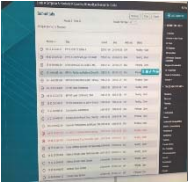


1. Always keep an electronic record of decisions made and issues discussed on site. If a detail is altered, issue a drawing or sketch so there is no confusion about it later (and if necessary, get it approved by the authorities having jurisdiction). Remember: Some large projects take several years to construct from start to finish, and memories can be short!



2. Require (in Division 01) that the contractor format the submittals schedule in checklist format, organized by specification section, and sequenced in a manner in which they may be efficiently reviewed. Require the contractor to provide this schedule before any submittals are issued for architect's review, and make sure it's included in the Schedule of Values (so if the contractor doesn't submit it, payment can be withheld). Recommend that the contractor attach the checklist schedule to submittals to allow progress to be easily monitored and outstanding documents identified.



3. The architect is not obligated to hastily approve submittals to avoid delays caused by the contractor. However, it is reasonable to expedite review of submittals when a mutual understanding is reached with the contractor that other reviews will be postponed to accommodate the higher-priority submittals.



4. If an RFI question is unclear, give the contractor a phone call to request clarification. This lets the contractor re-write the RFI more clearly, promoting better communication and saving time volleying emails back and forth. However, if the revised RFI isn't received within a day, return the original RFI with the message, "As discussed with contractor on [date], RFI is unclear and needs to be resubmitted." Remember: Once you receive the RFI, the review-time clock is ticking.



5. When reviewing submittals, make sure you review all materials referenced in the shop drawings. Confirm that all products, including ancillary ones, are identified. Check that adjacent materials are compatible and each is being used as its manufacturer intended. Don't assume that seemingly minor components are less significant than the major ones, since the whole of an assembly determines its success or failure.



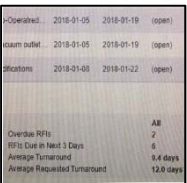
6. Make sure your Division 01 requires complete submittals, and that related submittals be submitted concurrently. Unless the architect agrees with receiving a partial submittal, all components of a submittal for a particular type of work, which may include shop drawings, product brochures, calculations, certifications, test results, and samples, should be submitted at the same time. For the architect to review a “slow trickle” of related submittals is not only inefficient but subject to mistakes.



7. Whenever possible, have the contractor use the AIA G703 Continuation Sheet to establish the Schedule of Values. Have the contractor break out each type of system and list it by level and/or zone across the project. This makes the architect’s review of each month’s pay application simpler, more thorough, more efficient, and more likely to result in a better evaluation of percentages of work complete.



8. Use current technology for architectural field work, including field reports, notices of noncompliance, and punch lists. Modern hardware and software allow for immediate on-site integration of referenced construction documents with photographs of construction for identifying deficiencies and potential issues.



9. While you should not exceed the contractually required RFI response time, you should also try to respond to an RFI as soon as possible. Review and log the RFI, triage it to see if consultants need to see it, review the contract document requirements (drawings, specifications, and/or manufacturer’s requirements), and understand the impacts on adjacent construction. Respond with clear and concise language, attach a sketch if necessary, reference drawing and details numbers or specification section, and answer only the question that’s been asked.



10. Be empathetic to the needs of other parties of the construction team. Understand that contractors are under pressure to quickly deliver a complex project while managing many chaotic variables (often outside or just barely within their control). While on site, and when reasonable, assist the contractor by answering simple questions, clarifying concerns, or reprioritizing aspects of construction administration work. While the architect must diligently adhere to the contractual duties, the architect’s and contractor’s common goal is to complement (but not necessarily compliment) one another in providing a service to the owner.