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A COMMERCIAL PROPERTY MANAGER'S GUIDE TO

# ROOFING PROJECT MANAGEMENT

Phases, Responsibilities, Timelines, and Expectations  
for Commercial Flat Roof Projects in the Phoenix Metro Area

## BOOK 3 OF 3 — THE ARIZONA ROOFER COMMERCIAL MANAGER SERIES

Companion to: Commercial Flat Roof Life Cycles & Tenant & Occupant Communication Toolkit  
Science-based project management. Clear accountability. Zero surprises.

PRE-  
PLANNING

BIDDING &  
CONTRACT

MOBILIZ-  
ATION

ACTIVE  
WORK

QC &  
INSPECTION

CLOSEOUT &  
DOCS

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## The Property Manager Is the Project Manager

On a commercial roofing project, the property manager is the linchpin. The contractor installs the roof. The manufacturer backs the warranty. But it is the property manager who coordinates schedules, protects occupants, documents progress, manages the owner relationship, and ensures the project closes out properly. This guide walks you through every phase — what needs to happen, who is responsible, and when it is due.

### THIS IS BOOK 3 OF 3 IN THE ARIZONA ROOFER COMMERCIAL MANAGER SERIES

Book 1: CommercialFlatRoofLifeCycles — understand your roof system and maintenance requirements

Book 2: Tenant&OccupantCommunication Toolkit — notices, templates, and documentation log

### Responsibility Key Used Throughout This Guide

#### PM Property Manager

The licensed property manager coordinating the project on behalf of ownership.

#### CTR Contractor

The roofing contractor engaged for the work. Ensure they are licensed, bonded, and insured in AZ.

#### OWN Owner / Ownership

The building owner or ownership group. Approves budget, scope, and major decisions.

#### SHR Shared / Joint

Both property manager and contractor share accountability for this task.

#### WHAT TODO

A phase-by-phase task checklist covering pre-planning through project closeout.

#### WHO IS RESPONSIBLE

Every task is tagged: Property Manager, Contractor, Owner, or Shared.

#### WHEN IT IS DUE

Clear timing benchmarks — days before start, during work, and post-completion.

#### COMMUNICATIONS CROSS-REFERENCE

Throughout this guide, orange badges indicate when a notice from the Tenant & Occupant Communication Toolkit must be sent. Keep Book 2 open alongside this guide during project execution.

→ *Comms Toolkit p.3 — Notice Type Reference*

A commercial roofing project does not begin when the contractor arrives on-site. It begins weeks earlier with assessment, budgeting, bidding, and planning. And it does not end when the last roll of membrane is installed. Proper closeout — including warranty registration, punch-list sign-off, and final communications — is what converts a completed job into a protected asset. The six phases below map the full lifecycle of project



*Phases 1–2 occur before work starts. Phases 3–6 run from mobilization through closeout.*

<p><b>PRE-PLANNING</b> <span style="float: right;">Weeks 4–12 Before Work</span></p> <p><b>PM</b> Assess the roof condition (use Book 1), define scope, set budget, and engage the owner for project approval. Order an independent inspection if not done recently.</p> <ul style="list-style-type: none"> <li>● Roof condition assessment (infrared + core sample)</li> <li>● Scope of work defined with owner approval</li> <li>● Budget established and capital funds confirmed</li> </ul>	<p><b>BIDDING &amp; CONTRACT</b> <span style="float: right;">Weeks 2–6 Before Work</span></p> <p><b>PM</b> Solicit minimum 3 competitive bids, verify contractor credentials, review bid specifications for completeness, and execute a written contract.</p> <ul style="list-style-type: none"> <li>● Minimum 3 licensed AZ contractor bids obtained</li> <li>● Contractor license, bond, and insurance verified</li> <li>● Written contract executed with scope, schedule, warranty</li> </ul>
<p><b>MOBILIZATION</b> <span style="float: right;">1–5 Days Before Work</span></p> <p><b>SHR</b> Contractor stages equipment and materials. Property manager confirms site readiness, notifies occupants, and ensures access logistics are in place.</p> <ul style="list-style-type: none"> <li>● Commencement Notice sent to all occupants (Book 2, Template 2)</li> <li>● Parking/access restrictions posted and coordinated</li> <li>● Emergency contact list confirmed with contractor</li> </ul>	<p><b>ACTIVE WORK</b> <span style="float: right;">Duration of Project</span></p> <p><b>SHR</b> Daily site oversight, progress verification, change-order management, and ongoing occupant communication as conditions evolve.</p> <ul style="list-style-type: none"> <li>● Daily site check by PM or designated representative</li> <li>● Disruption Alerts sent before high-impact activity (Book 2, Template 3)</li> <li>● All change orders reviewed, approved in writing before execution</li> </ul>
<p><b>QC &amp; INSPECTION</b> <span style="float: right;">During &amp; After Active Work</span></p> <p><b>PM</b> Independent quality verification, third-party inspection if required, and punch-list creation before contractor demobilization.</p> <ul style="list-style-type: none"> <li>● Independent inspection: drainage, flashings, seams, penetrations</li> <li>● Photo documentation of completed work at all critical points</li> <li>● Punch list created, shared with contractor in writing</li> </ul>	<p><b>CLOSEOUT &amp; DOCS</b> <span style="float: right;">Within 30 Days of Completion</span></p> <p><b>PM</b> Final administrative and documentation phase. No project is complete until the file is closed, warranties registered, and all parties formally notified.</p> <ul style="list-style-type: none"> <li>● Project Completion Notice sent to all occupants (Book 2, Template 5)</li> <li>● Manufacturer warranty registered in owner's name</li> <li>● Complete communication log filed (Book 2, pp. 6–7)</li> </ul>

# Phases 1 & 2: Pre-Planning and Bidding

Assessment • OwnerApproval • CompetitiveBidding • ContractExecution

RESPONSIBILITY:

PM = Property Manager

CTR = Contractor

OWN = Owner

SHR = Shared

## PHASE 1 — Pre-Planning

Weeks 4–12 Before Work Begins

Task / Action	Who	When	Ref
Commission independent roof inspection (infrared + core sample) if not done within 12 months	PM	Wks 10–12 prior	Book 1 p.4
Review inspection report; identify system type, age, and condition phase (Book 1, p.3)	PM	Wks 8–10 prior	
Prepare written scope of work from inspection findings	PM	Wks 6–8 prior	
Present scope, budget estimate, and restoration vs. replacement recommendation to owner	PM	Wk 6 prior	Book 1 p.6
Obtain written owner approval and budget authorization before proceeding	OWN	Wk 5–6 prior	
Confirm capital funds are available; schedule disbursement if required	OWN	Wk 4–5 prior	
Draft occupant pre-project notice; review against lease notification requirements	PM	Wk 4 prior	Book 2 p.4
Send Pre-Project Notice to all suite occupants and building tenants	PM	Wk 4 prior → 30 days min	→ Book 2 T1

## PHASE 2 — Bidding & Contract Execution

Weeks 2–6 Before Work Begins

Task / Action	Who	When	Ref
Prepare bid package: scope of work, existing inspection report, site photos, spec sheet	PM	Wk 4–6 prior	
Solicit minimum 3 competitive bids from licensed AZ roofing contractors	PM	Wk 3–5 prior	
Verify each bidder: AZ ROC license, general liability ≥ \$1M, workers' comp active	PM	During bid period	
Review bids: compare scope coverage, materials spec, warranty terms, and total cost	PM	Wk 2–3 prior	
Select contractor and notify unsuccessful bidders in writing	PM	Wk 2–3 prior	
Execute written contract: scope, schedule, payment terms, warranty, and change-order process	SHR	Wk 1–2 prior	
Obtain certificate of insurance naming property owner as additional insured	CTR	Before NTP issued	
Issue written Notice to Proceed (NTP) with confirmed start date	PM	Wk 1–2 prior	

# Phases 3 & 4: Mobilization and Active Work

SiteSetup • DailyOversight • ChangeOrders • IncidentResponse

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**PM = Property Manager**

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## PHASE 3 — Mobilization

1–5 Days Before Work Begins

Task / Action	Who	When	Ref
Send Work Commencement Notice to all occupants 48–72 hours before first day	PM	48–72 hrs prior	→ Book 2 T2
Post physical disruption notice at building entrance, elevator lobby, and affected areas	PM	48 hrs prior	
Confirm contractor has current COI; confirm crew lead contact and on-site cell number	PM	Day before start	
Walk site with contractor crew lead: verify access points, staging area, debris drop zone	SHR	Day before start	
Confirm roof access is clear; notify HVAC technician if unit shutdowns are required	PM	Day before start	
Verify contractor has all required materials, equipment, and permits on site	CTR	Day of start	
Photograph pre-work roof condition from all four elevations and at all drains	PM	Morning Day 1	

## PHASE 4 — Active Work

Duration of Project (Daily / Weekly)

Task / Action	Who	When	Ref
Conduct daily site check: verify work progress, staging compliance, debris management	PM	Daily	
Send Disruption / Noise Alert the evening before any tear-off, torching, or foam spray day	PM	Night before high-impact work	→ Book 2 T3
Review and photograph completed work sections: seam welds, flashing, penetration seals	PM	End of each work day	
Review and approve any change orders in writing before additional work proceeds	PM	Before work expands	
Immediately document any damage to building, equipment, or tenant property	SHR	Within hours of incident	
Issue Emergency / Leak Notice to affected suite(s) if roofing causes interior incident	PM	Immediately upon incident	→ Book 2 T4
Hold weekly progress check-in with contractor crew lead; document in writing	SHR	Weekly — same day	
Notify owner of any delays, cost changes, or scope issues exceeding 10% of contract	PM	Within 24 hrs of discovery	

RESPONSIBILITY:

PM = Property Manager

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## PHASE 5 — Quality Control & Inspection

During and Immediately After Active Work

Task / Action	Who	When	Ref
Commission independent third-party inspection if project value exceeds \$50,000	PM	Final week of work	Book 1 p.4
Inspect and photograph all seam welds, T-joints, and termination bars (TPO/EPDM)	PM	Day of / after completion	
Verify all penetrations, pipe boots, HVAC curbs, and skylights are properly flashed	PM	Day of completion	
Confirm all drains, scuppers, and overflow drains are clear and properly sloped	PM	Day of completion	
Conduct roof flood test or water test at newly installed sections if accessible	CTR	Within 48 hrs of completion	
Create written punch list of any deficiencies; deliver to contractor crew lead in writing	PM	Within 24 hrs of completion	
Confirm all punch list items resolved and re-inspect prior to releasing final payment	PM	Before final payment	
Photograph completed and corrected work; add to project documentation file	PM	After punch list resolved	

## PHASE 6 — Closeout & Documentation

Within 30 Days of Completion

Task / Action	Who	When	Ref
Send Project Completion Notice to all previously notified occupants	PM	Within 48 hrs of completion	→ Book 2 T5
Obtain signed Certificate of Completion / Substantial Completion from contractor	SHR	Day of completion	
Register manufacturer's warranty in the owner's name; obtain warranty certificate	CTR	Within 14 days of completion	
File warranty certificate, inspection reports, and all photos in permanent property file	PM	Within 30 days	
Complete and file the full Communication Log (Book 2, pp. 6–7)	PM	Within 30 days	Book 2 p.6–7
Release final contractor payment only after punch list sign-off and warranty received	PM	After all above complete	
Notify property insurer of completed work and updated roof system; request file update	PM	Within 30 days	
Schedule first post-project inspection 12 months after completion	PM	Calendar entry now	Book 1 p.3

## Setting Reasonable Expectations for a Well-Managed Project

### Timeline Flexibility

Roofing is weather-dependent. Build 10–20% buffer into your schedule for rain, extreme heat delays, and material lead times. In Arizona summers, crews may shift to early-morning-only schedules.

### Daily Disruption

Expect roofing work to be noisy, especially during tear-off. Plan for contractor vehicles, equipment staging, and debris drops. Coordinate with occupants in advance via Book 2 notices.

### Change Orders Are Normal

Unforeseen deck damage, hidden moisture, or code-required upgrades frequently emerge once existing material is removed. Budget a 10–15% contingency above the contract price.

### Contractor Communication

Expect a daily or end-of-day update from the crew lead on progress, issues, and next-day plans. If you are not getting this, require it in writing from the start.

## Common Pitfalls & How to Avoid Them

### Hiring on Price Alone

- RISK:** The lowest bid rarely delivers the best value. Under-capitalized contractors cut corners on materials, skip proper substrate prep, and disappear when warranty claims arise.
- FIX:** Evaluate bids on scope completeness, material specs, warranty terms, and references alongside price. A \$5,000 savings on installation can cost \$50,000 in premature failure.

### No Written Contract / Vague Scope

- RISK:** Verbal agreements and vague scope descriptions lead to disputes over what was included. "Replace the roof" is not a contract. "Install 60-mil TPO over existing insulation with 20-year NDL warranty" is.
- FIX:** Require a detailed written contract before issuing Notice to Proceed. Every material, specification, and warranty term should be named explicitly.

### Skipping the Independent Inspection

- RISK:** Relying solely on a contractor's assessment before bidding creates a conflict of interest. The contractor assessing the roof is the same one bidding on the work.
- FIX:** Commission an independent inspection from a non-bidding third party before developing the scope. Use the findings as the basis for all bids.

### Releasing Payment Too Early

- RISK:** Releasing substantial payment before punch list resolution removes your leverage. Contractors have little incentive to return for minor corrections once they are paid.
- FIX:** Retain 10–15% of contract value until punch list is fully resolved, warranty certificate is in hand, and all documentation is complete.

### No Occupant Communication Plan

- RISK:** Roofing projects on occupied buildings without advance tenant notification generate complaints, disputes, and legal exposure. One angry tenant complaint can derail a project.
- FIX:** Use Book 2 of this series to send all five notice types at the correct intervals. Keep your communication log current throughout the project.

### Ignoring Weather Windows

- RISK:** In Arizona, scheduling adhesive-set EPDM or modified bitumen application in August heat or starting a multi-week project before monsoon season significantly increases failure risk.
- FIX:** Plan large projects for October–April. Build monsoon contingency (July–September) into any summer schedule. Confirm contractor has a weather delay protocol in the contract.



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