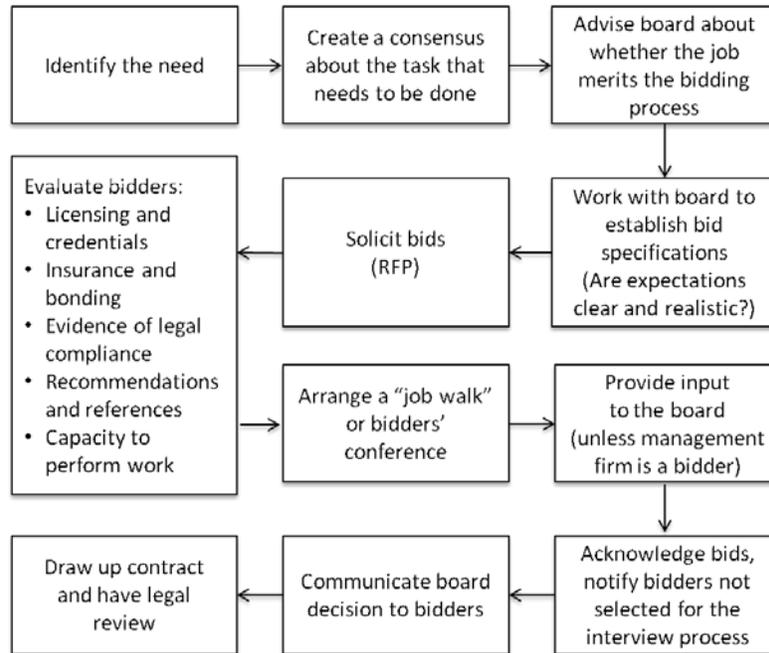


## The Contracting Process



1. Identify the need	Determine what task or project needs to be accomplished.
2. Create a consensus	Assist the board as they determine the nature and scope of the work that needs to be done. There must be mutual agreement among the directors. Depending on the complexity, consult with experts to establish the need and then draft a scope of work
3. Advise board about whether the project merits bidding	The bidding process is lengthy and expensive. For smaller projects, it may be easier and more cost-effective to forego the bidding process. For larger projects, the services of Consultants and Construction Managers must not be overlooked.
4. Work with board to develop specifications	Bid specifications must be clear, precise, realistic, and within the scope of the service providers invited to bid. If a Contractor is willing and informed in advance, his scope of work may be adequate to serve as a specification or scope. If a very large or complex project is being contemplated, then encourage the BOD to hire experts (Consultants or Construction Managers) to help with the following steps.
5. Solicit bids	Issue a Request for Proposal (RFP).
6. Evaluate bidders	It is the manager's role to prequalify bidders by checking their credentials, insurance coverage, and capacity to perform the necessary work.
7. Arrange a "job walk"	Organize a meeting or walkthrough so bidders see what needs to be done. Obtain clarification as required.
8. Provide input	Manager, design professional, or project manager to provide input and feedback to the board concerning the various proposals. The lowest bid is not always the best. Many management firms are offering additional contract services, such as landscape and maintenance. If the manager works for a firm bidding on the contract, he/she may not advise the board concerning any of the candidates or proposals.
9. Board makes decision	Board decides which bidder they want.