

Request for Qualifications/Proposals for
Construction Management At-Risk Services

**Request for Proposals
To provide Construction Management At-Risk Services**

For

Hollis Hand Elementary School Expansion

**Troup County School System
LaGrange, Georgia**

2 November 2017

Request for Qualifications/Proposals for
Construction Management At Risk Services

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Request for Qualifications/Proposals for
Construction Management At Risk Services

Troup County School System

Request for Qualifications/Proposals to provide Construction Management Services for the construction of the new Ethel Kight Elementary School in LaGrange, Georgia.

I. Introduction

A. Purpose

The Troup County School System (Owner) has responsibility for the above referenced project and is considering the services of a Construction Management Firm (CM). In addition to managing the construction, the CM will provide preconstruction services and work collaboratively with the Architect, 2WR of Georgia, Inc. of Columbus, to develop constructability reviews, cost savings alternatives and schedules in relation to this new facility. The Owner has also retained the services of G3 Services, LLC as the Program Manager (PM) during the Design | Pre-Construction Phase at a minimum. As part of this selection process short-listed CM firms will be required to submit a Fee Proposal for the project. This Fee Proposal will be one of several factors in final selection of the CM. The Fee Proposal will be a contractual obligation. The CM will also develop an overall project schedule, which will be a contractual obligation. In addition, the CM will be responsible for methods of construction, bonding the project, safety, and the scheduling and coordination of the work of all construction and miscellaneous contracts required for completion of the project within its predetermined budget and scheduling.

B. Project Objectives

The CM will function as a CM-At-Risk. Prior to commencing construction the CM will provide Pre-Construction Services. These services will require the CM to provide value engineering, scheduling, maintainability and constructability reviews. The CM shall competitively select all construction subcontracts and other work utilizing a bid approach. As part of the GMP submission the Owner will require the CM to submit the names of each subcontractor bidding and the selected subcontractor for each phase of the work. The successful CM shall be eligible to bid, and if successful, subcontract for portions of the construction or other services on the project. For the CM to be considered for portions of the construction a minimum of three additional bids for each bid package must be received.

In selecting a firm the Owner will place emphasis on the experience of the firm and assigned personnel in providing function on projects of similar magnitude and complexity as the proposed project. Emphasis will be placed on firms oriented to the "K-12 Educational" construction field and those familiar with CM At-Risk services inclusive of Pre-Construction services.. The firm should demonstrate having depth, knowledge, and resources in principles of general contracting, phasing, scheduling, contract coordination

and compliance, budget control, familiarity with State, County and Federal laws, ordinances and codes as part of the response to this Request for Proposals.

C. Project Description and Assumptions

The Troup County School System desires to construct a classroom wing expansion for the existing Hollis Hand Elementary School. The new classrooms will be constructed in the courtyard adjacent to the existing auditorium. The site is located at 641 Country Club Rd, LaGrange, Georgia 30240.

II. General Instructions

A. Building Program

1. General

The project will be designed and constructed to a level of quality and timeliness that reflects the long-term use of a government facility. The Scope of Work includes the removal of an existing canopy structure, removal of a portion storm pipe and the construction of a new load bearing masonry building.

2. Construction Budget

The construction budget is \$1,300,000.

3. Construction Schedule

The schedule is for Pre-Construction Services to begin upon selection of the CM. Upon execution of a contract the CM will work with the Architect, Program Manager, and Owner to finalize Pre-Construction Services, develop a GMP and begin construction. It is anticipated for Pre-Construction Services to commence immediately upon approval of the CM's contract with construction, beginning with building demolition, to begin by 24 March 2018 with Substantial Completion July 2018 and Final Completion 24 July 2018. The school MUST be turned over to the Owner by 01 August 2018.

The CM will be responsible for developing the schedule and coordinating activities to accomplish the scheduled completion of the project.

4. Owner-Construction Manager Agreement

The contract will be Actual Cost Plus a Fixed Fee not to exceed the Guaranteed Maximum Price (GMP). The Project will be Open Book.

B. Selection Process

1. Selection Committee

The selection of a CM Firm will be by a Selection Committee consisting of representatives of the Architect and Owner.

2. Selection Procedure

Selection of the CM will be a proposal-based process, which result in the ranking of each of the firms. Based on the rankings the Owner will interview the top two to three firms.

3. Request for Proposals (RFP)

The following events are outlined Schedule of Events below:

- a. Interested CM firms are required to attend a **MANDATORY** pre-proposal conference.
- b. The Fee Proposal is to be submitted with the RFP Package. The Fee Proposal is to be submitted in a sealed envelope.
- c. The selection committee will determine the initial ranking of the firms based upon the apparent best value to the Owner. Upon initial ranking the Owner will short-list two to three firms for interviews.

4. CM Selection

The selection committee will rank the firms based upon qualifications. The fee proposal will be a part of the selection process but not a determining factor. **Qualifications of firms are of extreme importance to the Owner;** thereby firms completing recent projects of the similar scope, budget and complexity will be looked at favorably. Final selection will be based on a combination of qualifications and price.

5. Contract Negotiation

Upon selection the Owner will attempt to negotiate a contract based on the CM's Fee Proposal. The Owner has the right to reject the Fee Proposal and elect to either negotiate a new Fee Proposal with the selected CM, or enter negotiations with the next highest ranked firm. The Owner retains the ownership of and all rights to use all documents produced during the Interview Process for use in selecting the final CM and completing the project.

C. Information Regarding Scope and Phases of Project

The CM services shall include a preconstruction phase, and a construction phase. During the preconstruction phase, the CM working collaboratively with the Architect, Program Manager, and Owner will provide reviews of the documents, budget, constructability, value engineering ideas, schedule and propose any changes to project scope. The CM, as part of his Preconstruction Services, will assist in the development of a strategy for the best approach to the successful completion of the Project as a whole. The CM working with the Architect, Program Manager, and Owner will review proposed key subcontractors to be utilized in the development of the GMP and assemble and work to finalize the Preliminary GMP within the proposed budget. The CM shall also review with the Architect, Program Manager, and Owner all subcontractors to be included in the bidding process. The final GMP for the project will be developed providing "open book" breakdowns backed by a surety bond. The project shall be constructed within the GMP.

The CM shall also develop and maintain a master project schedule. During the construction phase the CM will be responsible for methods of construction, safety programs, general conditions, prequalification of potential subcontractors and bidding of all work, certification of work in place and monthly payment requests, coordination and scheduling of all construction contracts and miscellaneous contracts required for the completion of the project within the predetermined budget and schedule. The CM should prepare his proposal with the understanding that he will provide, at a minimum, a Project Superintendent and an overall Project Manager.

The CM will assist the Owner and A/E team in management and administration of the project except that the Owner shall at all times retain contractual control of the CM and Architectural contracts, project funds and disbursements. The following is a listing of some of the representative services to be provided by the CM:

1. Pre-Construction Phase

- a) Review documents for;
 - 1. Constructability
 - 2. Value Analysis
- b) Propose changes based on constructability and/or cost,
- c) Develop schedule,
- d) Develop safety plans,
- e) Identify key subcontractors for use during Pre-Construction Services,
- f) Provide Preliminary GMP at 85% Documents,
- g) Finalize the GMP.

2. Construction Phase

- a) Maintain on-site staff for construction management of the project,
- b) Establish and maintain coordinating procedures,
- c) Develop and maintain a detail schedule (CPM) including delivery, approvals, pre-installation meetings, inspections, testing, milestones, Substantial Completion, Final Completion and occupancy,
- d) Attend job meetings, coordinate sub-contractor attendance as required and provide updated schedule / progress and GMP information.
- e) Prepare and submit Change Order documentation for approval of the Architect and the Owner and maintain a Change Proposal Log,
- f) Maintain a system for review and approval of shop drawings including providing a Submittal Schedule and maintaining a Submittal Log,
- g) Maintain records and submit bi-weekly Daily Reports and formal Monthly Reports to Architect, Program Manager (if contracted for construction services) and Owner.
- h) Maintain quality control and ensure conformity to plans,
- i) Provide cost control through progress payment review and verifications according to the approved schedule and contract amounts,
- j) Develop as-built drawings and maintain said drawings on-site,
- k) Coordinate post-completion activities, including the assembly of guarantees, manuals, closeout documents, training, and the Owners final acceptance.

3. Warranty Phase

- a) Coordinate and monitor the resolution of remaining “punch-list” items,
- b) Coordinate, monitor and resolve all warranty complaints to the satisfaction of the Owner during the one-year general warranty period,
- c) Provide year-end inspection.

D. Schedule of Events

The following Schedule of Events represents the Owner’s best estimate of the schedule that will be followed. Unless otherwise specified, the time of the day for the following events shall be between 8:00AM and 4:30PM EST. The Owner reserves the right, at its sole discretion, to adjust this schedule, as it deems necessary. Notification of any adjustment to the Schedule of Events shall be provided to all Proposers attending the Pre-proposal meeting.

Event	Location	Date	Time
Issue RFP		11/06/17	
MANDATORY Pre-Proposal conference	Troup County School System	11/29/17	10:00AM
Deadline for written questions on RFP		12/13/17	4:00PM
Deadline for firms submission of RFP	2WR of Georgia, Inc.	12/21/17	4:00PM
Notification of Short-Listed Firms		12/22/17	4:00PM
Interviews of Short-Listed Firms	Troup County School System	01/09/18	TBA

III. Proposal Submission Format and Requirements

Proposers’ cost incurred in responding to this request for qualifications are the proposers’ alone and the Owner does not accept liability for any such costs. It is the responsibility of the proposer to ensure their proposal arrives at the proper location and by the time indicated. Telegrams, facsimile, telephone, and late proposals will not be accepted or considered. Proposals received after the established deadline will be returned unopened to the proposer.

A. Pre-proposal Conference

The **MANDATORY** Pre-proposal Conference for this project will be held at the Troup County School System office at the time listed in the Schedule of Events. The office is located at:

100 North Davis Road
LaGrange, Georgia 30241

B. Proposal Preparation

1. General

Each firm will be asked to submit detailed information concerning their experience and abilities, attend a pre-proposal conference, submit a proposal for fees and overhead

costs for the project. The deadline for the submission of this information is contained above in the Schedule of Events.

The Owner reserves the right to negotiate, prior to award, adjustments in any and all elements of what proposers submit in their proposals so long as such adjustments do not have the affect of increasing the total compensation paid by the owner over the total proposed compensation set forth in submitted proposals.

Where the RFP requires the proposer to submit a number of days, or to submit a milestone chart, the days used shall be calendar days unless otherwise specified herein.

Any submitted proposal shall remain valid for 60 days after the proposal due date or until the owner executes a contract, whichever is sooner. The Owner may, in the event the selected proposer fails to perform and/or the contract is terminated within forty-five days of its initiation, request the proposer submitting the next acceptable proposal to honor its proposal.

2. **Questions relating to the RFP** may be asked at the Pre-proposal Conference. Any other questions must be submitted in writing to:

2WR of Georgia, Inc.
11 Ninth Street, Suite 120
Columbus, GA 31901
ATTN: Mr. Lee Martin, AIA | LEED AP
Fax: (706) 571-6928
Email: Lee@2WRarch.com

3. **The deadline for submission of questions relating to the RFP is the time and date shown in the Schedule of Events above.** All questions in relation to the RFP, which have been submitted to the Architect in writing, will be answered in writing. All questions from the pre-proposal conference as well as any questions, which have been submitted in writing, prior to the deadline, will be compiled and answered in writing.

NOTE: Only proposals from firms who attend the MANDATORY Pre-Proposal Conference will be reviewed. Firms who attend the MANDATORY Pre-Proposal Conference are required to provide an email address for all communication related to the RFP Process. This is the ONLY form of communication the Architect will utilize for distribution of information during the RFP Process.

C. Proposals Requirements

Firms are to submit the following detailed information as herein described: One (1) original and five (5) copies of the submittal. Each submittal is to include a concise, clear, and relevant transmittal letter. The submittals must be typed on standard (8 ½" x 11") paper. The pages of the proposal must be numbered. A table of contents, with corresponding tabs, must be included as well, to identify each section. In addition firms are to include

their submission in electronic format. The preferred format is pdf. Only one copy of the electronic submittal is required. The file name should be as follows:

“Hollis Hand Elementary School CM Submittal – (firm name)”

Submittals are to be made to the Architect at the following address:

2WR of Georgia, Inc.
11 Ninth Street, Suite 120
Columbus, GA 31901
ATTN: Lee Martin, AIA | LEED AP

Submittals must clearly be labeled “Hollis Hand Elementary School CM At-Risk Submittal”.

Firms must provide information for each of the following RFP components.

1. Firm Information

- a) Provide a listing of key employees and their positions. Indicate which employees are being considered for roles on this project.
- b) Has the firm been involved in any litigation in the past five (5) years? If yes please explain the outcome.
- c) Describe your experience with litigation with Owners, subcontractors, and Architects. List any active or pending litigation and explain.
- d) Has the firm ever failed to complete any work awarded to it, or been removed from any project awarded to the firm?
- e) List the contact persons, addresses, and phone numbers for your insurance carrier and agent.
- f) List the contact persons, addresses, and phone numbers for the firm's bonding company and agent.
- g) What is the firm's bonding capacity and how much work is currently bonded? Provide a list of current project and percent complete.
- h) Provide information on the firm's total amount of construction cost completed on a yearly basis over the past five years.

2. Experience

- a) Provide examples of your experience as prime contractor in constructing facilities similar to this project. Provide a minimum of five and maximum of ten projects. Include the following information on each;
 - i. Description of Services and Scope of Work; Project Description,
 - ii. List the individual who served as the Project Manager, Superintendent, and Cost Estimator. Please note if these individuals are proposed as part of the team for this project,
 - iii. Budget and Final Cost,
 - iv. Project Delivery Method and Services Provided,
 - v. Dates of Service,
 - vi. Architect's Name, Phone Number, and Email Address,
 - vii. Owner's Name, Phone Number, and Email Address,
- b) Provide a list of all K-12 Educational projects completed utilizing the CM At-Risk delivery method in the past five (5) years and include the following:
 - i. Project budget.

- ii. Initial GMP at pre-construction phase.
- iii. Original GMP.
- iv. Final project cost and reason for changes in cost (if any).
- v. Project team.
- vi. References.
- vii. Project completion date.

3. Management Plan

- a) Briefly outline your thoughts on CM At-Risk and your approach to ensuring success utilizing this Delivery Method.
- b) Provide an organizational chart showing the lines of responsibility and accountability for the project.
- c) Describe your firm's proposed organization for the construction management team including principals, project directors, project managers, superintendents, etc. who will manage the project. Please designate the specific individuals to fill the following key roles on your team.
 - 1) Project Executive
 - 2) Project Manager
 - 3) Superintendent
 - 4) Cost Estimator
 - 5) Other (please describe, if applicable.)
- d) Please identify the individual who, from project start to finish, will be the leader of your construction team and the principal point of contact between your firm and the Owner, Architect, Program Manager, and/or other consultants. This individual's competence, his leadership, and his ability to achieve customer satisfaction will be heavily considered in the section of a CM.
- e) Describe your firm's approach to quality assurance.

4. Services

- a) Describe your firm's approach to providing Pre-Construction Services.
- b) Describe your approach to providing Value Engineering and Constructability Reviews in Pre-Construction Services.
- c) Describe your firm's views on Change Orders as related to projects containing Pre-Construction Services.
- d) Occasionally, subcontractors and suppliers go bankrupt during the course of a project. What would you do to protect the Owner from being adversely affected by such an occurrence?
- e) Describe how your firm would ensure the best value for the Owners budget. Discuss how subcontractors play a role in this.

5. Schedule

- a) Describe your general approach to the schedule for this project.
- b) Describe your firm's scheduling systems and how your firm intends to manage the pre-construction and construction schedules.
- c) Provide a proposed project schedule based on the defined scope of work.

6. Fee Proposal

- a) Fee proposals will be required at the time the proposals are due. The attached fee proposal form shall be used. Selection shall not be based solely upon the fee proposal, however the fee and overhead costs shall be a factor in the overall selection evaluation.

IV. General CM Selection Criteria

The services being sought under this RFP are considered to be professional in nature. Consequently, the evaluation of the proposals will be based upon consideration of the demonstrated qualifications and capabilities of the proposers that will result in an award that are in the best interest of the Owner. Factors to be considered in the evaluation are;

Major Category	Criteria
Firm's Ability (20 Points)	
	Overall strength relative to the proposed project
	Current workload vs. bonding capacity
	Current workload vs. previous years
	Number and qualifications of professional and support personnel available to work on this project
	Litigation – failure to complete work
Experience (20 Points)	
	Firm's recent and past experience with similar projects
	Firm's personnel experience with similar projects
	Firm's CM At-Risk experience on K-12 facilities of similar size
	Quality of References
	Overall success on similar projects
Management Plan (20 Points)	
	Overall Understanding of CM At-Risk Organizational Chart
	Strength of team assigned to project
	Quality Control Plan
Services (15 Points)	
	Approach to Pre-Construction Services
	Approach to Value Engineering
	Approach to Constructability Reviews Coordination
	Approach to Change Orders
	Subcontractors – Bankruptcy / Quality
Schedule (10 Points)	
	Ability to manage the schedule
	Scheduling system and quality of schedule
	Proposed schedule
Fee Proposal (15)	
	Fees

Following completion of the initial evaluations the Owner will develop a short-list of firms. Short-listed firms will be granted an opportunity to appear before the Selection Committee to make a presentation and submit to an interview. Information on the Interview Process and information to be submitted will be defined in an Interview Process Package provided to all firms at the MANDATORY Pre-Proposal Conference.

Upon completion of the Interview Process and evaluation by the Selection Committee, the firms will be ranked in descending order of recommendation. Negotiations will then be initiated with the best-qualified firm. In the event a satisfactory fixed fee cannot be reached with the highest ranking firm, the Owner will formally terminate the negotiations in writing and enter into negotiations in turn with the second ranking firm or the third ranking firm until a mutually agreed upon fixed fee is established. Once the successful CM has been determined, a CM services contract will be awarded by the Owner.

V. Additional Conditions

- The Owner reserves the right to reject any or all Proposals received. The Owner is not obligated to request clarifications or additional information but may do so at its discretion. The Owner may extend the due dates if it is to the advantage of the Owner to do so. Proposers will be notified of any/all changes in schedule due dates/times by written addendum.
- Confidentiality of Documents: Upon receipt of a proposal by the Owner the proposal shall become the property of the Owner without compensation to the proponent, for disposition or usage by the Owner at its discretion.
- The Owner does not desire to enter into "joint-venture" agreements with multiple Construction Management firms. In the event two or more firms desire to "joint-venture", it is strongly recommended that one incorporated firm become the Construction Management firm with the remaining firms being consultants.

(SUBMIT IN A SEALED ENVELOPE)
CONSTRUCTION MANAGER FEE PROPOSAL

PROPOSER:

1. PRECONSTRUCTION AND CONSTRUCTION OVERHEAD COSTS

(a) For professional consulting services prior to construction commencement, providing cost estimating services, scheduling services, value engineering, constructability, and related services described in the specimen construction management agreement. The fixed fee for pre-construction services is inclusive of all incidental and direct expenses including, but not limited to, travel, sustenance, reproduction, salaries, wages, office expenses, and fees to trade contractors and vendors assisting the construction manager as depicted in attached Project Cost Matrix. Should the owner not authorize the construction manager to proceed with construction, the fee for pre-construction services is the maximum amount the owner is liable to the construction manager.

\$ _____ lump sum

(b) Should the owner authorize the construction manager to proceed with construction of the project, the fixed fee construction overhead costs is inclusive of all direct and incidental expenses including but not limited to: travel, sustenance, reproduction, salaries, wages, home and field office expense, and those costs listed in the specimen construction management agreement as depicted in attached Project Cost Matrix. The fixed amount for construction overhead costs is the maximum amount the owner shall be liable to the construction manager for overhead costs.

Total project bonds and insurance _____% of actual construction cost

Other Overhead Costs _____% of actual construction cost

2. CONSTRUCTION MANAGER'S FEE

If authorized by the owner to proceed with construction, the construction manager will execute the work and be reimbursed for the actual costs as defined in the specimen construction management agreement, documented overhead costs not to exceed the amount submitted above, and a construction manager's fee. The fee shall be submitted as a percentage of the estimated actual cost. If the owner and construction manager agree, the construction manager's fee shall be converted to a fixed dollar amount and will include any unpaid pre-construction service fees.

CONSTRUCTION MANAGER'S FEE: _____% (PER CENT) OF ACTUAL CONSTRUCTION COSTS

Proposer

By: _____
Name

Title