

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF GENERAL SERVICES**



**DEPARTMENT OF BEHAVIORAL HEALTH
COMPREHENSIVE PSYCHIATRIC EMERGENCY PROGRAM –
RELOCATION to 35 K ST**

SCOPE OF WORK - PROJECT MANAGEMENT SERVICES

PURPOSE AND INTENT

The Department of General Services (DGS), on behalf of the Department of Behavioral Health (DBH), requires professional Project Management (PM) services to act as the Owner's Authorized Representative for the renovation and relocation of the Comprehensive Psychiatric Emergency Program (CPEP) to 35 K Street, NE, Washington, DC 20002. The selected PM firm shall work closely with the DGS Project Manager, DBH, the Design-Builder, regulatory agencies, utilities, testing and commissioning entities, and other project stakeholders. Services shall span design and preconstruction through construction, occupancy, final completion, closeout, and applicable warranty support. The PM shall provide the management, coordination, oversight, documentation, schedule control, cost control, quality oversight, and owner-representation functions necessary to support timely and successful delivery of this time-sensitive project. The PM's role is to independently monitor, coordinate, review, document, advise, and make recommendations to DGS regarding the Design-Builder's performance and the overall project.

PROJECT BACKGROUND

The Department of General Services (DGS), on behalf of the Department of Behavioral Health (DBH), requires professional Project Management (PM) services to act as the Owner's Authorized Representative for the renovation and relocation of the Comprehensive Psychiatric Emergency Program (CPEP) to 35 K Street, NE, Washington, DC 20002.

The selected PM firm shall work closely with the DGS Project Manager, DBH, the Design-Builder, regulatory agencies, utilities, testing and commissioning entities, and other project stakeholders. Services shall span design and preconstruction through construction, occupancy, final completion, closeout, and applicable warranty support. The PM shall provide the management, coordination, oversight, documentation, schedule control, cost control, quality oversight, and owner-representation functions necessary to support timely and successful delivery of this time-sensitive project.

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PROJECT OBJECTIVES AND CRITICAL MANAGEMENT PRIORITIES

- Maintain continuity of DBH operations and protect patients, staff, visitors, and emergency responders throughout an occupied renovation.
- Support delivery of a safe, secure, durable, code-compliant and fully functional CPEP environment suitable for 24/7 psychiatric emergency evaluation, stabilization, sobering and related behavioral-health services.
- Manage and monitor the Design-Builder's design-to-budget process, preconstruction activities, procurement, GMP development, construction, testing, commissioning, training and closeout.
- Maintain the approved project schedule and aggressively manage activities affecting the required substantial completion and final completion milestones.
- Coordinate phasing, site logistics, temporary conditions, utility shutdowns, access, security, noise/dust impacts, after-hours/weekend work, and interfaces with ongoing DBH operations and other contractors.
- Track project costs, commitments, allowances, contingencies, potential change orders, change orders, invoices and forecast-to-complete.
- Ensure timely review, routing and disposition of RFIs, submittals, design clarifications, agency comments, permits, inspections and other project documentation.
- Verify that patient-accessible and patient-care areas incorporate the required ligature-resistant and safety-focused features appropriate to the clinical function and level of risk.
- Coordinate the elevator assessment/modification required for ADA and stretcher accessibility, including associated structural, architectural, MEP, life-safety and accessibility interfaces.
- Support regulatory and utility coordination with DOB, DOEE, HPRB as applicable, CAH as applicable, PEPCO, DC Water, Washington Gas and other Authorities Having Jurisdiction (AHJs).
- Monitor sustainability and energy-compliance requirements, including LEED Silver, applicable green-building requirements, stormwater requirements, and the Design-Builder's evaluation of the applicable Net Zero compliance pathway.
- Deliver complete project records and a controlled turnover process supporting Certificate of Occupancy, beneficial occupancy, final acceptance and facility operations.

GENERAL PM RESPONSIBILITIES

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The PM shall provide a dedicated project management professional and supporting resources with demonstrated experience managing complex occupied renovations, design-build delivery, MEP-intensive work, and healthcare/behavioral-health or similarly sensitive institutional environments. The PM shall serve as an extension of DGS and shall perform, at a minimum, the following:

- Provide project management and construction management services from Notice to Proceed through final closeout and warranty support as directed by DGS.
- Establish and maintain a project management plan identifying reporting protocols, decision pathways, document controls, stakeholder responsibilities, meeting cadence, issue escalation, and required management logs.
- Provide regular written project status updates to the DGS PM addressing safety, design, permitting, procurement, schedule, cost, quality, construction progress, risks, decisions, changes, inspections, commissioning and closeout.
- Immediately report incidents, safety events, utility interruptions, operational impacts, material schedule threats, major cost exposures, and other matters requiring DGS attention.
- Keep DGS and DBH informed of work that may affect occupied areas, clinical operations, public access, security, emergency response, adjacent occupants, utilities or the user community.
- Maintain timely processing and disposition of project documentation and ensure action items are assigned, dated, tracked and closed.
- Maintain project records within DGS ProjectTeam and other DGS-required systems, including contracts, PCOs, change orders, RFIs, submittals, meeting records, schedules, cost reports, photographs, inspection records and closeout documents.
- Review contractor invoices, supporting documentation and percent-complete claims; reconcile against schedule, Schedule of Values, stored materials and observed work; and prepare recommendations for DGS approval.
- Maintain an up-to-date project budget and forecast including commitments, expenditures, pending changes, approved changes, allowances, contingencies, projected exposures and forecast-to-complete.
- Attend and facilitate project meetings as required; prepare and distribute clear meeting minutes within 72 hours unless DGS establishes a different requirement.
- Provide dated digital photo documentation organized by floor, area, system and/or scope item and sufficient to document existing conditions, progress, concealed work, deficiencies and closeout.
- Advise DGS regarding scope, cost, schedule, constructability and operational impacts arising from unforeseen conditions, design development, agency requirements or construction complications.

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- Coordinate third-party testing, special inspections, industrial hygiene/hazardous-material activities, commissioning, regulatory inspections and other owner-retained or project-required consultants.
- Review and interpret drawings, specifications, shop drawings, schedules, reports and other technical documents for consistency with the contract requirements and advise DGS of identified conflicts, omissions, risks or specialized installation requirements.
- Monitor compliance with applicable labor, safety and contract requirements and promptly advise DGS of observed noncompliance.
- Provide all routine equipment, software, communications tools and supplies necessary to perform the required PM services.

DESIGN AND PRECONSTRUCTION PHASE SERVICES

Existing Conditions, Programming and Design Coordination

- Participate in site investigations and verify that the Design-Builder's assessment addresses architectural, structural, MEP, fire alarm, sprinkler, accessibility, vertical transportation, envelope, site, utility and other relevant existing conditions.
- Coordinate with DBH to validate operational requirements for receiving/intake, screening/evaluation, controlled access, staff visibility, observation/de-escalation, medication support, secure belongings, showers/laundry, extended stay, EMS transfer/release, secure observation, and MPD weapons check-in.
- Monitor incorporation of safe and dignified client flow, separation of public/staff/subject circulation, controlled access, durable finishes, observation needs, de-escalation functions and operational adjacencies.
- Track design decisions affecting the occupied Sobering Center and other DBH functions, including temporary relocations, access routes, shutdowns, security, emergency egress and continuity of services.
- Review the Design-Builder's hazardous-material planning and coordinate required surveys, abatement planning, industrial hygiene monitoring and documentation.
- Review design submissions for completeness, coordination, constructability, phasing, maintainability, owner requirements, schedule impacts and budget alignment; consolidate DGS/DBH comments and track responses to closure.
- Coordinate constructability and interdisciplinary reviews and maintain a design issue/comment log identifying responsibility, due date and resolution status.

Cost, GMP and Procurement Management

- Review estimates at design milestones and reconcile scope, quantities, assumptions, alternates, allowances, contingencies and escalation against the approved project budget.

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- Monitor value-engineering activities to ensure proposed savings do not compromise clinical operations, safety, durability, code compliance, maintainability or required functionality.
- Review the Design-Builder's trade solicitation process and documentation supporting the GMP, including required competitive subcontractor bids, bid leveling, exclusions, clarifications and scope coverage.
- Review the proposed GMP for completeness and consistency with the drawings, specifications, addenda, assumptions, clarifications, schedule, site logistics, phasing, quality plan, safety plan, permits, long-lead procurement and identified Net Zero/sustainability scope.
- Prepare an independent owner-side GMP review memorandum identifying unresolved scope gaps, cost risks, allowances, contingencies, qualifications, exclusions, procurement risks and recommended actions prior to DGS acceptance.
- Track long-lead items, proof-of-order documentation, submittal approvals, fabrication durations and confirmed delivery dates, with special attention to items affecting the critical path.

Schedule and Phasing Management

- Review the Design-Builder's baseline design/preconstruction and construction schedule for logic, critical path, procurement, agency reviews, utility coordination, phasing, shutdowns, testing, commissioning, inspections, occupancy and closeout.
- Maintain an owner-side milestone schedule and compare it to the Design-Builder's schedule of record.
- Evaluate the detailed phasing/site utilization plan for compatibility with occupied operations, patient/staff safety, access, emergency response, deliveries, staging, waste removal, temporary barriers and required after-hours/weekend work.
- Identify schedule variances and recovery needs early; require and evaluate corrective action or recovery schedules when progress threatens contractual milestones.
- Track the Design-Builder's required GMP submission within four months after Notice to Proceed and the project completion milestones identified in the underlying project scope.

Permitting, Agency and Utility Coordination

- Develop and maintain a permit/agency/utility matrix showing required submissions, responsible party, target dates, comments, resubmissions, approvals and outstanding actions.
- Monitor coordination with DOB, DOEE, HPRB and CAH as applicable, PEPCO, DC Water, Washington Gas, fire/life-safety authorities, health authorities and other AHJs.
- Track resolution of agency comments and confirm that permit documents, approved permit sets and related records are uploaded to DGS ProjectTeam.

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- Coordinate early confirmation of electrical-service requirements and PEPCO duct-bank/service requirements identified in the project scope.
- Monitor the Design-Builder's evaluation of applicable sustainability, LEED Silver, green-building, stormwater and Net Zero requirements and report unresolved compliance, cost or schedule impacts to DGS.

CONSTRUCTION PHASE SERVICES

Field Management and Owner Representation

- Maintain a consistent on-site presence appropriate to the level and complexity of active construction and as directed by DGS.
- Observe work in progress to monitor general conformance with the contract documents, approved submittals, permits, phasing plans, safety requirements, quality standards and DGS/DBH operational constraints.
- Coordinate construction activities with DBH operations and other contractors working at the site. Monitor temporary protections, access, security, housekeeping, noise, dust, vibration, deliveries and public-space impacts.
- Monitor utility continuity and coordinate planned shutdowns with the Design-Builder, DBH, DGS Facilities Management and utility providers. Confirm approved shutdown plans, notifications, contingencies and restoration procedures before work proceeds.
- Maintain daily records of significant activities, manpower, work areas, deliveries, inspections, testing, weather where relevant, shutdowns, incidents, constraints, decisions, deficiencies and events that may affect cost or schedule.

Schedule Control

- Review the Design-Builder's detailed CPM schedule and subsequent updates for logic, durations, sequencing, critical path, float, procurement, inspections, commissioning and completion activities.
- Observe actual progress and reconcile percent complete with the schedule and Schedule of Values.
- Prepare a weekly owner-side schedule status identifying planned versus actual progress, critical and near-critical activities, missed milestones, delays, constraints, required decisions and recovery actions.
- Review two-week look-ahead schedules and confirm coordination with occupied operations and upcoming inspections, shutdowns, testing and owner decisions.
- Evaluate requests for time extensions and schedule-impact assertions and provide DGS with a written assessment supported by contemporaneous project records.

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Cost, Invoice and Change Management

- Review and reconcile the Schedule of Values and recommend acceptance or revisions to DGS.
- Review monthly payment applications against observed progress, approved Schedule of Values, stored-material documentation, approved changes, retainage and other contract requirements.
- Maintain PCO and change-order logs identifying description, cause, responsible party, ROM/estimate, contractor proposal, owner estimate, negotiation status, schedule impact, funding status and approval status.
- Respond promptly to conditions that may warrant a change order. Prepare written recommendations describing scope, entitlement considerations, cost, schedule impacts, alternatives and budget implications.
- Evaluate contractor proposals and prepare or coordinate independent cost estimates as directed by DGS. Provide technical support during negotiations and maintain complete negotiation records.
- Forecast the financial impact of pending and potential changes and advise DGS when trends threaten the approved budget or contingency.

RFI, Submittal and Document Control

- Maintain current RFI, submittal, shop drawing, clarification, ASI/design directive and other document-control logs.
- Monitor review durations and immediately identify overdue items that may affect procurement, fabrication, installation or the critical path.
- Coordinate requests for design clarification with the Design-Builder/design team and document potential delay or cost impacts.
- Review submittal status against the approved submittal schedule and long-lead procurement plan.
- Verify that construction does not proceed on work requiring approved submittals, permits or other prerequisites until required approvals are in place.

Quality Assurance / Quality Control

- Review the Design-Builder's Quality Control Plan and monitor implementation through regular field observations and progress-meeting reporting.
- Maintain a current deficiency/observation log identifying defective, incomplete or nonconforming work and track corrective action to closure.
- Coordinate required inspections before work is concealed and confirm that testing and inspection records are maintained.

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- Review installed materials and equipment for consistency with approved submittals and contract requirements.
- Pay particular attention to behavioral-health safety features, ligature-resistant components, controlled-access systems, security interfaces, patient observation requirements, stretcher circulation, accessibility, life safety and critical MEP systems.
- Coordinate special inspections, testing agencies, commissioning activities and corrective actions arising from failed tests or deficiencies.

Safety and Occupied-Facility Coordination

- Monitor the Design-Builder's compliance with its approved safety plan and applicable safety requirements; promptly notify DGS of observed unsafe conditions or noncompliance.
- Review construction phasing and barriers to maintain safe separation between construction and occupied clinical areas.
- Coordinate emergency access/egress, fire/life-safety impairments, temporary systems, security, subject/public/staff circulation and EMS access throughout construction.
- Coordinate work that could disrupt clinical operations, including noise, vibration, odors, dust, water, power, HVAC, fire alarm, sprinkler, security and elevator outages.
- Confirm advance notices, contingency measures and approvals for after-hours/weekend work and disruptive activities

MEETINGS, REPORTING AND COMMUNICATION

- Participate in project kickoff, design coordination, preconstruction, GMP, construction progress, schedule, cost/change, commissioning, turnover and closeout meetings as required.
- Prepare agendas when directed and distribute meeting minutes within 72 hours. Minutes shall identify meeting number/date, issue, discussion/decision, responsible party, due date, completion date and open/closed status.
- Include in recurring reports the contract schedule status, percent/time elapsed, financial status, pending decisions, PCOs/change orders, RFIs, submittals, procurement, inspections, testing, quality issues, safety issues, risks and upcoming work.
- Maintain an action-item/decision log and promptly escalate overdue owner, Design-Builder, agency or third-party actions that may affect cost, schedule, safety or operations.
- Maintain professional written records suitable for the project file and potential audit, claim evaluation or dispute resolution.

PROJECT CONTROLS AND MANAGEMENT

At a minimum, the PM shall establish, maintain and regularly issue the following owner-side

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controls in formats acceptable to DGS:

- Master project milestone schedule and weekly schedule status report.
- Project budget, commitment, expenditure and forecast-to-complete report.
- Potential Change Order and Change Order logs.
- RFI and design clarification log.
- Submittal/shop drawing log and long-lead procurement log.
- Permit, AHJ, utility and inspection matrix.
- Design comment/decision log.
- Risk and issue register with mitigation actions.
- Action-item log.
- Quality observation/deficiency log.
- Testing, special inspection and commissioning log.
- Utility shutdown and operational-impact log.
- Punch-list and closeout log.
- Digital progress photograph archive.
- Daily/weekly field reports and meeting minutes.

SUBSTANTIAL COMPLETION, OCCUPANCY AND CLOSEOUT

- Evaluate readiness for substantial completion and beneficial occupancy and provide a written recommendation to the DGS PM.
- Coordinate pre-punch and formal punch-list inspections with DGS, DBH, DGS Facilities Management, the Design-Builder and other required stakeholders.
- Prepare or consolidate a comprehensive punch list, transmit it to responsible parties, monitor corrective work, verify completion and maintain status through closure.
- Coordinate required DOB, DOH and other AHJ inspections, acceptance testing and final sign-offs, including Certificate of Occupancy activities.
- Coordinate commissioning, functional testing, balancing, system startup and corrective actions; confirm completion of required reports.
- Coordinate equipment and system training for DBH/DGS Facilities personnel and verify required training documentation and recordings are provided.
- Review as-built/record drawings for completeness and consistency with field conditions and contract requirements. Confirm delivery in required PDF and AutoCAD formats.
- Review warranties, O&M manuals, spare parts, attic stock, keys/access credentials, test reports, permits, inspection records, training materials and other closeout documents for completeness.
- Prepare a project-specific final acceptance checklist and verify that contractual closeout prerequisites are satisfied before recommending final payment.

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- Coordinate orderly turnover to DBH/DGS Facilities Management and support resolution of post-occupancy and warranty issues as directed by DGS.

PROJECT-SPECIFIC TECHNICAL AND OPERATIONAL OVERSIGHT

In addition to standard PM duties, the PM shall actively track and coordinate the following project-specific requirements because of their direct relationship to CPEP operations and project risk:

- 24-hour intake-to-discharge operational planning, including extended-stay capability.
- Controlled zoning and circulation for public, staff and subjects.
- Receiving Center/subject drop-off, wayfinding and separation from administrative/public functions.
- Secure MPD weapons check-in and controlled movement into intake areas.
- EMS transfer/release capability and stretcher routes.
- Elevator modification/expansion for ADA and stretcher accessibility.
- Ligature-resistant environment in patient-accessible and patient-care areas as appropriate to risk and clinical function.
- Staff visibility, supervision, secure observation and de-escalation spaces.
- Medication support, secure property storage, bathing and laundry functions.
- Structural and envelope repairs, accessibility improvements, site work and utility upgrades required to support the renovated program.
- Electrical-service capacity and PEPCO duct-bank/service coordination.
- Occupied construction phasing required to maintain the existing Sobering Center and other DBH operations.
- Hazardous-material remediation and required industrial-hygiene controls.
- Sustainability/energy requirements and their cost, schedule and constructability implications.

STAFFING AND QUALIFICATIONS

The PM firm shall propose staffing sufficient to perform the services described herein. The exact staffing plan and level of effort shall be subject to DGS approval and should be responsive to the project phase and intensity of work. At a minimum, the proposed lead Project Manager shall demonstrate:

- Experience managing design-build or similarly integrated project delivery from design/preconstruction through construction and closeout.
- Experience with occupied renovations and complex stakeholder coordination.
- Ability to manage CPM schedules, project budgets, invoices, change orders, RFIs, submittals, procurement, quality, testing/commissioning and closeout.

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- Experience interpreting architectural, structural, MEP, fire/life-safety and accessibility documents.
- Experience coordinating regulatory agencies, utilities and third-party testing/inspection entities.
- Experience with behavioral-health, healthcare, psychiatric, institutional or other high-acuity/secure environments is strongly preferred due to the specialized CPEP program and patient-safety requirements.
- Strong written documentation, meeting facilitation, issue-resolution and owner-representation capabilities.

Supporting staff may include assistant project management/project engineering, construction management/field inspection, scheduling, cost estimating/cost control and specialty technical resources as required by the work.

DELIVERABLES

Deliverables shall be provided electronically in DGS-approved formats and uploaded to ProjectTeam or other designated DGS systems. At a minimum, the PM shall provide:

- Weekly project status reports and schedule updates.
- Monthly executive status/cost report, or at the frequency directed by DGS.
- Meeting agendas and minutes.
- Budget, forecast, invoice and Schedule of Values review documentation.
- Change-management analyses, independent estimates and recommendations.
- RFI, submittal, procurement, permit, inspection, quality, risk and action logs.
- Photo documentation.
- GMP review.
- Substantial completion/beneficial occupancy recommendation and punch-list records.
- Commissioning/testing/training tracking and turnover records.
- Closeout completeness review and final acceptance checklist.
- Complete organized electronic project record at final closeout.

OWNER COORDINATION AND AUTHORITY

The PM shall perform services under the direction of the DGS Project Manager. Recommendations affecting cost, schedule, scope, quality or contractual rights shall be documented and submitted to