laureate Academy:

Phase One (anticipated timeline November 2017 through June 2018)

1. November - Review all existing plans, feasibility studies, etc. that currently exist for Laureate Academy's facility program including:
 - Outline program of spaces (indoor and outdoor), adjacencies
 - Confirm LEED strategy
 - Generate performance criteria / specifications for Owner technical systems:
 - Information technology
 - Access control
 - Cable television
 - Communications
 - Audio-visual
 - Security/surveillance
2. November - Assess existing potential sites for the 2018-19 school year, provide analysis of pros and cons of each that include budget, cost of move, potential effect on program, etc.
3. December - Develop both short-term and long-term strategy for Laureate Academy's facilities to include assessments of geographical preference, enrollment plan and financing
4. January 2018- Negotiate lease terms (if short term site is leased space)
5. Produce a draft development/asset management plan with options based on market study, Laureate Academy's goals and priorities, and initial financial analysis to inform selection of long-term/permanent site
6. Research & study all available financing options for financing of long-term/permanent location to inform budget - including:
 - Tax Exempt Bond Financing
 - Bank Qualified Bond Financing
 - Conventional and/or Agency Debt
 - New Market Tax Credits
 - Subordinated Debt if required

Phase Two (related to new construction or substantial renovation of an existing site):

February 2018 Secure financing for leasehold improvements or on-site modular building (if

needed) for 2018-19 location

April – June Oversee buildout/renovation of short-term (leased) space or placement of modular building on site

May - Produce an initial financial analysis of selected alternatives including a draft development budget and pro forma

May - Prepare an Underwriting Timeline, Estimate of Capital Improvement Expenditures,

Development Timeline, Occupancy Schedule and outline appropriate steps needed to undertake financing (see attached). Timeline based on board decision/selection of site and length of availability of short-term site

Secure Project Financing

- a. Source potential sources of financing
- b. Work with Laureate Academy to create, submit, and coordinate Request for Financing packages
- c. Coordinate/respond to communication between lenders and school, including any ad hoc requests and/or ongoing due diligence items
- d. Source and apply for other subordinate lending as needed
- e. Secure additional resources for asset management/redevelopment and negotiate best possible deals with capital sources.
- f. Negotiate best possible arrangements with capital sources.

Coordinate/assist in closing all financing

Identify, assess, and select the development team for the development of the property

Pre-Development Management (as needed)

Prepare General Contractor Requests for Proposals

Oversee effort between school and design team throughout programmatic design

Oversee design team (A&E) from conceptual stage through permit set of construction drawings.

The design team will design the Project to specifications agreed upon by the Laureate Academy and TenSquare. Laureate Academy and TenSquare will provide written approval of the plans and specifications for the Improvements. Once the plans for the Improvements are approved, any changes must be agreed upon by both Laureate Academy and TenSquare.

Assist in selection and hiring process of Architect and or General Contractor and contract negotiations

Facilitate necessary permit applications and processing as required

Create, maintain and report on project schedules and budgets

Conduct outreach and interface with the relevant government agencies.

Coordinate with the architect and relevant subcontractors to ensure the proper permits are obtained in a timely fashion.

Develop construction schedule and construction budget; track project performance goals and review expenditures.

Act as “Owner’s Representative” during the entire acquisition, financing and development phases of the Project/Real Estate, during negotiations with capital sources and on behalf of the Owner as requested by Owner with all governmental agencies and departments.

Development Management

- a. Maintain project team from construction commencement through project completion and school move-in
- b. Coordinate communication between school, project team, and city officials
- c. Ensure project is proactively meeting city requirements required for bond financing.
- d. Maintain/monitor project schedule, project budgets, permits, and inspections
- e. Coordinate and maintain relationship with lending institutions throughout construction period
- f. Assist in school move-in activities at completion of construction
- g. Maintain documentation file for project record
- h. Participate in meetings as a member of the project team to monitor project progress, schedule, budget, and address issues needing school input

Assist the Owner in the management of the development process for the Project/Real Estate, including coordination with any architects, engineers, third party professionals, general contractors, or subcontractors/material suppliers.

Act as “Owner’s Representative” with any general contractor to help develop construction schedule and construction budget, and to manage Project performance through to completion.

Manage the building occupancy process including the punch list, delivery of the building, system training, and identifying and tracking warranty items.

PROPOSED PROJECT TEAM

Project Lead – Kathleen Padian will be the lead partner for phase one of this project. She will be the primary point of contact on the project for the Laureate Academy and will ensure that all aspects of the Scope of Work are completed in a timely fashion. As the project manager, Kathy will have the primary responsibility for assisting the school leadership and the board in selecting the location for the school beginning in July 2018. Kathy will ensure Laureate Academy is satisfied with the quality of all services delivered by TenSquare

Project Support – **Karl Jentoft** will provide support for Kathleen Padian during phase one of this project. Karl will provide any required assistance on issues relating to the financing, zoning and renovation of the selected site. During phase two, Karl may become the project lead depending upon the decision of which path to pursue – a longer term lease for a larger facility or the construction of a new facility.

Additional support and services that may be required will be provided by our network of experienced and trusted team members.

BILLING RATES AND COMPENSATION

For this engagement, TenSquare proposes compensation arrangements, as follows

Phase One: A monthly stipend of \$3,000 per month payable on the final business day of each month. TenSquare does not work on an hourly basis, we will dedicate as much time as needed to ensure the successful completion of all tasks.

Phase Two (new construction of substantial renovation of existing property) If TenSquare is selected to act as developer for a long-term facility project, our fee is 2.5% of total project costs. We will continue to invoice at \$3,000 per month with credit assigned for fees paid to date (including fees paid during phase one) with the remaining 50% the Development Fee paid at the closing of the financing and 50% of the Development Fee paid as a percentage of construction completion.

In addition, we require reimbursement of out of pocket, third party expenses.

We would be happy to furnish any additional information about our qualifications and of course, to answer any questions you or the members of your board of trustees or staff might have. We are available to meet with you and to discuss these matters at your convenience. We look forward to working with Laureate Academy.

Respectfully Submitted,

Kathleen Padian
Partner
TenSquare, LLC

TenSquare, LLC is a District of Columbia company specializing in providing real estate development and consulting services to charter school clients. These services include: facilities acquisition, financing, development and management; strategic planning; organizational assessment and restructuring; executive recruitment; governance and fundraising. TenSquare's five principals, Karl Jentoft, Joshua Kern, Kathleen Padian, Alexandra Pardo, and Katie Herman, have significant experience with both charter school operations and real estate development. TenSquare has offices in the New Orleans, the District of Columbia and Clark County, Nevada. TenSquare works with charter school clients across the United States with current clients in Louisiana, Minnesota, the District of Columbia, Illinois, Georgia, Maryland, New Jersey, Missouri and Nevada.

TenSquare is a District of Columbia Certified Business Enterprise (CBE) as a Small Business, Local Business and Resident-Owned Business.

Services Offered

Real Estate Development:

TenSquare provides comprehensive real estate development services to its clients. These services include developing a project strategy, conducting feasibility analysis of possible facility options, securing the site, assessing and arranging financing, overseeing the project design, and managing the project during construction to eventual occupancy. The result: a complete facility solution that meets the school's program requirements and is designed and built within a client's budget and time constraints.

Planning and Growth:

Charter school clients in need of assistance in planning for expansion and growth rely on TenSquare to guide them through the process of strategic analysis of options, as they seek to attain higher levels of academic achievement, management expertise, financial stability and facility needs. Having founded, successfully operated and achieved significant success at a District of Columbia public charter high school for over a decade, Josh Kern and the other principals of TenSquare know first-hand the many difficult obstacles and concerns that need to be addressed and overcome in order to bring charter schools up to ever higher levels of performance. Whether it be board of trustees or staff leadership and development, overall school management, finances, fundraising, staffing, resource allocation, teacher performance, curriculum or any other aspect of charter school operations, the principals of TenSquare have had substantial experience and knowledge in all of these areas and are able to bring their expertise to the table for the benefit of TenSquare's charter school clients. Kathleen Padian was responsible for more than \$550 million of new construction and renovation projects in New Orleans during her tenure as the Deputy Superintendent of the Orleans Parish School Board.

School Improvement:

If a charter school client is in need of more in-depth assistance to resolve regulatory concerns, charter renewal applications or issues, or threatened revocation of authority to operate, TenSquare works intensively with board and staff to restructure the school's management, staff and operations. These efforts can and often include executive recruitment handled directly by

TenSquare to locate the right professionals for the school's leadership, management and staff, including principals, board members, administrative staff and teachers. It can also typically include putting new procedures into place for school operations, seeking to locate additional resources for the school, helping to enhance or modify development plans and techniques, entering into negotiations with third parties to restructure the school's outstanding debts or other contractual obligations, assessing the quality of the school's financial controls and procedures, and modifying financial operations as needed.

Similar Projects Recently Completed:

KIPP: New Jersey:

Location: Newark, New Jersey

Type of Project: Ground up construction of a new 100,000+ SF facility

Role: Owner's Representative and Project Manager

Purchase Price: \$2,405,000

Total Renovation Cost: \$26,648,125

Delivered: July 2016

Northeast College Prep (For CSDC as Owner and Landlord):

Location: Minneapolis, MN

Type of Project: Purchase and renovation of a former warehouse and charter school building

Role: Real Estate Developer Services

Purchase Price: \$ 3,600,000

Total Renovation Cost: \$ 6,412,484

Delivered: August 2016

Hiawatha Leadership Academy (For CSDC as Owner and Landlord):

Location: Minneapolis, MN

Type of Project: Ground up construction of a new middle school facility (Northrup School)

Role: Real Estate Developer Services

Purchase Price: N/A (Property already owned by CSDC)

Total Renovation Cost: \$ 6,950,000

Delivered: November 2015

Mundo Verde Public Charter School:

Location: Washington, DC

Type of Project: Renovation and addition to a former public school building

Role: Real Estate Developer Services as Owner's Representative

30 Year Lease from the District of Columbia

Total Renovation Cost: \$ 12,166,000

Delivered: November 2015

Encore Academy Charter School

Location: New Orleans, LA

Type of project: renovation and expansion of the former John Shaw school building

Role: Real estate developer and financing
 Purchase price: \$250,000 from OPSB
 Total renovation cost: \$7 million
 Delivered: August 2015

Additional School Projects Under Contract:

Columbia Parc New Orleans, LA K-8 building for the Bayou District Foundation

Early Childhood Academy Washington, DC tenant representative for buildout and occupancy

5959 Shady Oak Road, Minnetonka, MN for the International Spanish Language Academy

2835 Morse Road, Columbus OH for the Horizon Science Academy

220 Taylor Street, NE, Washington, DC for Washington Yu Ying PCS

3. The TenSquare Team

TenSquare LLC

Karl Jentoft is an experienced real estate developer with prior experience in banking and education. He has developed school buildings, affordable housing, and mixed-use developments. Prior to joining TenSquare, Karl worked for two years as the Vice President for Corporate Development at Charter Schools Development Corporation. At Charter Schools Development Corporation, Karl developed charter school properties across the country and established a new real estate consulting business. Karl has developed over 30 charter school facility projects, working with schools in 5 states and the District of Columbia. Karl's projects have comprised over \$150 Million and 800,000 square feet of development work.

In his 19 years of educational work, Karl helped create Capital City Public Charter School in Washington, DC and served for seven years as the Board Treasurer, he was appointed to the DC State Education Office Credit Enhancement Committee which oversaw the disbursement of public funds for direct loans and credit enhancements for charter school facility projects, and he was appointed to the DC Public Charter School Board which authorizes all DC public charter schools and provides oversight to 60 schools on 92 campuses. Mr. Jentoft currently serves on the Board of Trustees for the Friends of Choice in Urban Schools.

Before becoming a real estate developer, Karl held senior management positions in finance and banking firms throughout his career. Karl spent two years as Director at Octopus Investments in London, England and ten years in banking as an executive at Capital One. As President of Capital One, Services (Canada) and Director of New Business Development at Capital One Services, Inc. Karl ran Capital One's Canadian business and managed teams in the creation of new businesses in the United States. Formerly with McKinsey & Co and an Intelligence Officer in the U.S. Air Force, Mr. Jentoft has experience in all aspects of building and running a business

including strategy development, marketing, contract negotiation, risk analysis, establishing operations, and recruiting and developing business teams.

Karl holds a BS in Economics and International Affairs from the United States Air Force Academy and a Masters of Public Management from the University of Maryland.

Kathleen Padian joined TenSquare, LLC as a Principle in September 2015 and opened an office for the rapidly expanding company in New Orleans, LA. She most recently served as the Deputy Superintendent for the Orleans Parish School Board. Her responsibilities included management of the Charter School and Facilities offices for the School Board. Kathleen grew the charter portfolio from 11 schools on 13 campuses to 18 schools on 24 campuses during her tenure; leading the approval process and supporting schools with placement of administrators and board members, finding facilities and creating the first CMO under the OPSB. The charter enrollment comprised 80% of the District at the time of her departure. She was also responsible for creating the plan for the transfer of schools to the OPSB from the State-run Recovery School District, successfully changing legislation in order to protect autonomy of those schools during the change in authorizer. At OPSB, Kathleen was responsible for the oversight of all renovation and new construction of facilities; approximately \$500m in projects from 2011 through 2015.

Kathleen has over twenty years of experience in the K-12 public education field from her start as a classroom teacher to executive management of schools, non-profit and philanthropic organizations. She moved to New Orleans in 2008 to continue her work on charter school facility issues that she began while serving as Vice President of Building Hope, a foundation based in Washington, DC. At Building Hope she oversaw more than a dozen school facility construction and renovation projects and created the first charter school incubators space in a former DCPS building. Kathleen subsequently founded an organization dedicated to these issues in New Orleans, providing consultative services to a variety of clients including the LA Association of Public Charter Schools. Additional past experience includes serving as the National Director of Development for New Leaders for New Schools (New York, NY) and Strategic Investments Director at Fight for Children (Washington, DC).

Kathleen has consulted with authorizers and charter operators regarding the development of schools in Washington DC, Florida and Louisiana. She holds degrees from the University of Connecticut and Quinnipiac University and has studied special education and educational leadership at the Curry School of Education at the University of Virginia. She was selected as a member of the inaugural cohort for the NACSA Leaders Program in 2012. Kathleen was also the founding Board President of Achievement Prep Charter School in DC and served as President of the Board for NOLA 180, a CMO in New Orleans. She regularly serves on the Program Committee for the National Alliance for Public Charter Schools' annual conference and is a frequent speaker at a number of education reform convening's around the country. Kathleen's love of New Orleans and Mardi Gras led her to become a founding float lieutenant in the Krewe of Nyx in 2011. The job that she loves the most is being the mother of her 8-year-old daughter.

Joshua M. Kern has been the Managing Member of TenSquare, LLC since its inception. Based in Washington, DC, TenSquare is a national educational advisory services firm specializing in helping schools improve performance, acquire and finance sites and facilities, and achieve

overall educational and growth objectives. Prior to founding TenSquare, Mr. Kern was the Co-Founder, President & Chief Executive Officer of Thurgood Marshall Academy Public Charter High School (TMA) in the Anacostia neighborhood of D.C. Mr. Kern initiated the effort that led to the creation of Thurgood Marshall Academy while attending law school at Georgetown University Law Center and serving, through the university's DC Street Law clinical program, as a teacher at Frank W. Ballou High School. Mr. Kern oversaw Thurgood Marshall Academy's growth and development from a start-up serving 80 9th graders at its inception in 2001 to a full service accredited institution serving 390 students in grades 9 - 12. Under Mr. Kern's leadership, Thurgood Marshall Academy garnered national recognition for the excellence and sustainability of its programs. Thurgood Marshall Academy students have the highest combined state standardized test scores among all open enrollment high schools in Washington, DC. 100% of students in all six graduating classes were accepted to college and 87% of the most recent alumni enrolled in college last year. In late 2009, the school was selected by the U.S. Department of Education to be featured as part of the Department's Doing What Works initiative. Thurgood Marshall Academy was the only charter school and one of just six schools in the country chosen as a national model of excellence for its use of data to improve student outcomes.

Mr. Kern also has extensive experience with real estate development and finance for charter schools in the District of Columbia and elsewhere. He has managed all aspects of the design, construction, and capitalization of numerous charter schools' redevelopment projects. Mr. Kern is a founding member of the DC Public Charter School Association, Vice Chair of the Board of Friends of Choice in Urban Schools (FOCUS), a member of the Board of Barrack Academy, an Advisory Board member of the National Public Charter School Resource Center, and a member of the Board of Achievement Prep Public Charter School. He is also a frequent speaker at national conferences and seminars and before Congress concerning charter schools and related educational matters. Mr. Kern was recently appointed by the District of Columbia Council to serve on the University of the District of Columbia Community College (CCDC) Transition to Independence Advisory Board.

Mr. Kern is a member of the Pennsylvania Bar and in 2011 received the prestigious Robert F. Drinan Public Service Award from Georgetown Law. Mr. Kern was also named "Young Lawyer of the Year" by the Bar Association of DC. Mr. Kern graduated with honors from Georgetown University Law Center in 2001 and holds a BA and MBA from Tulane University. Mr. Kern lives in Washington, DC with his wife, Allison Rapp, and their new daughter, Caroline Bliss Kern.

Katie R. Herman is an experienced nonprofit leader with a keen eye for talent and proven success in building high performing teams and operations, leading towards strategic priorities, and creating sustainable infrastructures for educational nonprofits. For four years, Katie led the development efforts of College Summit, a national college access organization. As Vice President of Development, she built a national development team, oversaw a \$9M annual goal, and developed the infrastructure to support 11 regional operations. From 2001 through 2008, Katie served as Managing Director and Development Director for Thurgood Marshall Academy Public Charter High School (TMA), one of the highest performing public high schools in Washington, DC. Katie helped grow the school from 80 to 400 students and quadrupled philanthropic revenue. Among her accomplishments at the school, Katie oversaw an unconditional five-year charter renewal from the Public Charter School Board (the first

unconditional renewal the PCSB ever granted to a high school); restructured the administration and hired the current leaders of the school; spearheaded the development of a nationally-recognized data-driven benchmark assessment system and standards-based curriculum; led annual fundraising and capital campaigns; designed and ran model volunteer-based, after-school programs; and closely supported the \$12M renovation and restoration of a century-old school building in Anacostia. She now serves as Secretary of the Board of Trustees. Katie has experience in education research and evaluation from her work at Policy Studies Associates, and is a committed educator with over twenty years of working with youth in the inner cities of Chicago, Providence and Washington, D.C. She is a graduate of Brown University.

Proposed Management Structure:

Project Management Coordination Checklist				
Planning	TenSquare Team	General Contractor	Architect	Laureate Academy
Program				
Create outline program of spaces (indoor and outdoor), adjacencies			X	X
Confirm LEED strategy			X	X
Generate performance criteria / specifications for Owner technical systems:	X			X
Information technology	X			X
Access control	X			X
Cable television	X			X
Communications	X			X
Audio-visual	X			X
Security/surveillance	X			X
Budget and Financing				
Create full project budget (hard and soft cost line items including FF&E)	X			
Project capital cash flow distribution	X			
Build and test operating pro forma for debt capacity	X			
Analyze potential financing structure and facilitate selection	X			
Source potential funders and lenders	X			
Create, submit, coordinate requests for financing packages	X			
Address potential lender needs (requests, due diligence)	X			
Manage selection of funder and lender and negotiate terms	X			
Manage application, filing, closing documents	X			
Apply for government financing if applicable	X			
Apply for government grants if applicable	X			
Coordinate to have proof of finances for Contractor (part of AIA contracts)	X			
Schedule				
Generate project schedule	X			
Site Control				
Negotiate LOI	X			
Arrange for right of entry	X			
Collect existing materials (ex. hazmat assessments, survey)	X			
Coordinate transaction components (ex. Geotechnical survey, etc.)	X			
Manage entitlements and variances			X	
Manage easements and covenants	X			
Confirm LEED requirement			X	X
Confirm Affirmative requirements	X			X
Confirm Local Hiring requirements	X			X

Confirm point of contact for future permit paperwork	X			X
Project Team Initiation				
A&E				
RFP, proposal review, interview, and selection process	X			X
Confirm contract type, services, exhibits, and legal terms	X			X
Be identified as Owner's Representative in contract	X			
Negotiate and finalize contract business terms including fees	X			
Coordinate any consent letters as needed by financing	X			
Preconstruction Services / Contractor	X			
RFP, proposal review, interview, and selection process	X			X
Confirm contract type, services, exhibits, and legal terms	X			X
Be identified as Owner's Representative in contract	X			
Negotiate and finalize contract business terms including fees	X			X
Coordinate any consent letters as needed by financing	X			
Design				
Administration				
Issue and update Team Directory	X			
Coordinate project portal as needed			X	
Meetings				
Schedule, set agenda, and facilitate Steering Committee meetings	X			
Submit agenda items and attend Steering Committee meetings	X			
Issue project summary updates as needed (instead of minutes)	X			
Schedule and facilitate all design meetings			X	
Participate in all design meetings	X			X
Review and edit A&E meeting minutes and submit notes to file as needed			X	
Prepare materials for Board and attend project presentations to Board	X			
Coordinate Owner's relationship with neighbors (informational meetings, approval meetings, update meetings, newsletters)	X			X
Budget Tracking				
Regularly update full project budget tracking (hard and soft cost line items: budget/commitments/actual expenditures)	X			
Regularly update full project budget tracking shadow copy (hard and soft cost line items: budget/commitments/actual expenditures)	X			
Update cash flow projection	X			
Facilitate the sequencing and timing of commitments with financing plan	X			
Review and approve all invoices related to project budget commitments	X			
Package and coordinate monthly draw request for funding (lenders, grant agencies, etc.)	X			

Manage review of cost estimates and value engineering (industry benchmarking, second estimate for comparison if required, determine elements of opportunity and concern, contingency level)	X			
100% Schematic Design			X	X
100% Design Development			X	X
GMP Milestone to be determined (Value Engineering focus, options for alternates, contractor installed FF&E, assumptions and allowances)	X			
Participate in review of cost estimates and value engineering	X			X
Coordinate bid packaging process (address impact to Owner milestones, cash flow schedule, CM contract details)	X			
Establish requirements for subcontractor package bids		X		
Confirm local hiring requirement participation tracking	X	X		X
Review actual proposed General Conditions	X			X
Review overall proposed Schedule of Values	X			X
Create a wish list for contingency and capital campaign efforts	X			X
Coordinate proposed change order process (standards for documentation and approval, categorizing by driver)	X			
Schedule Tracking				
Monitor and maintain project schedule (reach design and construction milestones, pursue and document delays)	X			
Review proposed staging and construction logistics	X			
Monitor and participate in researching, submitting and securing approvals from all applicable agencies	X			
Ensuring availability of needed Utilities			X	X
Site Plan Approval			X	X
Excel Energy approval			X	X
City approval (building permit, health department approval)			X	X
Quality Control				
Issue design reviews/mark-ups of drawings and specifications (for Program Reconciliation (SF, Efficiency, Functionality), FF&E Coordination)			X	
100% Schematic Design			X	
100% Design Development			X	
Draft and issue approval memo to proceed into next phase of design	X			
Submit items to the design review discussions and memos			X	
Issue updates to Program Document				
100% Schematic Design			X	
100% Design Development			X	
Identify key submittals requiring Owner approval with projected schedule			X	
Monitor LEED point tracking	X		X	X
Other Contracts				

Monitor and participate in researching, submitting and securing services from all applicable utilities (power, gas, telephone)	X			X
Coordinate Owner's independent contracts and services:				
Topographic survey	X			
Phase 1 environmental report	X			
Hazardous material assessment	X			
Industrial hygienist	X			
Civil engineer	X			
Geotech engineer	X			
Traffic engineer	X			
Commissioning agent	X			
Third party review	X			
Permit expeditor	X			
Materials testing	X			
Surveyor for wall check	X			
Third party inspection	X			
e-Rate consultant	X			X
Information technology	X			X
Access control	X			X
Cable television	X			X
Communications	X			X
Audio-visual	X			X
Coordinate FF&E				
Purchasing list	X			X
FF&E - Design Coordination memo and cut sheets			X	
Signage - for code (stairs, restrooms, mechanical, electrical) and for brand (room names, way finding, exterior)			X	X
Construction contract negotiations (CFCI, OFCI, OFOI)	X			
Construction				
Administration				
Update Team Directory	X			
Coordinate project portal as needed	X			
Coordinate basic logistics of milestone ceremonies - groundbreaking	X			
Coordinate basic logistics of milestone ceremonies - topping out	X			
Issue a Monthly Report (update on activities underway and anticipated, on schedule, on budget)	X			
Meetings				
Schedule, set agenda, and facilitate Steering Committee meetings	X			
Submit agenda items and attend Steering Committee meetings	X			
Issue project summary updates as needed (instead of minutes)	X			
Participate in weekly/regular construction site meetings	X	X	X	X

Review CM meeting minutes	X		X	
Prepare materials for Board and attend project presentations to Board	X			X
Coordinate Owner's relationship with neighbors (informational meetings, approval meetings, update meetings, newsletters)	X			X
Budget Tracking				
Regularly update full project budget tracking (hard and soft cost line items: budget/commitments/actual expenditures)	X			
Regularly update full project budget tracking shadow copy (hard and soft cost line items: budget/commitments/actual expenditures)	X			
Update cash flow schedule	X			
Facilitate the sequencing and timing of commitments with financing plan	X			
Review and approve all invoices related to project budget commitments	X			
Review and approve all pay applications and release of liens	X		X	X
Package and coordinate monthly draw request for funding (lenders, grant agencies, etc.)	X			
Manage and negotiate Proposed Change Orders (review, negotiate and approve with sufficient documentation, log and categorize by driver)	X			
Coordinate approval of Proposed Change Orders per any disbursement agreements	X			
Develop and facilitate a contingency management plan	X			
Refine and update the wish list for contingency and capital campaign efforts	X			
Schedule Tracking				
Monitor and maintain project schedule (reach design and construction milestones, pursue and document delays)	X			X
Monitor and participate in securing approvals and certificates from all applicable agencies	X			
Wall check	X			
Renewals (building permit, public space permits, curb cuts)	X	X	X	
Third party inspections	X	X		
Zoning	X	X	X	
Certificate of Occupancy	X	X		
Quality Control				
Participate in weekly/regular progress jobsite walks (advise on quality, function, programmatic and building type issues)	X	X	X	X
Monitor RFI log and respond to Owner directed RFIs	X		X	
Monitor submittal transmittal log and coordinate review and Owner approval of key submittals/shop drawings	X		X	X
Manage and document Owner initiated directives	X			
Other Contracts				

Monitor and participate in securing services from all applicable utilities (power, gas, telephone)	X			X
Coordinate independent contracts and services (materials testing, construction quality control inspection, wall check)	X			
Coordinate commissioning activities	X			X
Coordinate information technology contract and services	X			X
Coordinate access control contract and services	X			X
Coordinate cable television contract and services	X			X
Coordinate communications contract and services	X			X
Coordinate audio-visual contract and services	X			X
Coordinate security/surveillance contract and services	X			X
Coordinate FF&E (selected items)				
Create a procurement schedule	X			X
Track purchase costs against budget	X			
Gather bids and create a comparison review	X			
Confirm selection and choices (color, quantity, services, features)	X			X
Negotiate purchase order, delivery date, installation guidelines	X			
Monitor installation and training	X			X
Substantial Completion				
Assist with generating punch list	X	X	X	X
Draft the Certificate of Substantial Completion (value of punch list, dates for warranties, responsibility for security)			X	
Coordinate operations manuals		X		
Coordinate for systems training		X		X
Coordinate As-built drawings		X		
Post-Construction				
Confirm final lien waivers	X			
Confirm final payments and close all contracts	X			
Provide project document archive	X			
Track closure of punch list	X	X	X	X
Coordinate basic logistics of milestone ceremonies - ribbon cutting	X	X		X