



Maple-Leaf News

Fall 2008

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The Role Of Your Construction Manager

In the early 1960s, in response to increasing complexities in the construction industry, construction management evolved as a professional practice distinct from design and construction. As defined by the Construction Management Association of America, construction management is the "management of activities over and above normal architectural and engineering services conducted during pre-design, design and construction phases, that contribute to the control of time and costs."

While many think of a construction manager in terms of large-scale projects such as the Big Dig, CM is common on much smaller projects. In those instances, the construction manager is usually also the general contractor, employing its own forces for both supervision and often some of the subcontractor trades and labor.

Construction management is generally broken down into three distinct phases—pre-construction, construction and closeout.

One aspect of the pre-construction phase is the design process. As an owner, one should participate in preliminary consultations that include discussion of the selection of materials, systems and equipment, evaluation of material availability and lead times. In addition, your construction manager should provide a



Pentucket Bank's branch office in Salem, New Hampshire, was built utilizing the construction management process.

value engineering analysis that includes a review of design alternatives, constructability of the proposed design, as well as potential economies to be found in your proposed design, phasing, schedule, materials, methods, etc.

Pre-construction also includes the preparation of the preliminary project schedule, which should contain phasing evaluations as they pertain to both the design and the proposed construction.

In addition, your construction manager should prepare multiple preliminary cost estimates during the pre-construction phase. Prior to any formal design, as an owner one can expect an estimate based on a conceptual scope comprised mainly of values derived from industry standards employing square footage or area calculations. Later, expect more detailed budgets based on more detailed estimating that is supported by proposals from the various trades and suppliers.

As the final piece of the pre-construction process, an owner should be consulted regarding the prospective subcontractors the

CM is proposing to solicit on his behalf for construction, as well have the final approval should there be any objections to the proposed players.

A project should only move forward after both the owner and the construction manager approve the control estimate, in which actual costs are measured and there is a list of drawings, specifications, clarifications and assumptions. This control estimate should be organized by trade categories and systems, and include the construction manager's fee. The accompanying schedule should include a date of commencement, date of substantial completion, construction documents issuance dates and a contract time statement.

As for the administration one should receive from a construction manager, expect to periodically review the control estimate, evaluate subcontractors, attend weekly project meetings and receive updated minutes, project schedules and daily site supervision and management reports.

Your CM will also administer budget controls against actual expenditures and

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Project Profile
Nashua Eye Associates
Tenant Buildout

Milford, New Hampshire

Property Owner: Nashua Eye Associates
Tenant: Photos Plus, Lisa C. Peterson, Owner

Scope: Phase II tenant buildout at a recently acquired facility based on negotiated lease terms. Phase I, relocating and expanding a satellite facility for Nashua Eye Associates, was completed in Fall 2007.



A look at the exterior of the completed Nashua Eye Associates in Milford. Phase II was a recently completed buildout for tenant Photos Plus.

Construction Manager...

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provide access to the construction manager's records, including detailed, itemized monthly invoicing and subcontractor lien release documents. Among the additional risk management safeguards one should require are insurance certificate monitoring of all trade and jobsite safety inspections.

At the conclusion of your project, a quality CM will provide the owner with as-built drawings, subcontractor/supplier warranty information, operation manuals and closeout manuals professionally organized by trade and building sections.

Maple-Leaf has been providing full service construction management services for more than 30 years to a variety of clients. If you hire a construction manager and are not receiving the services described, then your CM is providing a title, not a role. On your next project, let us demonstrate how an informed owner should feel at the conclusion of a professionally managed construction project.



Starbucks, Nashua, New Hampshire, location, completed by Maple-Leaf, which served as the mall owner's construction manager.



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