**Purpose**

This guide is intended to assist in preparing for a pre-construction meeting by itemizing and providing brief explanations of items that need to be covered. Use it as a checklist and reference document as you prepare for this important meeting.

**Introduction**

### Once the Owner selects a Contractor, a pre-construction meeting shall be called to introduce the parties involved in the construction phase and to introduce procedures to be followed throughout the course of the project. Depending on the construction contract type the meeting may be called by the Construction Manager, Contractor, or Prime Consultant. The attendees should include all the major participants in the construction phase including Owner, Prime Consultant. Sub-Consultants, Contractor, and major Subcontractors.

One of the key responsibilities of the Prime Consultant is to facilitate communications and coordination among the Owner, Consultants, and Contractor and; for the construction phase, this meeting is where the process begins.

This very important meeting becomes critical to the success of this phase, by establishing the construction phase procedures, and by identifying milestones, areas of special requirements, lines of communications and key contacts, submittal process (shop drawings/samples), changes to the Contract Documents, and the goals and objectives of the project. A successful pre-construction meeting will result in better communication and a more successful construction phase.

**Agenda**

An agenda should be prepared for all pre-construction meetings and sent to all invited parties with the notice of the meeting. There will be some items that the Contractor will be asked to prepare for this meeting, so it is important to give the Contractor reasonable advance notice in order for them to prepare.The size and complexity of a project will determine the information to be covered in a pre-construction meeting.

**Documents**

In addition to the Contract Documents (contract, specifications and drawings) there are many standard documents used during the construction phase. These include forms for clarification and modifications, transmittals, submittals, requests for substitution, RFI’s and many others. The pre-construction meeting is the best time to introduce these forms and the procedures for their use.

**Construction Procedures Manual**

A construction procedure manual should be prepared for all projects. The content will vary based on the scope and complexity of the project. Copies of this manual should be distributed to the Owner and Contractor. This manual documents the procedures discussed at the pre-construction meeting, which are to be followed during the construction phase. Sample of the applicable forms should be included in the manual.

**Pre-Construction Meeting Agenda**

The table below lists recommended agenda items, a reference to a further explanation of the items, a specification section if applicable, and standard forms to be used in the procedure.

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| --- | --- | --- | --- |
| **Item** | Guide Reference | **Spec Reference** | **Forms** |
| Who presides over meeting? | 1 | 01 30 00 |  |
| Introduction of attendees | 2 |  |  |
| Hand out Construction Procedures manual | 3 |  |  |
| Design Intent* Areas of special attention
 | 4 | 01 11 0001 35 00 |  |
| Communications * Project Directory
* Lines of Communication
* Use of Social Media
* Distribution List
 | 5 |  |  |
| Construction meetings* Virtual meetings
 | 6 | 01 31 00 | * Minutes of Meetings (only if written by Consultant) usually done by Contractor
 |
| Site Office | 7 | 01 52 00 |  |
| Site set-up/Utility connectionsHoarding & related permitsSafety training | 8 | 01 50 0001 56 00 |  |
| Project Signage | 9 | 01 58 00 |  |
| Construction Contract Breakdown (Schedule of Values)/Cash Flow | 10 | Contract01 29 0001 32 00 |  |
| List of subcontractors | 11 | Contract |  |
| Permits and Licenses* Owner
* Contractor
 | 12 | Contract00 31 00 |  |
| Schedules* Construction
* Submittal and Approval
 | 13 | 01 32 00 |  |
| Insurance and Bonding | 14 | Contract00 61 0000 62 00 |  |
| Testing & Inspections* Owner
* Contractor
 | 15 | 01 33 0001 45 00 |  |
| Special Requirements – for example:* Owner use of site
* Owner supply equipment
* Owner’s other contractors
* Site visits/site access
* Security
* Early occupancy
* Phases
* Shutdown procedures
 | 16 | Contract0080001 11 0001 14 0001 35 0001 50 0001 73 00 |  |
| Hospitals Special Requirements  | 17 | 01 35 00 |  |
| Construction Progress reports  | 18 | 01 32 00 |  |
| Clarifications & Modifications* Site Instruction
* Change Directive
* Proposed Change
* Change Order
* Field Memos
 | 19 | 01 26 00 | * Site Instruction
* Change Directive
* Proposed Change
* Change Order
* Field Memos
* Change Logs
 |
| Requests for Information (RFI’s)* Contractor
* Consultant
 | 20 | 01 26 00 | * Consultant’s Information Request
 |
| Submittals. (Identify & schedule)* Shop Drawings
* Samples
* Mock-ups/ Sample Installation
* Schedules/reports etc.
* Material deliveries
 | 21 | 01 33 00 | * Submittal Cover
* Shop Drawing Transmittal
 |
| Substitutions | 22 | 01 25 00 | * Request for Substitution
 |
| Progress Claims & Approvals* Review of Extras/credits
* Resolution process
 | 23 | 01 29 00 |  |
| Take-Over procedures* Substantial performance
* Completion of contract
 | 24 | 01 77 00 | * Certificate for Substantial Performance
* Cover letter
* Building Department Clearance Letter
 |
| Project Close-out* Record Documents (for what disciplines will contractor have to submit as-builts)
* Operation Manuals
* Warranties
* Product and finishes Manual
* Additional material
 | 25 | 01 77 0001 78 00 | * Electronic Data Transfer Agreement
 |
| Cash Allowances | 26 | 01 21 13 |  |
| Notice for Review | 27 |  |  |

**Agenda Guide**

1. Who presides over meeting? This will vary based on the construction contract. The project may be a traditional general contract, or project management, or construction management, or some other hybrid form. Regardless of who presides over the meeting, it is important for us to ensure that all necessary items are covered. This can be accomplished by creating the agenda or reviewing and commenting on an agenda prepared by others. The party who chairs the meeting should record the minutes. If someone else will be doing the minutes, take your own notes of the meeting.
2. Introduction of attendees should include an “around-the-table” introduction of all in attendance, and a brief discussion of whom they represent and what their responsibilities are. Circulate a form for all parties to fill in their names, company names, addresses, phone & fax numbers and email addresses. If there are important parties that are not present, their responsibilities on the project should also be discussed. Remember that an important part of effective communication is an understanding of who is responsible for what.
3. Depending on the size and complexity of a project, a construction procedure manual can take the form of a list of critical procedures to a document that details specific procedures and expectations. This manual should contain examples of documentation to be used in the administration of the construction phase. There may be some procedures that cannot be established prior to the pre-construction meeting. Often certain procedures are actually reviewed and agreed upon in the pre-construction conference. In this case the documentation of these decisions will follow the meeting and will become part of the Construction Procedures manual.
4. Design Intent: Often projects will have certain elements that require extra attention to detail and execution that may not be completely obvious in the drawings and specifications. For example, things such as concrete formwork and finishing, layout and installation of services in exposed ceilings, brick coursing or other elements critical to the design should be discussed. The pre-construction meeting is a good time to reinforce the importance of such elements. This should be a brief overview as it can be reviewed in depth at later meetings. The danger is to spend too much time on this while not everybody will be involved and not enough time will be left to discuss the remaining issues.
5. Communications

Project Directory: A project directory should be created and distributed to all parties. The names to be included in the directory cannot always be finalized at this meeting. The first draft of the directory should include all the attendees of the pre-construction meeting and the principal individuals in charge of the various disciplines or parts of the Work. The first draft should be distributed at or before the first regular site meeting.

Lines of Communications: Effective communication of information amongst the parties is an essential part of the construction phase. The exchange of information results in decision making and actions. It is important to establish the correct lines of communications to avoid misunderstandings about whom one should communicate information to, and from whom one should take directions. The lines of communication may vary to suit the method of construction. Whether a project is stipulated sum or construction management will have some bearing on who initiates and/or receives documents.

Use of Social Media: Identify which if any social media platforms may be used for communications and distribution of photographs. Note which platforms will be monitored or responded to and that anything else will not be. Address security and privacy concerns with various platforms.

Distribution List: A chart or list indicating the types and number of copies of documents to be distributed to each party should be created and distributed. A draft of this list should be prepared for the pre-construction meeting.

1. Construction Meetings: Frequency, parties attending and who will preside need to be decided. Establish the date and location of the first meeting. Often a site office is not ready for the first construction meeting and the meeting could take place off site in one of the party’s offices. Consult the specification where applicable for the site meeting requirements.

The party responsible for recording the minutes and the timing for distribution shall be as per the specification, or shall be determined at this meeting. Minutes should be numbered by type of meeting (ex: construction meetings vs. commissioning meetings) and item numbers in the minutes should include the meeting number. The actual format of the minutes would be determined by the party recording them, but at least should include the following: Project description, author, meeting date, location, attendees, distribution list, and notice of next meeting, items discussed and action required.

Virtual meetings: Identify which if any electronic meeting platforms may be used for meetings involving client, contractor, and consultant. Address security and privacy concerns with various platforms. Identify how meeting login information will be distributed and how far in advance of the meeting it must be sent. Identify any differences between scheduled and ad hoc meeting procedures.

1. Site office: The Contractor shall provide and maintain the site office as per the Contract Documents
2. Site set-up: The Contractor shall be responsible for setting up the site, hoarding, storage and arranging utilities etc.
3. Project Sign: The Contractor shall provide a project signage as per the Contract Documents.
4. Cost breakdown/Cash flow: The Contractor shall submit, to the Consultant for review and acceptance, a breakdown of the contract price for each section of the work (schedule of values) and a breakdown of the contract price related to time, for cash flow purposes. These are required within a reasonable time, but must be submitted and agreed to prior to the first progress billing. The schedule of values is to assist the Consultants in reviewing applications for payment. Where an outline schedule of values is included in the specifications, this should be brought to the Contractor’s attention.
5. List of subcontractors: The Contractor shall submit the list of subcontractors proposed for the work. The subcontractors should be the same as those named in the Contractor’s bid. The Owner and/or Consultant must approve any changes or substitutions.
6. Permits and Licenses: The status of various permit applications should be determined. It is also important to make sure that the appropriate parties are pursuing all the necessary permits. The general assumption is that the contractor is obtaining all necessary permits, but there are cases where certain permits are to be obtained, or have been obtained by others. Make sure all parties are aware of their obligations in this area.
7. Schedules

Construction Schedule: The Contractor shall submit a construction schedule for review at the pre-construction conference. This schedule is to be monitored and updated by the Contractor on a regular basis.

Submittal schedule: The Contractor shall prepare and submit a submittal schedule to the Consultant for review and acceptance. This schedule is a chronological listing of **all** submittals required by the Contract Documents. The submittal schedule should be coordinated with the construction schedule, and updated to reflect any changes to the construction schedule as work progresses.

Information to be included on submittal schedule:

* Description of each submittal, and name of subcontractor
* Dates of each submission
* Specification section reference
* Final date for completion Consultant’s review
* Mock-ups/ Sample installations
1. Insurance and Bonding: Review the requirements of the Contract Documents for insurance and bonding. Make sure all parties are aware of their obligations in this area. Determine the status of these items. Confirm that any proof of insurance required is being obtained and that the proper named insureds are included in the appropriate policies.
2. Testing and Inspections: Review the requirements of the Contract Documents. Determine the scheduling of all tests and inspections. Confirm who will be arranging them and who pays them.
3. Special requirements: Any given project is likely to have unique requirements requiring special attention. Owner’s use of site (co-occupancy), security, hours of work are but a few of the possible issues that need to be discussed and resolved.
4. Hospital Special requirements: Hospital projects often have more stringent requirements than other projects, and a separate specification section is devoted to this.
5. Progress reports: What is the frequency that they will be issued. Will a Monthly report be issued as well?
6. Clarifications and Modifications: When clarifications or modifications to the construction contract are required certain procedures and documents are used to instruct the Contractor on how to proceed. We have our standard documents that should be reviewed. Since they are industry standards there should be no problems using them. What is important to discuss is the approval to proceed with changes. Change Directives and Change Orders will result in changes in cost, schedule or scope of work and require the proper signatures.
7. Requests for Information: Contractors have their methods of requesting information, and this is normally done through an RFI. Confirm the procedure, and response times of RFI’s for the project. There are times when the Consultant may request specific information and feels a need to request the information in a written manner. In this instance there is a “Consultant’s Information Request” form. This should be mentioned at the meeting.
8. Submittals: A schedule of submittals is discussed in item 13, above. Required submittals should be covered in the specifications. Submittal requirements should be reviewed and confirmed.
9. Substitutions: Contractor shall review product availability and place orders at earliest date possible to ensure timely delivery. Identify supply delays that will affect the construction schedule. Notify Consultant of such, in order that substitutions or other remedial action may be authorized in ample time to prevent a delay in the completion of the work. Substituted products will only be permitted if the listed product cannot be obtained, is no longer manufactured, or cannot be delivered to maintain the construction schedule and if the delay is caused by conditions beyond the Contractor’s control.

Submit evidence that the substituted products are equal to or superior to specified products and they can be incorporated into the work without compromising adjacent or surrounding work. There will be no increase allowed to project cost or time as a result of substituted products. All requests for substitutions should be made by the Contractor using the Request for Substitution form which can be provided to the Contractor at the pre-construction meeting if a sample is not already in the specs.

1. Applications for Payment and Approvals: Review standard procedures for monthly billing. Often on larger projects the Mechanical and Electrical contractors will have their progress claim reviewed by the M&E consultants prior to submitting formally to the General Contractor. Identify if this will be the case.

Note that the prompt payment provisions of the *Construction Act* do not make payment by the owner contingent on prior review by the consultants.

Discuss the information required to be submitted with the application for payment in order for it to constitute a “proper invoice”: schedule of values, contract breakdown, statutory declaration, WSIB clearance certificate, and other specified information. How often will meetings occur? Reviewing of extras and credits. In case of dispute, how will the argument be escalated? To whom? What is the target date for resolution?

1. Take Over Procedures: The procedures concerning substantial performance of construction contracts and completion take-over of projects are documented in the OAA/OCGA Take Over-Procedures Document 100. Normally these are the procedures that would be followed and unless there would be a deviation from these procedures, not much time needs to be spent on this at the pre-construction conference.
2. Project Closeout: There will be certain manuals and documentation required of the contractor at the end of the project, and the requirement for these should be made clear. Be especially clear on the expectation of what as-builts are to be prepared by Contractor. Be clear about any requirement for the as-builts to be submitted as CAD or BIM files.

Contractor should be asked to prepare a list of “close-out” submittals for review.

1. Cash Allowances: If there are cash allowances on a project, these should be reviewed and understood at the beginning of the project. Some examples of cash allowances are: testing, inspections, hardware & signage.
2. Notification of review. Confirm specification requirement, or establish if necessary the amount of advance notice the Contractor shall give the Consultants for review of the Work.