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## Primavera Contract Manager Functional Overview



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## **Complete Project Control**

On-schedule, on-budget completion demands complete project control. Construction project management involves groups of people representing different disciplines, from project managers, contract managers and division managers to subcontractors, architects, suppliers and clients — all trying to collaborate on a multitude of issues and changes while juggling multiple documents and contracts.

Controlling your construction projects' schedules, budgets and deliverables is vital to the success of your projects and the future of your business. But this can be challenging with slow responses, missed deadlines and late deliveries. Every unbudgeted change or delay in the schedule can result in increased costs, risks and claims exposure. Contract Manager is a powerful solution that integrates these processes, brings together the entire project team and gives your organization confidence throughout the life of the project.

Contract Manager is a document management, job cost and project controls solution that will increase construction project management efficiency and speed, while reducing schedule delays and risk. Built on a collaborative platform, Contract Manager alerts team members and collaborators to new RFIs, questions answered, potential issues and changes. It provides instant and easy access to the latest project information, including the latest drawings, approved submittals and daily events.

By using Contract Manager, you will minimize delays, keep client costs low and accelerate completion time with improved communication and collaboration among your team.

## **Everyone is Accountable with Document Controls**

The enhanced collaboration capabilities enable more timely responses to critical and potentially schedule-delaying field issues. Contract Manager's flexible workflow and approval process allow you to know who is accountable for key items, and eliminate surprises during the overall project.

## **Comprehensive Change Management**

Contract Manager also is a comprehensive change management system that assures changes are resolved, payments are made and claims are avoided. Furthermore, you can analyze the cost or schedule impact of any change on the project and identify which contractors are affected and if new equipment or materials are needed. With Primavera, you are prepared for the unexpected and have the power to negotiate details for final resolution.

# Document Management

## Superior Job Cost Management

Contract Manager forecasts costs and simplifies contract control. A complete job cost control system, Contract Manager helps you analyze budgets and funding, review commitment documents and record requisitions and invoices. The Cost Worksheet automatically collects and summarizes detailed cost elements from contracts, requisitions, changes and proposals and dynamically displays them in one easy-to-read spreadsheet.

## Key Performance Indicators Accessed via Dashboards and Reporting

With Contract Manager, accurate and up-to-date information is always accessible. Primavera provides role-based dashboards with key performance indicators and powerful reports. Gain visibility early on so you can prevent minor issues from becoming major problems. With a personal dashboard, you can view the current project status, new issues and project alerts about potential problems. With two clicks, access the project details necessary to make decisions and keep projects on schedule. Use any of the 150 standard reports, or create your own, to track budgets, cost variances, project changes and analyze comparative trends and cause/effect among multiple projects. Contract Manager enables you to maximize efficiency while minimizing project costs, risks and safety issues.

## Integrated Construction Management

As construction projects have become increasingly complex, architecture, engineering and construction project managers are facing more difficult challenges. Projects have more subcontractors, issues, owner requirements, possible liquidated damages and other potential problems. Many general contracting firms are still rebuilding backlog from the lean years and operating at record-thin margins. Given the financial impact of changes to plans or schedules, construction projects today simply don't have any room for error. Primavera's Integrated Program Management (IPM) offering is the first and only integrated solution for construction that handles projects, contracts, changes and much more. This integrated, scalable solution links people, teams and projects. You can now control every aspect of a project's lifecycle, from the planning stages to the final deadline. And since Primavera IPM is role-based, it gives everyone exactly the functionality they need to fit their individual jobs. With Primavera IPM, you can ensure that everyone — employees and subcontractors — works toward the same goals: the success of the project.

Primavera Contract Manager facilitates team interaction by displaying information and turnaround graphs that help project managers immediately identify who is holding up the document approval process and what is relevant to each project team member in order to keep the project going. Action lists, alerts and turnaround graphs help project managers immediately identify who is holding up the process, when it was required and if it will impact the budget or schedule.

## Feature 1.1 – Document Control

With hundreds of submittals underway, it's easy to let one or even several slip — not to mention easy to forget to remind someone that action must be taken.

With Contract Manager, no one forgets. It provides comprehensive tracking of every submittal to ensure that approved, contract-specified materials arrive on time and as ordered. Contract Manager gives you a complete list of all submittals and their status. You'll know instantly where design reviews and submittals are in the approval process — who is responsible for what and by when. Take advantage of flexible workflow

options for creating, sharing and reviewing submittals in real time.

Use the Drawings Log to maintain and identify drawings, specifications and other supporting documentation so you meet contractual requirements and ensure completion of your work. Track drawings through the Drawings Log, which maintains a history of drawing revisions along with the dates each revision was received and sent.

Furthermore, drawings can be packaged as sets to control and manage the design review process from schematic to construction drawings, as well as to manage the distribution of drawings to ensure everyone has the latest drawings required to construct the building. Use sets of documents to make certain contractors and vendors have the latest documents to bid for, construct and close out the job.

Use Brava! 5.0 from Informative Graphics Corp. to view and redline files that are attached to Contract Manager documents. Just click an icon to view latest document, redlines, comments and annotations.

Figure 1.1 Industry standard submittals workflow that can be configured to meet your needs.

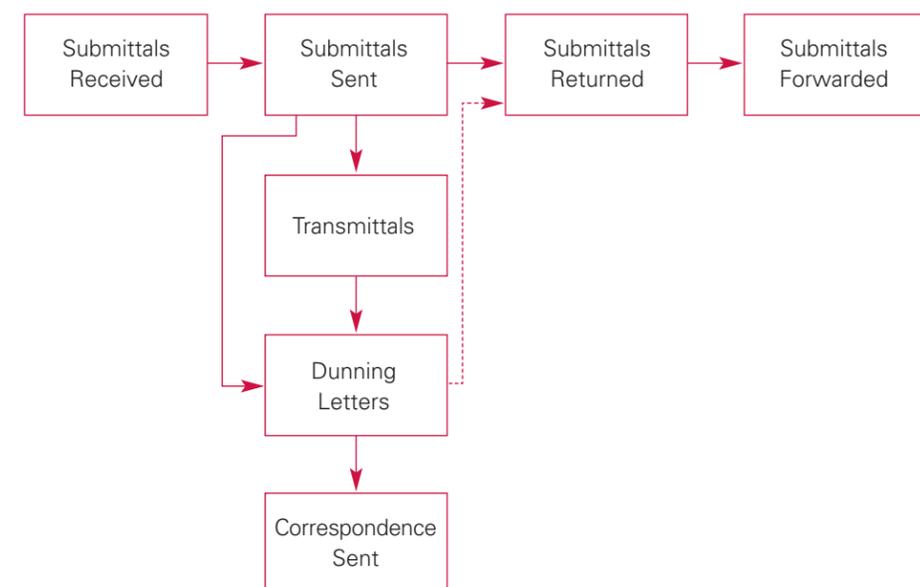
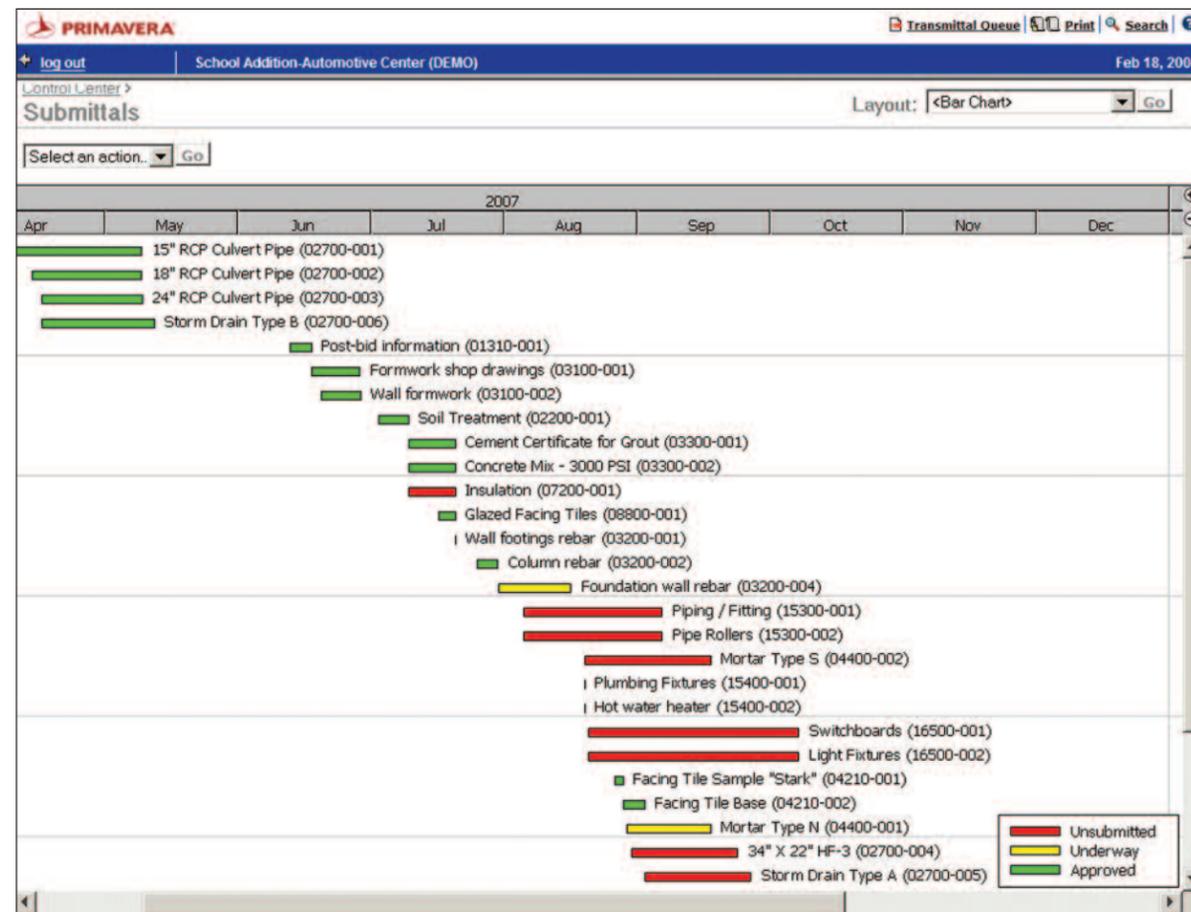


Figure 1.1.1 Managing submittals is simplified with an easy-to-view schedule of the submittal process.

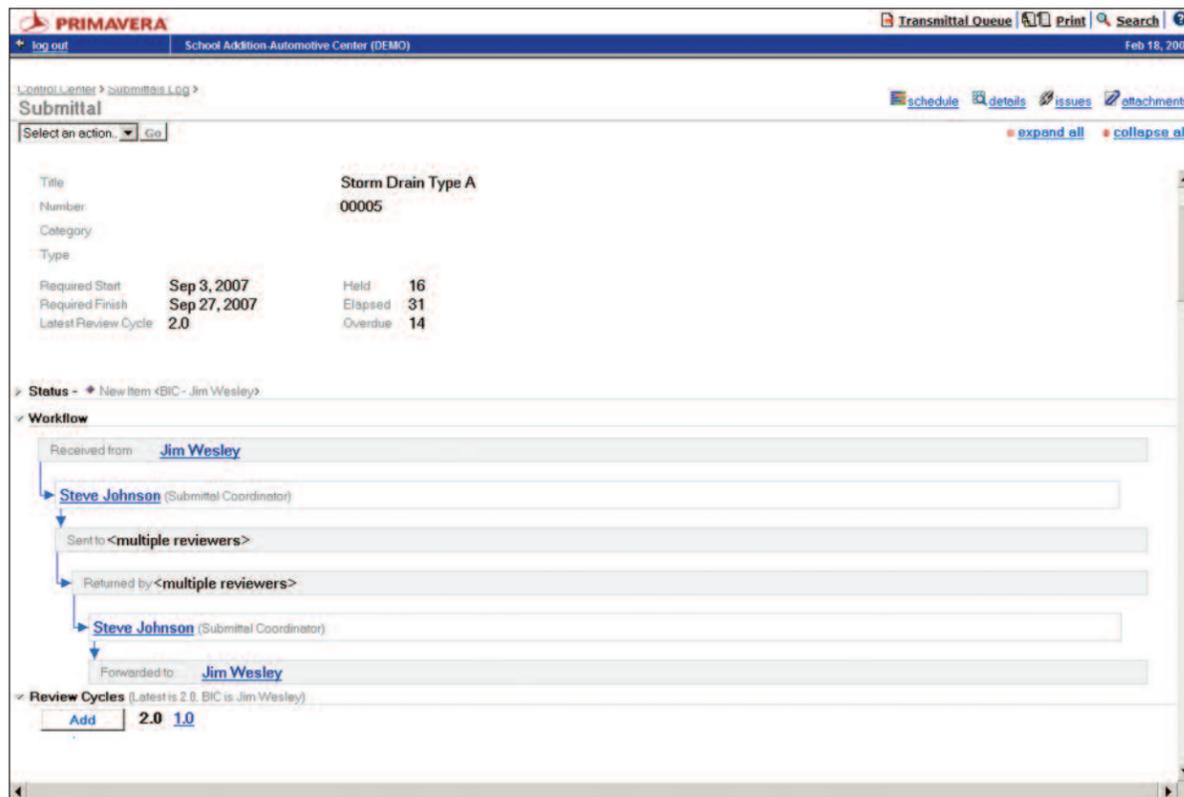


FEATURE	BENEFIT
<i>Submittals</i>	Track all submittals and identify who is responsible, when each is due and if multiple reviewers are required. Use flexible workflow to create, share and review submittals.
<i>Submittal Package</i>	Group submittals into packages to handle complex assemblies. Record comments at each review cycle and review dates and status updates in one comprehensive screen.
<i>Submittal Log</i>	Track detailed information on status and responsibility, such as vendor, dates, status, package and more.
<i>Graphical Submittal View</i>	Simplify the process of managing submittals with an easy-to-view schedule. Quickly identify critical submittal activities behind schedule.
<i>Ball-in-Court (BIC)</i>	Keep track of who is responsible for what.
<i>Multiple Review Cycles</i>	Create a flexible workflow to establish multiple review cycles and multiple reviewers. Capture comments and status every step of the way.
<i>Transmittals</i>	Save time and effort in document preparations by automatically creating transmittal letters to accompany shop drawing or other enclosures sent to appropriate parties for review.
<i>Drawing Log</i>	Maintain and identify drawings, specifications and other supporting documentation.
<i>Drawing Sets</i>	Create drawing sets to document drawing revisions from the design review process, bid packages, drawing distribution and as-builts. Record ball-in-court (BIC), progress, phase and priority.

## Feature 1.2 – Accelerate Submittal Approval Times

With turnaround graphs, alerts, action lists and reports, Contract Manager accelerates design reviews and approvals while increasing accountability among project participants.

Figure 1.2 Track and record workflow distribution of design reviews, key deliverables, specifications and shop drawings. Identify days elapsed, days overdue and who is responsible.



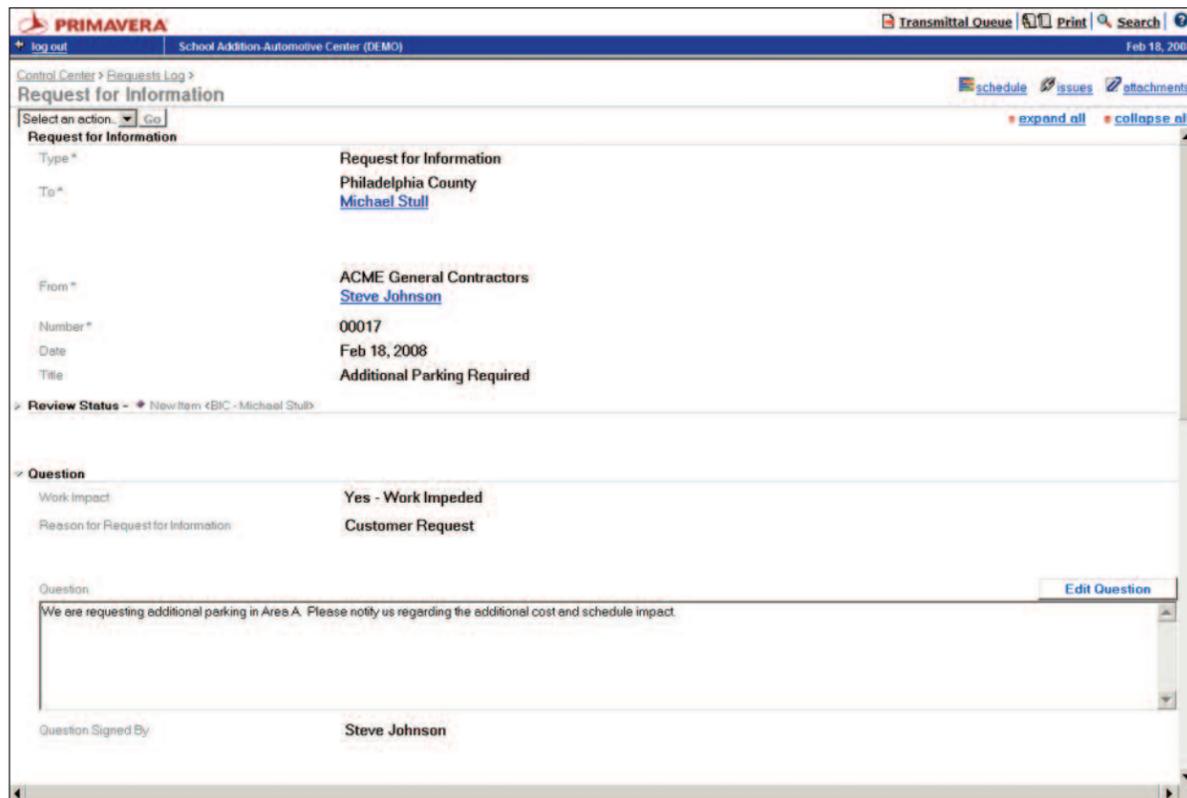
FEATURE	BENEFIT
<i>Overdue Report</i>	Run overdue reports to quickly view outstanding reviews and approvals.
<i>Dunning Letters</i>	Automatically create dunning letters for overdue submittal items.
<i>Submittal Turnaround Graph</i>	Compare performance and response time by contractor. Use submittal turnaround graphs to view who is holding up the process, evaluate trends and take corrective action.
<i>Personal Action Lists</i>	Be alerted to required actions using the action list portal available from the dashboard. Ensure documents keep moving according to the defined workflow and distribution for timely responses.
<i>Alerts</i>	Create alerts to understand whether a design review is late and impacting material delivery, and whether it may ultimately impact the project end date. Simply establish a threshold for the alert as required by project or program.
<i>Ensure Materials are Delivered on Time</i>	Link with P6 to identify installation activity and easily backtrack to identify required start and finish dates.

### Feature 1.3 – Accelerate RFI Turnaround Times

Documenting and managing changes are critical to successful projects. Primavera Contract Manager organizes potential project issues and provides project team members an opportunity to collaborate on the

question, propose solutions and communicate the final answer. Keeping the RFI moving keeps the project on target and on budget.

**Figure 1.3** Use RFIs to solicit additional information or clarify some aspect of the project, such as procedures, equipment and materials. Quickly identify impact to the project, potential cost and schedule delays, and distribute to contractors impacted.



FEATURE	BENEFIT
<i>Collaborative RFIs</i>	The entire project team can create, access and respond to RFIs. Appropriate field-level security restricts user access to the module, the document and data within the document.
<i>RFI Logs</i>	Group, sort and organize RFIs by vendor, status or contract to ensure questions are received and prompt responses are provided and shared with the project participants.
<i>Action Required Portal</i>	Be alerted to required actions using the Action List Portal available from the dashboard. Ensure documents keep moving according to the defined workflow and distribution for timely responses.
<i>Flexible Workflow</i>	Use standard ball-in-court (BIC) workflow process to move documents, or take advantage of flexible workflow options based on type of RFI. Route RFIs where all review parties must approve or anyone can approve, or route RFIs for linear review and approval.
<i>Secured Field Access</i>	Logical field-level security, including add, edit and view rights for documents, questions, answers and proposed solutions, ensures that the question from the field cannot be edited to suit answer.
<i>RFI Turnaround Graphs</i>	Compare performance and response time by contractor. Use RFI turnaround graphs to view who is holding up the process, evaluate trends and take corrective action.

## Feature 1.4 – Master the Issues

It happens in every job. A problem, a misunderstanding, a difference of opinion that gets discussed, reviewed and debated and eventually spans an incredible number of people, documents and weeks of involvement. With Issues Management, no issue goes unresolved or

unrecorded. Contract Manager ties documents together to create an electronic file, enabling the project team to maintain an accurate history of events, compiling what happened, when it happened and who is accountable.

Figure 1.4 Link several documents of any type — such as a submittal, daily report, RFI or even attached files — to gather relevant documents related to a topic that led to a formal change order, such as an RFI.

PRIMAVERA							
School Addition-Automotive Center (DEMO) Feb 18, 2008							
Issues							
Select an action. Go Find expand all collapse all							
<b>ACME General Contractors (Ball in Court)</b>							
Number	Title	Status	Priority	Change Involved	Opened	Ball in Court	
00001	Underground Utility Issue	Approved	Normal	✓	Feb 26, 2007	ACME General Contractors	Print Preview Go
00004	Rock in Trenches	New Item	High	✓	Jul 11, 2007	ACME General Contractors	E-Mail Form Go
00006	Additional Parking	New Item	Normal	✓	Aug 17, 2007	ACME General Contractors	Send to Inbox Go
00007	Inappropriate Concrete Mix	New Item	High	✓	Sep 12, 2007	ACME General Contractors	Send to Inbox Go
<b>Design Group (Ball in Court)</b>							
Number	Title	Status	Priority	Change Involved	Opened	Ball in Court	
00002	Gleazed Facing Tile	Approved	Low	✓	Mar 29, 2007	Design Group	Print Preview Go
00003	Brick Selections	New Item	Low	✓	Jun 20, 2007	Design Group	Send to Corr Sent Go
<b>Mechanical Contractors (Ball in Court)</b>							
Number	Title	Status	Priority	Change Involved	Opened	Ball in Court	
00005	Plugging Water Line	Approved	Normal	✓	Aug 28, 2007	Mechanical Contractors	Print Preview Go
<b>Philadelphia County (Ball in Court)</b>							
Number	Title	Status	Priority	Change Involved	Opened	Ball in Court	
00008	Tree Removal	Closed	Low	✓	Aug 13, 2007	Philadelphia County	Send to Corr Rcvd Go
<b>Stesson Industrials (Ball in Court)</b>							
Number	Title	Status	Priority	Change Involved	Opened	Ball in Court	
00005	Rebar	New Item	High		Jul 27, 2007	Stesson Industrials	Send to Corr Sent Go

FEATURE	BENEFIT
<i>Issue Tracking</i>	A complete issue tracking system organizes project information to resolve problems that can lead to contract changes or claims or impact the overall project schedule or completion cost.
<i>Issue History</i>	Create an electronic issue file to maintain an accurate history of events, compiling what happened, when it happened and who is accountable.
<i>Search</i>	Search for documents on the fly and quickly link them to issues.
<i>Search Attached Documents</i>	Search attachments such as Microsoft® Word® documents, spreadsheets, drawings and more.

## Feature 1.5 – Meeting Minutes

Accountability starts from your day-to-day operation on the project. Primavera tracks meetings, business items and those responsible for issues that arise on a project.

These action items are displayed and alarms are generated for overdue actions, ensuring project issues are resolved quickly.

Figure 1.5 Capture all relevant and important information from latest meeting held, including outstanding items, who was supposed to attend and didn't, and if action is required.

No.	Description	Status	Ball in Court	BIC Contact	Due	Started	Completed	Activity ID	Order Code	Priority
B0002	Masonry work is scheduled to start.	Approved	ACE Mason Contractors	Dave Barron	Aug 6, 2007				B0002	High
B0004	Structural steel drawings must.	Closed	Design Group	Chris Atkinson	Jul 5, 2007	Jul 27, 2007	Jul 27, 2007		B0004	High
B0006	Standard Paving has submitted a.	Closed	ACME General Contractors	Charlie Jones	Jul 30, 2007	Jul 17, 2007	Jul 27, 2007		B0006	High
B0007	Submittal items: Project Manager.	New Item							B0007	High
B0008	The engineer's office has no air.	New Item	ACME General Contractors	Steve Johnson	Aug 7, 2007	Aug 6, 2007			B0008	High
B0009	Filed documentation requirements.	New Item							B0009	High
B0010	Perquisition scheduled values were.	New Item	Brink Contractors	Low Jackson	Aug 10, 2007				B0010	High

Attendee	Company Name	Attendee	Order Code
<input type="checkbox"/>	ACME General Contractors	Charlie Jones	Jones
<input checked="" type="checkbox"/>	ACME General Contractors	Steve Johnson	Johnson
<input checked="" type="checkbox"/>	CPM Consultants	Don Newman	Newman
<input checked="" type="checkbox"/>	Design Group	Chris Atkinson	Atkinson

FEATURE	BENEFIT
<i>Meeting Minutes Log</i>	The Meeting Minutes Log contains a brief summary of every meeting documented for this project. Quickly understand the details for a meeting, easily add a new meeting or generate the agenda for the next meeting.
<i>Meeting Minutes</i>	Contract Manager automates the task of listing a meeting's business items, starting with the previous meeting's agenda so you don't overlook anything. As items are resolved, Contract Manager automatically crosses them off the list.
<i>Distribution</i>	Make copies for everyone at the meeting and even for those who just want to know what happened.
<i>Ball-in-Court (BIC)</i>	Create BIC for the entire meeting, as well as for individual items discussed at the meeting.
<i>Priority</i>	Set priority level for each business item so team members can concentrate on the most critical tasks.
<i>Alerts</i>	Notify users of any business items from the latest meeting that are due. Values in the alert indicate the number of days to the due date.

## Feature 1.6 – Daily Reports

Events are recorded on a daily basis, tracking items such as material deliveries, weather conditions, project issues and operated equipment. The Daily Report tracks the project's progression. All citations are stored

to record project particulars. This provides you with the day-to-day perspective and the required documentation going forward.

Figure 1.6 Link several documents of any type — such as a submittal, daily report, RFI or even attached files — to gather relevant documents related to a topic that led to a formal change order, such as an RFI.

The screenshot shows the Primavera software interface for a 'Daily Report'. The report number is 00007 and the period is Daily. The equipment section lists two items: a D6 Bulldozer and a PC200 Hoe. The schedule section shows two activities: 'Sitework' and 'Footing Excavation', both with a start date of Jun 28, 2007 and an end date of Jul 30, 2007.

FEATURE	BENEFIT
<i>Daily Report Log</i>	Track all daily reports issued by the field or from contractors. An accurate history of project events is important in case you need to explain delays or justify costs, and it can be used to defend against litigation.
<i>Daily Reports</i>	For each daily report, enter project events and progress, including a description of physical conditions, a summary of the work accomplished at the job site, lists of resources used and delivered, a log of visitors to the site and a report of any problems encountered that day.
<i>Generate Daily Reports</i>	Daily reports often contain several similar items. To reduce data entry time, use the Generate Wizard to create a copy of a daily report, then edit the copy to reflect any differences.
<i>Capture Key Events</i>	Report work activity, equipment, field force, visitors, weather conditions and materials delivered.
<i>Record Potential Changes</i>	Changes are often identified in the field, due to errors and omissions, unforeseen conditions and the like. Initiate the change management workflow process from a daily report.
<i>Get Planned Activities</i>	You can include activities underway in which their early start and/or early finish dates include the day of the daily report from a linked Project Management project. Contract Manager then displays the Activity ID, percent complete, remaining duration, total float and description of each activity.
<i>Progress Activities</i>	As the field or contractor updates progress on those activities, you can automatically update the P6 schedule and review the changes for accuracy before applying to the project schedule.

## Feature 1.7 – E-mail Integration

E-mail is used to collaborate among all project participants. The ability to capture and record correspondence and collaboration records is essential to fully document all project communication. With Contract Manager, capture e-mail from an external e-mail box. Contract Manager supports any IMAP/POP-compliant e-mail servers, including Microsoft® Outlook®, Lotus Notes and other popular e-mail servers.

The managing project administrator determines what information is collected when importing project-related e-mail documentation. The administrators can choose

whether e-mail attachment files are imported and recorded and select how and how often e-mail is imported into their e-mail correspondence log.

The newly created e-mail record captures details including To, From, Subject, and the body of the e-mail. If attachments, such as drawings, documents, PDFs and scanned documents, are associated with that e-mail record, they are automatically uploaded to the predetermined attachments directory and associated with the e-mail correspondence record.

Figure 1.7 Capture e-mail from an external e-mail system, such as Microsoft® Outlook®. Capture the entire body of an e-mail, any attached files and the corresponding parties.

Subject	Date Received	Time Received
• e-mail:RFI #00005	Oct 19, 2007	12:45
• e-mail:Fw: Did everyone see this!... Expedition Automation Results - FAIL	Oct 12, 2007	15:40
• e-mail:Fw: Health Check and Performance Check	Oct 11, 2007	15:49
• e-mail:Fw: EJB Conversion Document in Wiki	Oct 11, 2007	15:30
• e-mail:Fw: EJB Conversion Document in Wiki	Oct 11, 2007	15:28
• e-mail:Fw: White Paper Roundup: Top Ten 10G Ethernet Myths, RFID Asset Management, URL Filtering Best Practices and More	Oct 11, 2007	11:03
• e-mail:Fw: List of items for your feedback	Oct 9, 2007	13:43
• e-mail:Fw: PlanExpress latest code	Sep 18, 2007	12:27
• e-mail:Fw: Modified Server Config for Everest	Sep 11, 2007	16:54
• Water Line CO	Sep 7, 2007	6:21
• Additional Parking COR	Sep 6, 2007	9:04
• Water Line COR	Sep 4, 2007	5:53
• Water Line Change in Condition	Aug 28, 2007	5:37
• Parking RFI	Aug 17, 2007	8:26
• Utility CO	Jul 24, 2007	9:18
• Utilities COR	Jul 18, 2007	4:13
• Glazed Facing Tile	Jul 17, 2007	12:33
• Primavera Software	Jun 25, 2007	3:23
• Glazed Facing Tile	Jun 25, 2007	10:58

FEATURE	BENEFIT
<i>Capture External E-mails</i>	Capture and record all external e-mail correspondence to fully document all project communication. Contract Manager supports any IMAP/POP-compliant e-mail servers, including Microsoft® Outlook®, Lotus Notes and other popular e-mail servers.
<i>E-mails Records</i>	Record who e-mail was to, from and distributed parties. Capture all e-mail text, including subject line and body of an e-mail. Upload attached files, including scanned documents, PDFs and drawing files.
<i>Batch Processing</i>	Set options to import the e-mail on demand or use a predetermined batch processing that runs daily at a specific time.

# Change Management

Nothing is as predictable as changes in a construction project. Tracking, documenting, negotiating, getting paid and making payments for changes also are part of the job. Contract Manager gives you a better way to track the change process, create supporting documentation and analyze the financial and schedule impacts a change may have at any stage in the negotiation process.

## Feature 2.1 – Change Management Workflow Processing

Controlling changes involves notifying and coordinating affected project participants, as well as containing costs

and the schedule for the project. The Contract Manager Change Management processing window provides an overview of each change from the estimate phase to final approval for both budgeted and committed costs. Since the change process in a project differs according to the nature of the change and the company's process for recording and tracking changes, the Change Management module of Contract Manager enables you to create a customized workflow to meet your company's change management needs. Using Change Management simplifies the change process.

Figure 2.1 At a glance, get a complete understanding of total costs of changes on a project or program.

(Reason)	Title	Status	Quoted Budget	Quoted Commitments	Negotiated Budget	Negotiated Commitments	Final Budget	Final Commitments	Scope
Glazed Facing Tile	New Item		\$0.00		\$0.00		\$0.00		Out of Scope
Construction Deficiency (Reason)									
	Plugging Water line	Approved	\$6,200.00	\$5,800.00	\$0.00	\$5,500.00	\$7,200.00	\$5,500.00	Out of Scope
Customer Request (Reason)									
	Additional Parking Required	New Item	\$9,600.00	\$7,000.00	\$0.00	\$0.00	\$0.00	\$0.00	Out of Scope
Errors and Omissions (Reason)									
	Underground Utilities	Approved	\$3,300.00	\$3,000.00	\$0.00	\$0.00	\$3,300.00	\$3,000.00	Out of Scope
	Inappropriate Concrete Mix	New Item	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	Out of Scope
Field Conditions (Reason)									
	Rock in Trenches	Proceed	\$6,000.00	\$5,500.00	\$0.00	\$0.00	\$6,000.00	\$5,500.00	Out of Scope
Unforeseen Conditions (Reason)									
	Glazed Facing Tile	Approved	\$0.00	\$9,850.00	\$0.00	\$0.00	\$9,850.00	\$9,850.00	Out of Scope
<b>Loa Totals:</b>			<b>\$25,100.00</b>	<b>\$31,150.00</b>	<b>\$0.00</b>	<b>\$5,500.00</b>	<b>\$26,350.00</b>	<b>\$23,850.00</b>	

FEATURE	BENEFIT
Change Management Log	A complete change tracking system organizes change information that may impact the overall project schedule and total project cost.
Custom Reason Code	Develop standards and procedures based on classification of change, including unforeseen conditions, material delays or errors and omissions.
Layouts	Create custom layouts to group, sort and organize changes, and export to Microsoft® Excel® for quick reporting.

Change Management provides one location to enter all necessary contract, contractor and costing information about a change. At any stage of the process, you can

see the current status of the change, including estimates, costs, documents and responsibilities of all parties.

Diagram 2.1 Change Management process workflow is based on standard change management processing and provides flexible configuration options to support an organization's or program's specific needs.

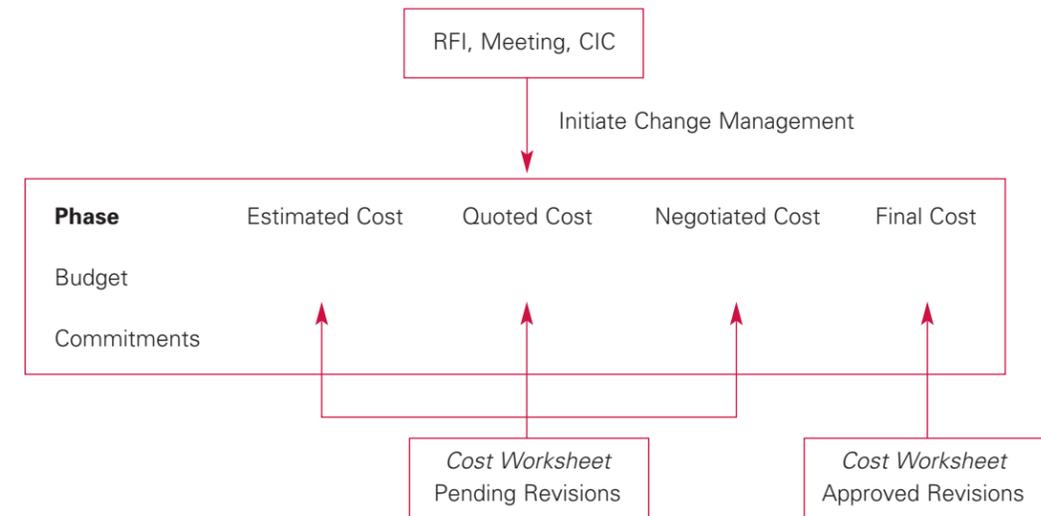
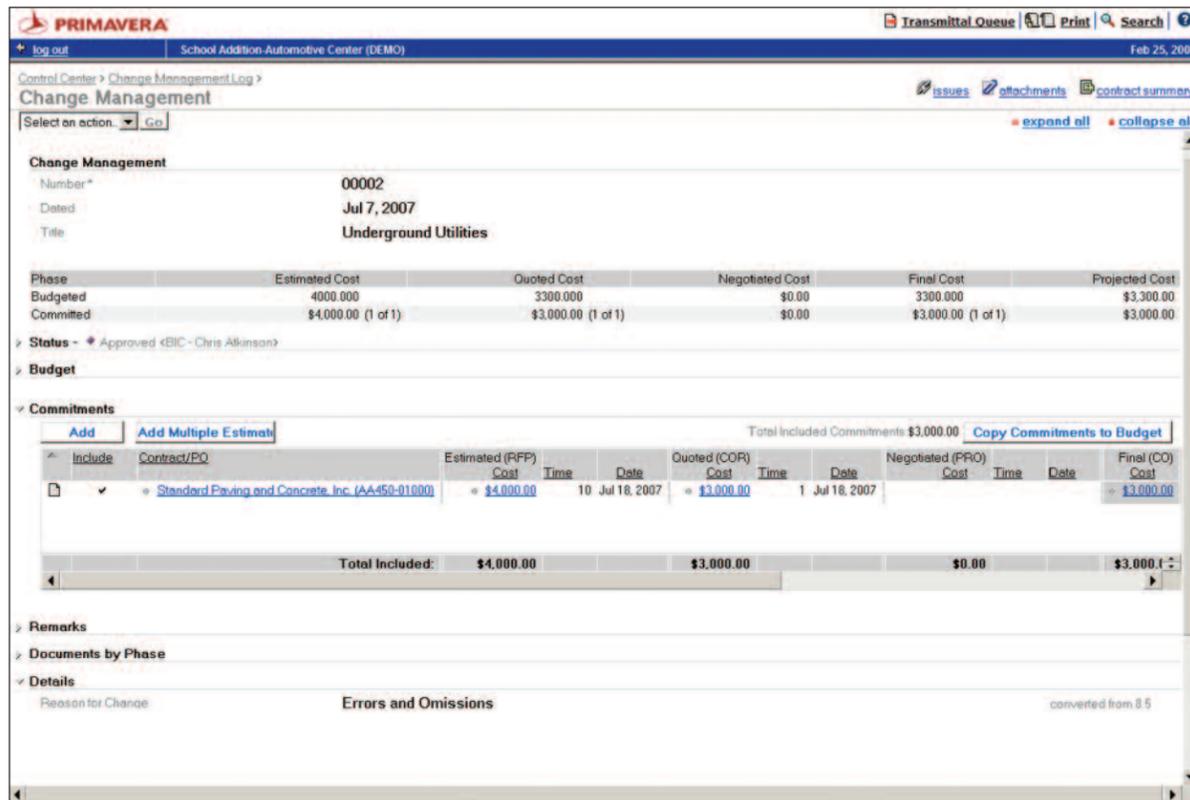


Figure 2.1.1 Capture, record and document the entire change process, including parties involved, schedule delays and costs, from initial estimate to approved change.



FEATURE	BENEFIT
<i>Change Management Tracking</i>	A complete change management workflow processing center captures and tracks each change, from the estimate phase to final approval, for both budgeted and committed costs.
<i>Flexible, Custom Workflows and Approvals</i>	Customize document workflow based on program and organization deployment requirements. Route documents using standard ball-in-court (BIC) and date-driven approvals, or build custom workflows in which multiple parties are required to review and approve. Circulate approvals where all parties must approve, anyone can approve, or linear approval is required. Establish monetary limits per user.
<i>Centralized Processing</i>	A central location enables you to enter all necessary contract, contractor and costing information about a change. At any stage of the process, you can see the current status of the change, including estimates, costs, documents and responsibilities of all parties.
<i>Notifications</i>	Use Contract Manager Change Management to notify the owner of any changes that might affect the schedule or value of the budget contract.
<i>Negotiations</i>	Use Contract Manager Change Management to receive quotes from contractors or subcontractors and negotiate with both the owner and contractors or subcontractors to properly compensate the affected parties.

# Job Cost Management

## Feature 2.2 – Markups

With Contract Manager, you may mark up change documents and add additional costs, such as overhead and profit, to change orders and proposals. You can set default values or percentages for each markup category.

Typically, you will collect all proposals from committed parties and roll up the costs and codes of each document to create a change document for the customer or owner of a project.

FEATURE	BENEFIT
<i>Default Mark-up Values by Contract or Purchase Order</i>	Set default mark-up values for overhead, profit and other mark-up categories that you create. The default values are used in all mark-up calculations. Establish separate mark-up values for different contracts and purchase orders, and add mark-up values on the fly as needed.
<i>Mark-up Based on Cost Type</i>	Establish different mark-up values based on total labor, material and equipment costs.
<i>Mark-up Based on Percent or Flat Value</i>	Assign mark-up categories using a percentage rate or a flat amount for overhead and profit.
<i>Roll Mark-up Values to Collected Changed Order</i>	Contract manager provides end-to-end process flows. Contract administrators can choose to maintain mark-up values and automatically roll them from proposed change orders (proposals) to the final change order used for approval.

With Contract Manager, you can forecast project costs and simplify contract control. The Cost Worksheet enables you to review the detailed implications of every cost and profit element in your control. Analyze budgets and funding, review commitment documents and

record requisitions and invoices as they are received. The Cost Worksheet automatically collects and summarizes detailed cost elements from contract, requisitions, changes and purchase orders and dynamically displays them in one easy-to-read form.

Figure 3.0 Cost elements are summarized automatically based on project funds, budgets and commitments to date to analyze trends and predict cashflow.

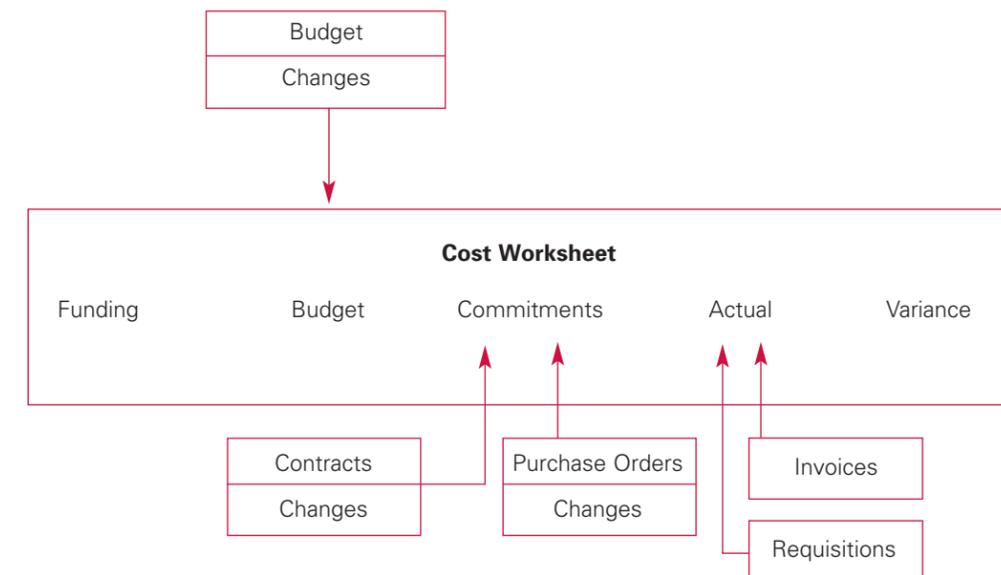


Figure 3.0.1 Create layouts to group and organize job cost information for quick reports and analytics.

Cost Code	Title	Original Budget	Revised Budget	Projected Budget	Original Commitment	Revised Commitment	Projected Commitment	Projected Variance
<b>01 (01 : General Construction Requirements)</b>								
<b>Subtotals:</b>		<b>\$1,516,500.00</b>	<b>\$1,516,500.00</b>	<b>\$1,516,500.00</b>	<b>\$576,775.88</b>	<b>\$576,775.88</b>	<b>\$576,775.88</b>	<b>\$939,724.12</b>
<b>02 (02 : Sitework)</b>								
02.02050 D	Basic Site Materials	\$121,000.00	\$121,000.00	\$121,000.00	\$0.00	\$0.00	\$0.00	\$121,000.00
02.02100 D	Site Remediation	\$150,000.00	\$150,000.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$150,000.00
02.02100 S	Excavation	\$75,000.00	\$75,000.00	\$75,000.00	\$0.00	\$0.00	\$5,500.00	\$69,500.00
02.02110 S	Site Remediation Supervision	\$26,000.00	\$26,000.00	\$26,000.00	\$0.00	\$0.00	\$0.00	\$26,000.00
02.02200 S	Site Preparation	\$48,000.00	\$48,000.00	\$48,000.00	\$0.00	\$0.00	\$0.00	\$48,000.00
02.02300 S	Earthwork & Landscaping	\$250,000.00	\$250,000.00	\$250,000.00	\$0.00	\$0.00	\$0.00	\$250,000.00
02.02500 S	Utility Services	\$105,000.00	\$108,300.00	\$108,300.00	\$0.00	\$3,000.00	\$3,000.00	\$105,300.00
02.02700 S	Bases and Paving	\$66,500.00	\$66,500.00	\$74,500.00	\$0.00	\$0.00	\$7,000.00	\$67,500.00
02.02950 D	Site Restoration & Rehabilitat	\$120,000.00	\$120,000.00	\$120,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$20,000.00
<b>Subtotals:</b>		<b>\$961,500.00</b>	<b>\$964,800.00</b>	<b>\$972,800.00</b>	<b>\$100,000.00</b>	<b>\$103,000.00</b>	<b>\$115,500.00</b>	<b>\$857,300.00</b>
<b>03 (03 : Concrete)</b>								
03.03300 S	Cash-in-Place Concrete	\$1,755,000.00	\$1,755,000.00	\$1,759,000.00	\$1,736,600.00	\$1,736,600.00	\$1,736,600.00	\$22,400.00
03.03400 V	Precast Concrete	\$35,000.00	\$35,000.00	\$35,000.00	\$31,500.00	\$31,500.00	\$31,500.00	\$3,500.00
<b>Loa Totals:</b>		<b>\$10,100,000.00</b>	<b>\$10,119,150.00</b>	<b>\$10,146,900.00</b>	<b>\$8,039,685.88</b>	<b>\$8,058,035.88</b>	<b>\$8,090,545.88</b>	<b>\$2,056,354.12</b>

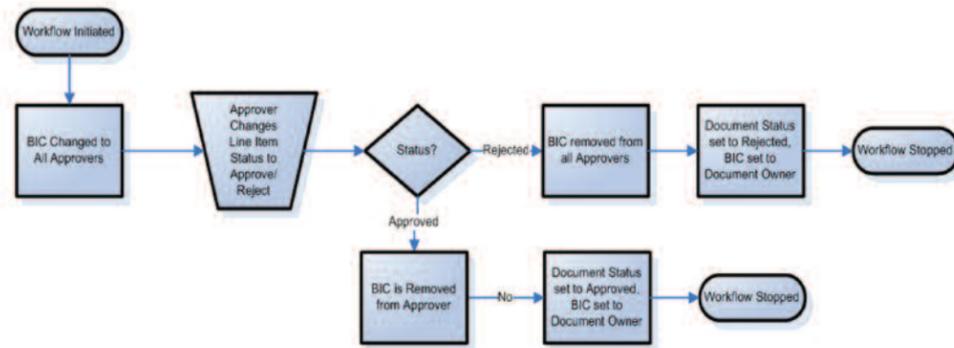
FEATURE	BENEFIT
<i>Cost Worksheet</i>	Organize budgets, funding accounts, commitments and actuals for a comprehensive view of the job, with detail for every cost item.
<i>Cost Code Definitions</i>	Customize cost code definitions to enable Contract Manager to sort and display cost information in custom reports. For example, the cost code "06 100 D" represents direct costs (D) related to rough carpentry (Construction Specifications Institute [CSI] division 06 100).
<i>Standardize Cost Structure</i>	Standardize cost definitions and share the cost code structure from one project to the next.
<i>Budgets</i>	Calculate the original budget amount for the project, approved revisions to the budget, revised budget amount, pending budget revisions, manual adjustments to the budget and the projected budget.
<i>Commitments</i>	Use the Cost Worksheet to understand original commitments, approved revisions to committed costs, the revised commitment to date, pending revisions to committed costs and estimated revisions to committed costs, and tally the overall projected commitment.
<i>Funds</i>	Understand how job costs are being funded by outside sources, including state, federal and local agencies.
<i>Actuals</i>	As invoices are received and payments are made, automatically calculate actuals to date to get a complete picture of cash flow to date.
<i>Variiances</i>	The Cost Worksheet calculates the difference between budgeted and committed costs. Understand such variances as the original planned variance, approved variance to date, pending variance, and overall line item and job cost projected variances.

### Feature 3.1 – Approval Processing

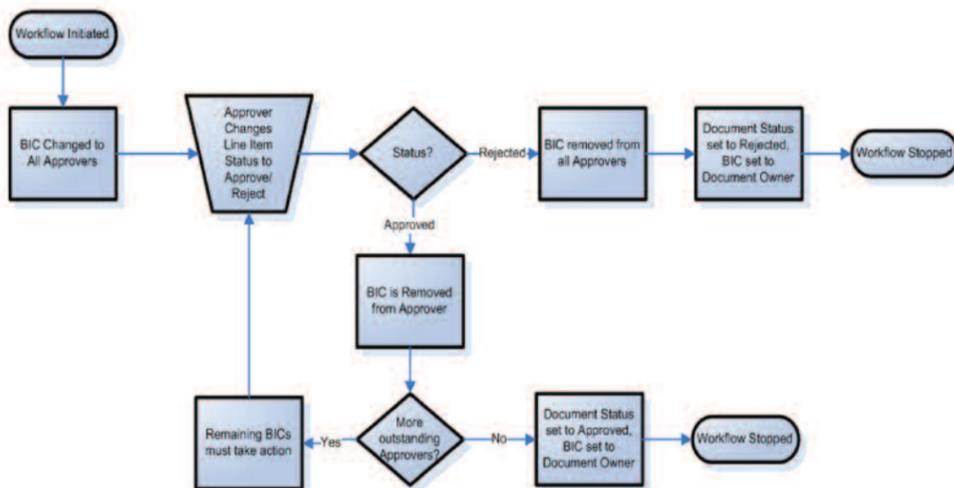
Primavera Contract Manager offers two types of approval processing: a standard process in which simple approval is required based on the document To and From vendors, and a configurable workflow routing

process. Contract Manager’s document routing process is designed to be flexible enough to meet an organization’s standard business processes yet easy enough to use so these companies can get up and running quickly.

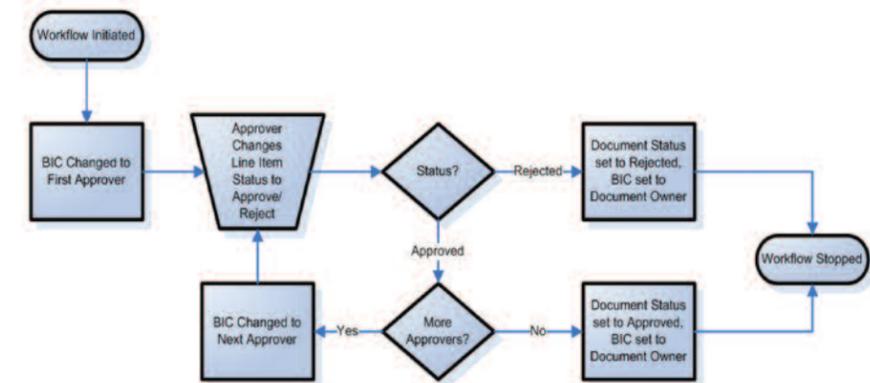
**Figure 3.1.1** Anyone can approve: workflow process in which all reviewers receive notification that a document requires review and approval. Once the first reviewer approves, the document status is changed to approved.



**Figure 3.1.2** All must approve: workflow process in which all reviewers receive notification that a document requires their review and approval. Once all reviewers approve the document, the document status is changed to approved.



**Figure 3.1.3** Linear approval: workflow process in which reviewers are established linearly. Reviewer 1 must review and approve, and then Reviewer 2 receives notification to review and approve. Once all document reviewers approve the document, the document status is changed to approved.

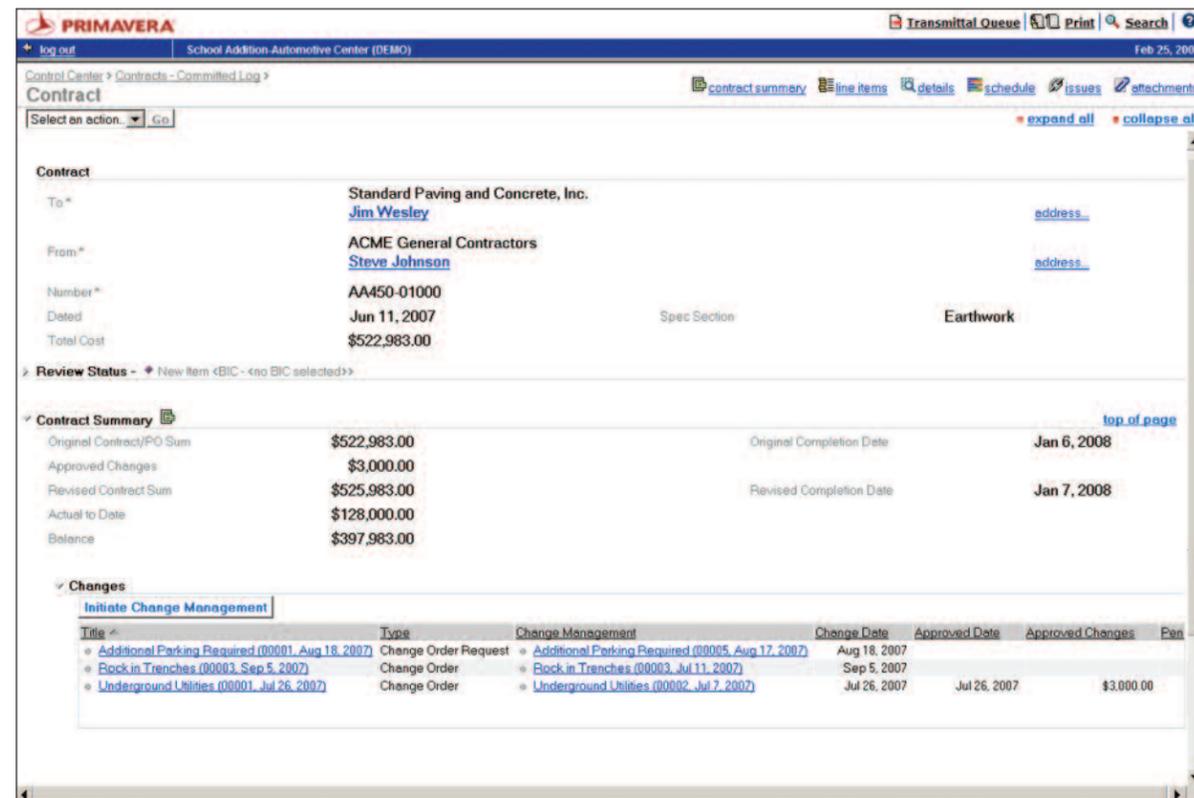


### Feature 3.2 – Summarize Contract Detail

The contracts module improves contractor, vendor and supplier management. Contract managers can create, manage and understand the status of a contract and how the contractor is performing by viewing one simple

screen. Verify that a contractor's insurance is current, submissions were delivered as specified and payment requisitions have been submitted, and reflect the cost of schedule impact due to any change.

Figure 3.2 Understand all details about a contract, including approval status, payments and changes to date, insurance compliance and submittal reviews.



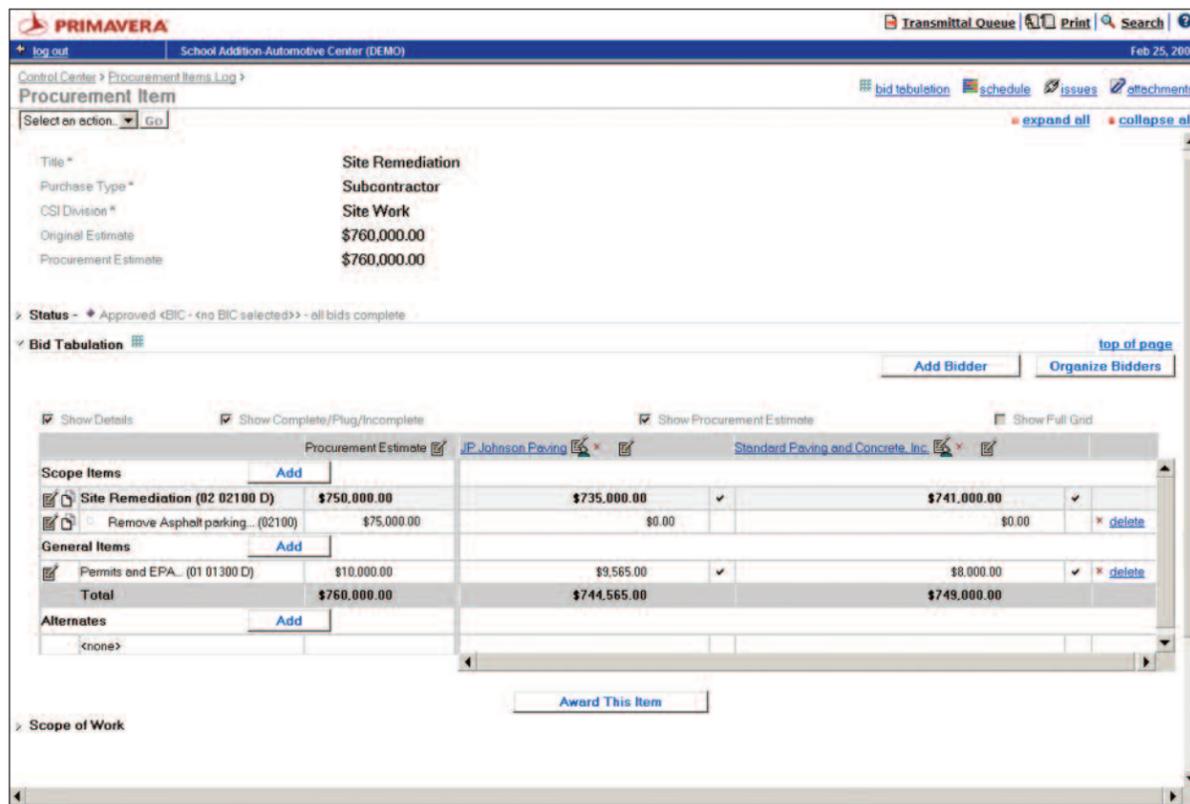
FEATURE	BENEFIT
<i>Contracts</i>	Create, copy and manage all contract details, including both lump sum contracts and unit-price contracts.
<i>Contract Logs</i>	Organize all contracts, including committed, budgeted and custom contracts. Create layouts, group, sort, organize and subtotal for quick reports and analytics.
<i>Spec Section</i>	Contract Manager includes a specification dictionary that is part of the MasterFormat standard coding system, which was developed by the Construction Specifications Institute (CSI) and Construction Specifications Canada (CSC). Use this dictionary as a starting point and modify as necessary for your type of business. Assign spec section item to best describe a contract.
<i>Contract Summary</i>	View at a glance the total cost, approved and pending changes and balance of contract.
<i>2 Clicks to Anywhere</i>	From the Contract Summary screen, use a single click to request updated policy information, create dunning letters for outstanding submittals, approve or reject changes and certify requisitions.
<i>Negotiate Terms</i>	Establish terms for payment requisitions and markups for changes by individual contract.
<i>Schedule</i>	Contract Manager is fully integrated with P6. Establish links to the schedule by identifying work packages associated with each contract from the P6 schedule.
<i>Alerts When Contract Not Approved</i>	Alerts notify users of contracts that are not approved and when they are scheduled to start. Values entered in the alert are the number of days before or after the contract start date.

### Feature 3.3 – Procurement

Contract Manager organizes the complex purchasing process. The procurement model manages and easily analyzes each bid. A thorough review of each bid allows

for a quick comparison by bid item and vendor. As a result, be sure the best contract for the project is selected.

Figure 3.3 Create procurement items and initial estimate, track bids from contractors, compare bids and award lowest bidder with the click of a button.



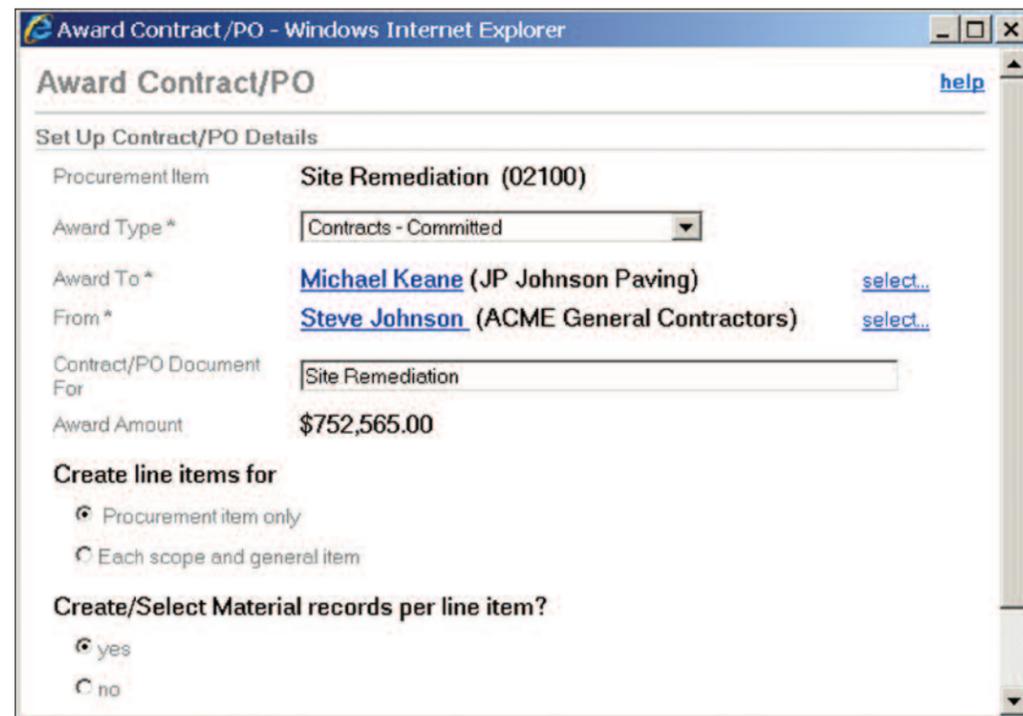
FEATURE	BENEFIT
<i>Procurement</i>	Contract Manager procurement enables you to enter and track information for procurement items and the related scope items that make up the procurement item, including materials, equipment or labor.
<i>Bid Management</i>	Track bids from contractors on materials or jobs. Once an item is open for bid, track who is bidding, how much they bid for each procurement item and its individual components, and then award the procurement item and issue a contract or purchase order to the winning bidder.
<i>Top-Down/Bottom-Up Calculations</i>	The top-down/bottom-up feature applies to procurement tables where values can roll up (add up into) into higher levels, and all levels are potentially editable. Use the re-sync feature to equalize the top-down/bottom-up calculations.
<i>Alert to When Commitments Exceed Procurement Estimate</i>	Alerts notify users if the variance between the procurement estimate and the original commitments has reached a threshold.
<i>Procurement Statistics</i>	View procurement items for a job and understand the percentage of job awarded, classification goals and statistics by Construction Specification Institute (CSI) division.
<i>Bidder Statistics</i>	Understand the status of all bidders, including outstanding procurement items and items bid but not awarded, and compare lowest bidders and award procurement items.
<i>Procurement Analysis</i>	Using the Cost Worksheet, quickly understand total procurement estimate versus the original estimate to calculate estimation accuracy, buyout effectiveness and estimated gross profit.

### Feature 3.4 – Award Contracts

Reviewing all items to be purchased, the Contract Wizard consolidates contracts and project administration. Multiple items can also be awarded to one vendor. The Wizard assists in selecting the most efficient contract

for the optimum overall project delivery. From start to finish, the Wizard helps you achieve the most efficient processing of contracts for best overall project delivery.

Figure 3.4 With a single click, award contracts or purchase orders to the most qualified bidder.



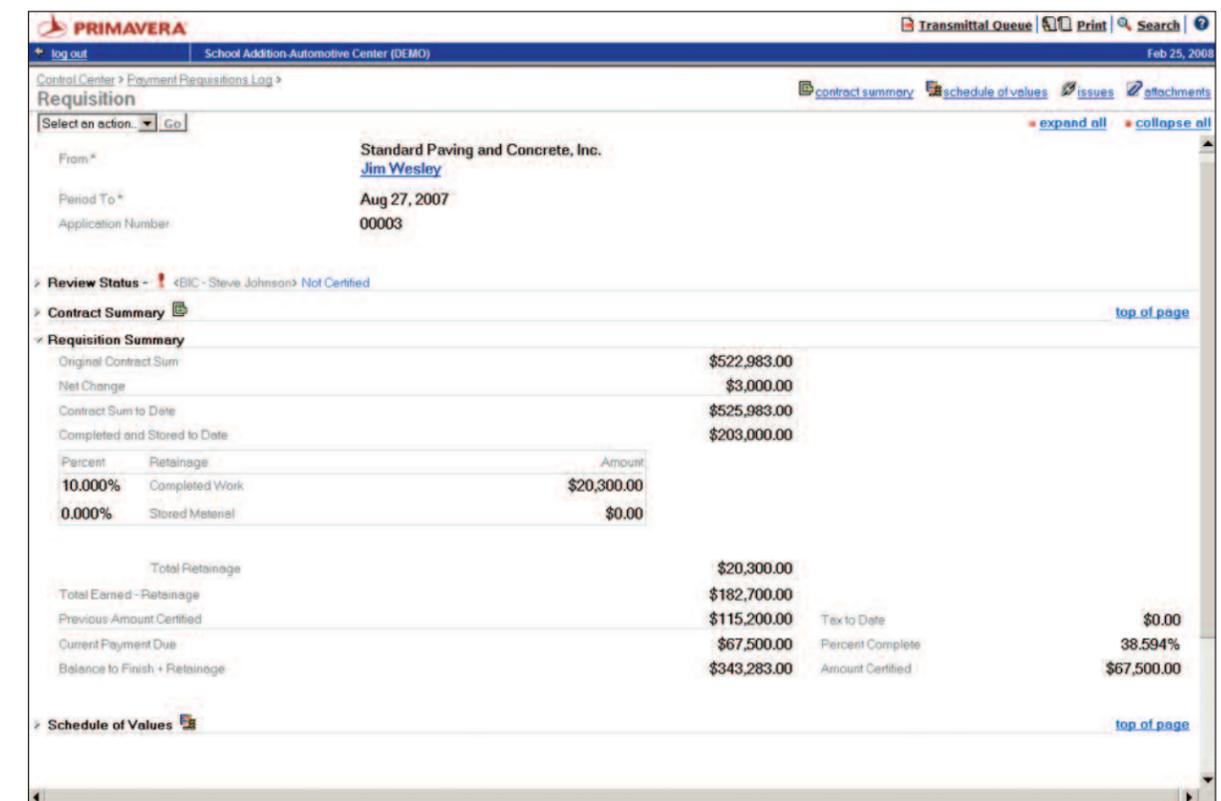
FEATURE	BENEFIT
Award Contract	Award a contract or purchase order to the winning bidder of procurement items. Award a single item or multiple items at the same time.
Create Contract Line Items	Contract Manager offers great flexibility and is complete in managing the procurement process. Consolidate and create one line item in the contract/PO for each procurement item being awarded, or create individual line items for every scope and general item of each procurement item being awarded.

### Feature 3.5 – Expedite Payments

Contract Manager facilitates the preparation and negotiation of monthly payment requisitions. It streamlines the process by consolidating contractor requisitions into monthly requisitions, dramatically

improving the time required to prepare and submit the requisition payment. Contract Manager easily integrates with your accounting system for complete cost control.

Figure 3.5 Expedite payments with payment requisitions. Establish retainage by contract based on completed work and stored materials. Automatically collect approved change orders, and calculate retainage and payment due.



FEATURE	BENEFIT
<i>Payment Requisitions</i>	Contract Manager creates payment requisitions, the schedule of values to accompany the requisition, the approved change orders and materials for delivery quantities and costs applicable to the requisition this period, and helps to certify the requisition by the contracting parties.
<i>Automatic Requisition Creation</i>	Contract Manager can use lump sum and/or unit price line items from the contract to automatically create the requisition schedule of values.
<i>Subsequent Payment Requisitions</i>	Save time and money by easily processing subsequent pay applications. Contract Manager provides options and moves money by automatically tallying previous application line items and finding approved change orders and materials delivered for inclusion.
<i>Base Payment on Schedule Performance to Date</i>	Contract Manager is tightly integrated with P6, so you can be sure a contractor's payment is based on performance to date. You can automatically synch line items with tasks and calculate the "this-period" value based on percent complete to date.
<i>Print to Standard AIA Forms</i>	Contract Manager is based on AIA standards and allows you to use standard reports to form-fill the AIA G702 and G703 standard forms.
<i>Flexible Options for Calculating Retainage</i>	Each contract is different, including payment terms. Choose from different options for calculating retainage either at the summary page based on percent of completed work or percent of stored materials, enter retainage amounts or percentage for each line item, or manually enter retainage in the contract summary.
<i>Set Standards</i>	Contract Manager calculates tax and permissions to allow a requisition to exceed the original budgeted value based on the contract.

### Feature 3.6 – Invoices

Contract Manager facilitates the preparation of vendor invoices. Easily establish billing criteria and bill based on installments or delivery. Contract Manager records the receipt of each installment and automatically assigns the next sequential number to each invoice. Automatically distribute costs to the worksheet. Optionally link issues to invoices and associate attachments, including shop drawings, spec sheets and more.

### Feature 3.7 – Trends

Contract Manager enables you to account and track for anticipated costs and changes that may occur during the project. Use trends to anticipate rate hikes, fuel increases and administrative costs that may impact your overall budget and bottom line.

### Feature 4.1 – Clear Accountability

Primavera Contract Manager facilitates team interaction. Role-based views display the information that is relevant to each project participant. Every project team member will have the information they need to keep the project going. Action list, alerts and turnaround graphs help project managers immediately identify

who is holding up the process, when each deliverable was required and if the delay will impact the budget or schedule. With the Contract Manager ball-in-court (BIC) feature, you can clearly see who needs to act next within the approval workflow process.

Figure 4.1 Role-based dashboard displaying key performance indicators across multiple projects and programs.



FEATURE	BENEFIT
<i>Dashboards</i>	Role-based views display the key performance indicators and action-oriented portlets, including actions required, alerts and schedule status, that are relevant to each project participant.
<i>Personalized Action List</i>	With your personalized Action List, documents awaiting your attention will no longer slip through the cracks. This cross-project, interactive to-do list enables you to quickly drill down to the most critical documents needing your attention.
<i>Automatic Alerts</i>	Establish alerts for managers to be notified when change requests or budget adjustments exceed a set monetary threshold, if contracts are not approved, if a contractor's insurance is expired, and if safety incidents are reported. Define different types of alerts, set critical levels and subscribe to alerts.
<i>Turnaround Graphs</i>	View the average turnaround time for RFIs based on criteria that you set. Group by vendor or spec section and configure turnaround time based on organization standards.
<i>2 Clicks to Anywhere</i>	Drill down from dashboard portlets to documents and take action. Close issues, respond to RFIs, complete meeting business items and much more.
<i>Run Reports</i>	Display and run reports for a single project, multiple projects or programs enterprise-wide.

### Feature 4.2 – Safety Reporting

Companies are committed to eliminating workplace injuries and conforming to OSHA requirements. Recording safety violations, safety concerns and injuries on the job site is critical for compliance with

OSHA regulations in case of possible lawsuits. The Contract Manager Safety module enables you to track safety violations and accidents.

The Safety module addresses the following:

FEATURE	BENEFIT
<i>Injury or Illness Reports</i>	Reports enable you to document each time there is an accident, injury or illness at a site. Also, record "near miss" items and use them for training to help prevent future mishaps. Once an injury or illness report is recorded, you can send an e-mail to a distribution list to inform contacts about what is documented.
<i>Safety Violation Notices</i>	Inform a vendor of a potential hazard, and e-mail it to contacts in a distribution list.
<i>OSHA's Federal Reporting Requirements</i>	The safety module helps the employer and OSHA understand the extent and severity of work-related incidents. According to public law 910596, this form must be kept on file for 5 years following an incident.
<i>Form 301</i>	Contract Manager provides Form 301, one of the first forms a company must fill out when an injury or illness has occurred.
<i>Form 300</i>	Contract Manager provides Form 300, the log that must be completed for every work-related illness or injury. One form is required for each person involved.
<i>Form 300a (300 Summary)</i>	This summary is required to be posted at the workplace from February 1 to April 30 of the year following the one covered on the form. All employees and former employees are entitled to review Form 300 entries in their entirety upon request as part of OSHA's record-keeping rules.

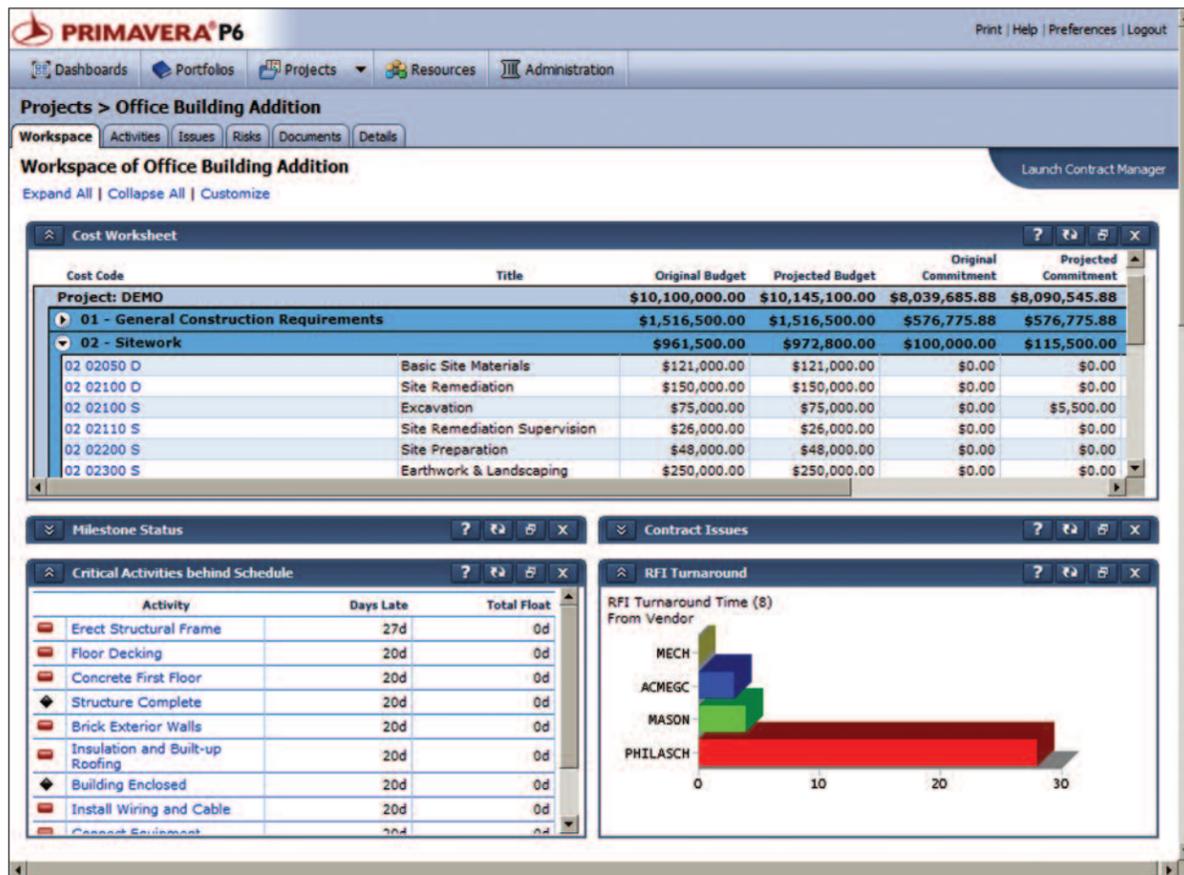
# Integrated Program Management

The Primavera Integrated Program Management Solution (IPM) is the first and only integrated solution that handles construction projects, contracts, changes, and much more. This scalable solution links people, teams and projects so you can control every aspect of a project's lifecycle, from the planning stages to the final deadline. And since Primavera IPM is role-based, it gives everybody exactly the functionality they need to fit their particular job. With Primavera IPM you can be sure that everyone — employees and subcontractors — work toward the same goals: the success of the project.

## Feature 5.1 – Dashboards

Primavera IPM provides interactive, action-oriented dashboards that provide users with role-specific information based on their needs — from key performance indicators and division-level costs for executives to action lists and assigned tasks for the field and contractors. Everyone on the team has the information they need when they need from any where and at any time.

Figure 5.1 Project dashboards include costs, milestone status, critical activities behind schedule and latest RFIs and submittal status.



## Feature 5.2 – Interoperability

The Primavera Integrated Program Management Solution (IPM) delivers complete interoperability so users can understand which activities are impacted due to late

material deliveries and view documents linked to new activities, such as contracts, changes or design reviews.

FEATURE	BENEFIT
<i>Contracts</i>	Group and organize activities based on work package and link to committed contracts. Identify tasks and create activities for each contractor. Identify materials required and link costs and tasks required.
<i>Performance-Based Payments</i>	One of the most important capabilities in an IPM solution is performance-based payments. By linking requisitions line items to activities, you can be sure you are paying the contract based on schedule performance to date. Monthly payments can be made based on schedule percent complete and are calculated automatically upon document creation.
<i>Design Reviews</i>	Many users will track design reviews in the schedule to plan for installation. However, Primavera IPM goes further to track when the item is reviewed so it can be ordered, fabricated and delivered in time to install. Using both P6 and Contract Manager, you can backtrack based on the installation activity and determine reasonable time required for review and approval.
<i>Changes</i>	If a change occurs, Primavera IPM documents the entire process from initial estimate to final approval based on impact to project and contract cost and time delays. Once the change is approved, you can import relevant information to activities and update changes to schedule.
<i>Daily Reports</i>	Optionally require the field or contractors to submit daily reports. Each day, users can automatically receive their assigned tasks to be performed. Furthermore, you can collect status from the users, including activities completed and percent complete, etc. By using reflection processing in Primavera, you can collect this data, review it and then choose whether or not to merge the activity updates on an activity-by-activity basis.

# Tight Integration with ERP and Accounting Systems

Organizations can extend the project and cost-control capabilities to your existing systems with Contract Manager. Easily establish connections to existing enterprise applications, including ERP, (JD Edwards®, Oracle® Projects and SAP®), accounting and estimating.

Contract Manager comes complete with an XML API that enables organizations to create an integrated solution that best fits their requirements. Enter project data into the appropriate application and it will flow into your other systems.

## Sample Reports

### Report 1 – Multiple Cost Worksheet Report

View cost information from multiple projects and programs. Group, organize and subtotal by cost account.

Cost Code	Budget			Committed			Actuals		Variance			
	Original Amount	Revised	Projected	Original Amount	Revised	Projected	Received	Issued	Original	Approved	Funding	Projected
DEMO School Addition-Automotive Center												
01 01500 S Temporary Facilities and Controls	\$35,000.00	\$35,000.00	\$35,000.00	\$65,000.00	\$65,000.00	\$65,000.00	\$0.00	\$35,000.00	(\$30,000.00)	(\$30,000.00)	(\$30,000.00)	(\$30,000.00)
01 01700 D Execution Safety Requirements	\$150,000.00	\$150,000.00	\$150,000.00	\$65,000.00	\$65,000.00	\$65,000.00	\$0.00	\$112,500.00	\$95,000.00	\$95,000.00	\$95,000.00	\$95,000.00
01 01700 D Execution - Insurance & Taxes	\$65,000.00	\$65,000.00	\$65,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$8,000.00	\$48,750.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
01 01740 D Execution Requirements - Permits	\$100,000.00	\$100,000.00	\$100,000.00	\$90,000.00	\$90,000.00	\$90,000.00	\$0.00	\$75,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
01 01750 D Execution Requirements - Legal Fees	\$100,000.00	\$100,000.00	\$100,000.00	\$90,000.00	\$90,000.00	\$90,000.00	\$0.00	\$25,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
02 02000 D Basic Site Materials	\$121,000.00	\$121,000.00	\$121,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,250.00	\$121,000.00	\$121,000.00	\$121,000.00	\$121,000.00
02 02100 D Site Remediation	\$150,000.00	\$150,000.00	\$150,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$37,500.00	\$150,000.00	\$150,000.00	\$150,000.00	\$150,000.00
02 02100 S Excavation	\$75,000.00	\$75,000.00	\$75,000.00	\$0.00	\$0.00	\$5,500.00	\$87,500.00	\$18,750.00	\$75,000.00	\$75,000.00	\$65,500.00	\$65,500.00
02 02110 S Site Remediation Supervision	\$26,000.00	\$26,000.00	\$26,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,500.00	\$26,000.00	\$26,000.00	\$26,000.00	\$26,000.00
02 02200 S Site Preparation	\$48,000.00	\$48,000.00	\$48,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,000.00	\$48,000.00	\$48,000.00	\$48,000.00	\$48,000.00

### Report 2 – Submittals by BIC

Quickly understand who is holding up the process by withholding submittals.

BIC	Package	Submittal	Latest Revision Title	Status	Required		Latest Dates				
					Start	Finish	Received	Sent	Returned	Forwarded	
<b>A &amp; S Supply</b>											
	08000	08000-001	1.0 Custom Frames	NEW							
	08000	08000-002	1.0 Custom Doors	NEW							
<b>ACE Mason Contractors</b>											
	04400	04400-002	1.0 Mortar Type S	NEW	8/20/2007	9/18/2007					
<b>ACME General Contractors</b>											
		03100-001	1.0 Formwork shop drawings	APP	6/18/2007	6/29/2007	6/18/2007	6/22/2007	7/3/2007		
		03100-002	1.0 Wall formwork	APP	6/18/2007	6/29/2007	6/20/2007	6/22/2007	7/3/2007		
		09900-001	Paint Submittal	UNS							
		11000-001	Lockers	UNS							
		15600-001	Fan Coil Units	UNS							
<b>Design Group</b>											
	03200	03200-004	1.0 Foundation wall rebar	NEW	7/21/2007	9/17/2007	7/31/2007	7/31/2007			
	04400	04400-001	1.0 Mortar Type N	NEW	8/20/2007	9/18/2007	8/30/2007	8/30/2007			

### Report 3 – Pending and Approved Changes

Prepare and run reports across all your projects and programs and understand the impact of pending changes on your cashflow.

Number	Title	Status	Date	Reason Code	Change Issue	Scope	Estimated Budget	Quoted Budget	Negotiated Budget	Final Budget
CON No.: AA450-00012	To:ACMEGC CJ From:PHILASCH MS									
00007	Glazed Facing Tile	NEW	6/7/2007		TILE	Out of Scope	\$0.00	\$0.00	\$0.00	\$0.00
CON No.: AA450-00012	To:ACMEGC CJ From:PHILASCH MS									
00005	Additional Parking Required	NEW	8/17/2007	CUSTREQUEST	PARK	Out of Scope	\$8,000.00	\$9,000.00	\$9,500.00	\$0.00
CON No.: AA450-00012	To:ACMEGC CJ From:PHILASCH MS									
00002	Underground Utilities	APP	7/7/2007	ERROROMIN	UTIL	Out of Scope	\$4,000.00	\$4,000.00	\$3,000.00	\$3,300.00
CON No.: AA450-00012	To:ACMEGC CJ From:PHILASCH MS									
00003	Rock in Trenches	PRO	7/11/2007	FIELDCOND	ROCK	Out of Scope	\$7,500.00	\$7,500.00	\$5,500.00	\$6,000.00
CON No.: AA450-00012	To:ACMEGC CJ From:PHILASCH MS									
00001	Glazed Facing Tile	APP	7/17/2007	UNFORESEEN	TILE	Out of Scope	\$11,000.00	\$11,000.00	\$9,850.00	\$9,850.00
CON No.: AA450-00012	To:ACMEGC CJ From:PHILASCH MS									
00004	Plugging Water line	APP	8/28/2007	DEFICIENCY	WATER	Out of Scope	\$5,000.00	\$5,000.00	\$6,200.00	\$5,500.00
CON No.: AA450-00012	To:ACMEGC CJ From:PHILASCH MS									
00006	Inappropriate Concrete Mix	NEW	9/12/2007	ERROROMIN	CONC	Out of Scope	\$4,000.00	\$0.00	\$0.00	\$0.00