

The logo for the College of Marin features the text "COLLEGE OF" in a smaller, spaced-out serif font above "MARIN" in a larger, bold serif font. A thin horizontal line is positioned between the two lines of text. The entire text is centered within a light olive-green horizontal bar. To the left of the bar is a large black left square bracket, and to the right is a large yellow right square bracket. A thin yellow circle is partially visible behind the text.

COLLEGE OF  
**MARIN**

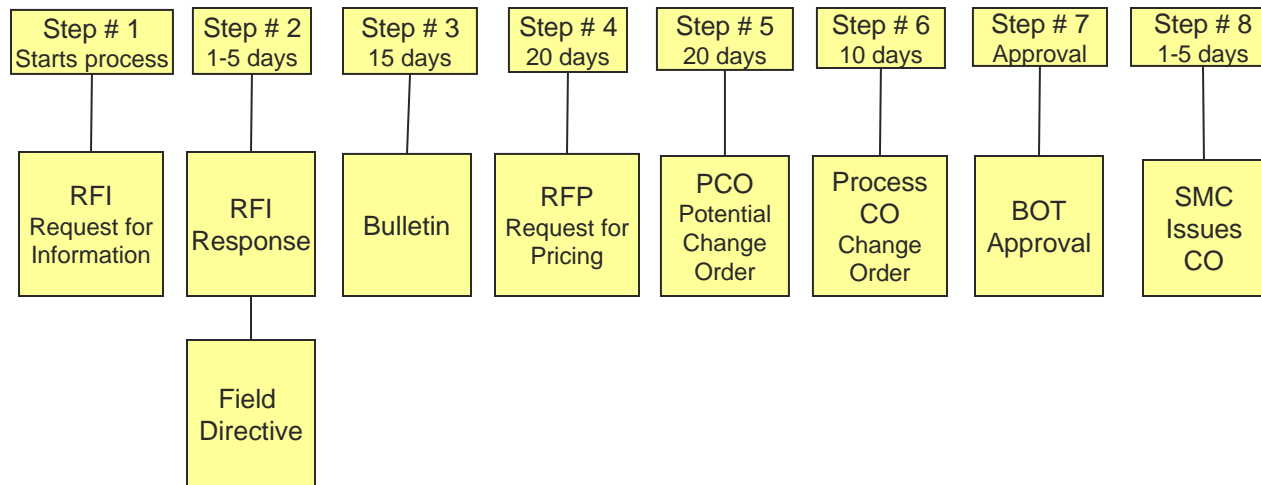


Marin Community College District  
Measure C Bond Program  
Change Order Process

Board of Trustees Study Session  
Tuesday, February 19, 2008

# Overview

- What is a Change Order
- How Change Order is created
- Change Order – Process & Controls
  - Steps 1 through 8
  - Typical Timeline Total = 75 workdays



# What is a Change Order

- Normal construction process for issuing changes during construction
- Alters price or time or both
- Change revisions to contract bid documents are changes to drawings and specifications
- A Change Order could be an Add or Deduct of either cost or time or both
- A Change Order could be a no cost or time change
  - Substitution of equal product or material

# How Change Order is Created

- Unforeseen Conditions
  - Excavation / Foundations – below grade conditions
  - Existing building renovation – hidden conditions not exposed at time of design
- Design discrepancies in drawings / specifications
  - Architects
  - Engineers
- District / Owner
  - Add or Deduct any change to original scope of work

# Change Order Process & Controls

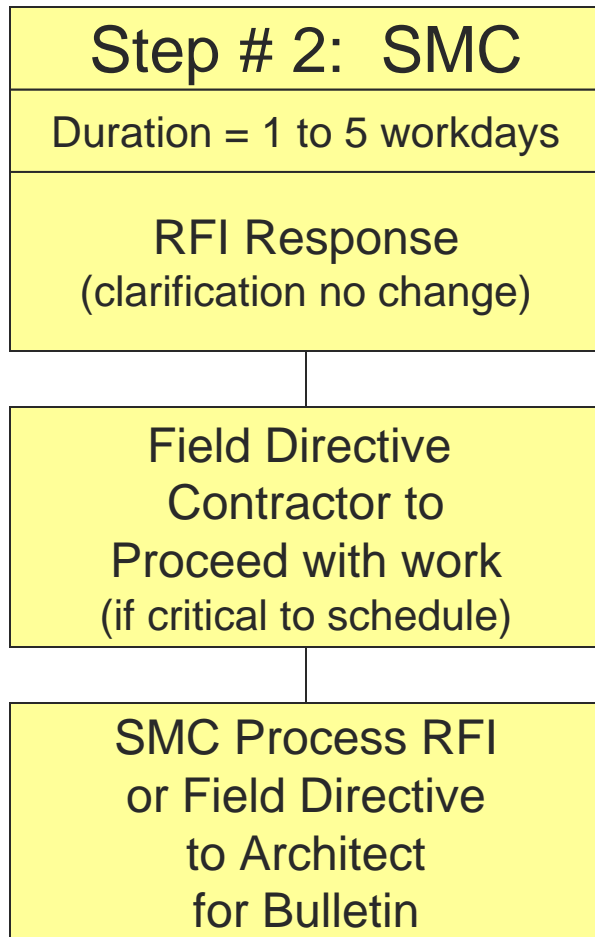
## Step # 1: Contractor

Starts process

Request for Information  
RFI

- Contractor identifies potential problem
- Conflicts noted in documents
- Field questions by sub-contractors
- Clarifications of drawings or specifications
- Contractor issues RFI to SMC

# Change Order Process & Controls



- SMC evaluates (RFI) Request for Information
- Review drawings and specifications
- **Option No. 1:** Respond to RFI as clarification with no change
- **Option No. 2:** SMC issue Field Directive if urgent due to schedule impact or potential delays
- Work may start prior to any CO approval (Step # 7)
- Review and monitor time & materials for work in place by Field Directive
- **Option No. 3:** SMC process RFI or Field Directive to Architect for Bulletin
- District to be notified as appropriate

# Change Order Process & Controls

## Step # 3: Architect

Duration = 15 workdays

Bulletin

- Architect evaluates Field Directive & RFI
- Determine design solutions
- Issue revisions to drawings/specifications
- SMC issue Bulletin to Contractor
- SMC request Contractor to issue (RFP) Request for pricing

# Change Order Process & Controls

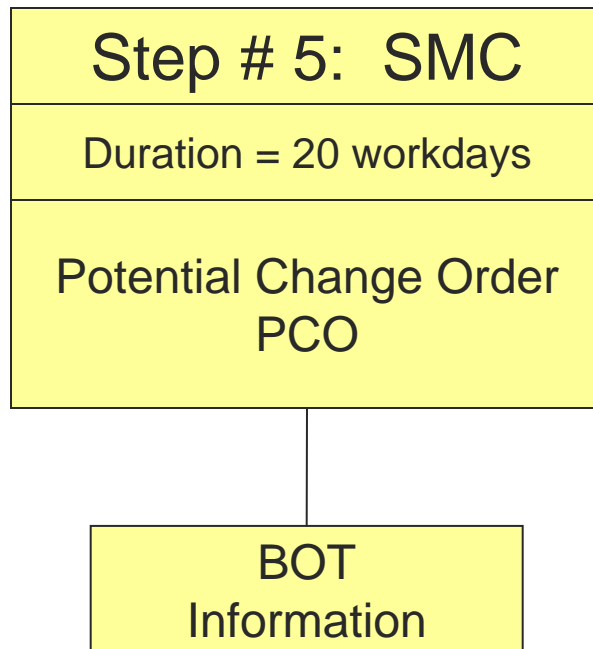
## Step # 4: Contractor

Duration = 20 workdays

Request for Pricing  
RFP

- Contractor evaluates Bulletin
- Determine schedule impact
- Determine scope changes
- Issue cost estimate for Field Directive for time & materials work
- Contractor issues cost estimate (price/time) from Bulletin
- SMC process as a PCO (Potential Change Order)

# Change Order Process & Controls



- SMC evaluates (RFP) Request for Pricing
- Estimate & reconcile price / time / scope
- Maintain monthly (PCO) Potential Change Order Log to track status
- Issue (PCO) Potential Change Order Summary showing cost / time to BOT each month
- SMC process a (CO) Change Order

# Change Order Process & Controls

## Step # 6: SMC

Duration = 10 workdays

Process  
CO  
Change Order

**Note:** Any remaining contingency is reallocated as required with BOT approval

- SMC process (PCO) Potential Change Orders into a (CO) Change Order
- Bundle PCO's into a single CO
  - Minimize COs
- Issue monthly Change Order Log
- Monitor & track changes and costs with project contingency
  - 15% - Modernization Projects
  - 10% - New Projects
- Process Change Order for BOT approval

# Change Order Process & Controls

## Step # 7: BOT

At monthly meetings

BOT Approval of  
Change Order

- Issue to the Board of Trustees to approve Change Order

# Change Order Process & Controls

## Step # 8: SMC

Duration: 1 – 5 days

SMC  
Issue  
Change Order

- SMC issue Change Order to Contractor

<http://www.marin.edu>

# Contacts



Rich Graziano  
Program Manager  
(415) 884-3192  
Rich.Graziano@marin.edu

Elizabeth Bornstein  
Senior Project Field Administrator  
Swinerton Management & Consulting, Inc.  
(415) 884-3139  
Elizabeth.Bornstein@marin.edu