**CBHQ Administrative Office Building**

**Washington University School of Medicine**

**Intent to Respond**

**WUSM (Owner) invites your firm to provide us with a proposal for Construction Management Services (CM) for a New Administrative Office Building located on the Washington University School of Medicine Campus in St. Louis Missouri. Attached please find the Request for Proposal along with attachments noted.**

If it is the intent of your firm to respond to this Request for Proposal (RFP), please complete and fax or e-mail this form to the Owner’s Representative:

Steven Sobo, Director Capital Projects

Phone (314) 362-5251

Fax (314) 362-8342

sobos@wusm.wustl.edu

No later than October 17, 2014, this form must be completed and returned promptly to ensure your firm is included on the mailing list to receive addenda and other miscellaneous information regarding this project.

* Our firm **does** intend to respond to this RFP.
* Our firm **does not** intend to respond to this RFP.

 Company: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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E-Mail: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Presentation Team Members** (No more than 4 Members):

Name/Role: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**October 13, 2014**

**Request For Proposal for**

**Construction Management Services:**

**New Administrative Office Building**

**for**

**Washington University School of Medicine**

**BJC Healthcare**

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I. Request for Proposal

1. Project Description
	* The proposed project is a new multi-story Administrative Office Building of approximately 400,000-500,000 BGSF with the possibility of an additional 100,000 BGSF of shell space. The building is expected to not exceed twelve stories, but the Owner will be working with the design team to finalize the height and exact location on the available site.
	* The proposed New Adminstrative Office Building will be located on open space at the former coal bunker site (after demolition of the Storz building, removal of heating oil tanks and soil remediation from the former Hartog refinery). Note, environmental subsurface testing has been performed by Environmental Operations and remediation will be performed after the demolition of the Storz building.. The site is bounded by Children’s Pl on the North, the former Euclid Avenue on the West, the Metro Link tracks on the South and the Mid Campus substation and Metro Garage on the East in the heart of Washington University Medical Center (WUMC) in St. Louis, Missouri. See the attached Campus Map and Survey.
* The project is envisioned to be a multi-story building with a lower level mechanical space, minor loading dock/receiving area with a connection to the existing BJCIH service drive to the south and a potential subsurface garage with a connecting ramp on the east end of the site from Children’s Place. The remainder of the building will be designed and fit out for administrative office space and support functions.
* There will also be connections to two different pedestrian bridges. One connection will be to the existing bridge between FLTC and EPNEC and the other will be to the new bridge coming from the new Duncan parking garage.
* The project is anticipated that the entire building will be built to business occupancy codes and will incorporate current seismic codes. If any part of the building is to be designed to a higher level of ability to withstand seismic events, this will be determined during conceptual design.
* The Owner anticipates this building to be designed and constructed towards LEED version 3.0, Silver Certification is the minimum target. The level of LEED Certification will be determined during conceptual design. Therefore the selected construction manager shall have on staff, a LEED Accredited Professional (LEED AP) or employ a LEED AP to serve as a principle participant of the project team. The LEED AP shall serve as a direct team member in achieving the highest possible rating using owner’s basis of design and to coordinate and monitor the documentation of the project. The scope of work includes the documentation and submission process to the GBCI from registration through certification. The LEED AP shall have a minimum level of experience serving as a team member on at least three prior projects. LEED decisions will be made by the owner, based upon life cycle cost analysis and cost benefit analysis.
* All construction drawings, as a minimum, are required to be on AutoCAD 2013 (or current version), formatted to the Owners standards. The Owner requires 3 D modeling for various design documents. All respondents should indicate their capabilities and their proposed software for their compliance path.
1. **SCOPE OF WORK**
2. **General Overview**

This Request for Proposal for Construction Management services generally covers the following:

* Various preconstruction activities associated with the project.
* Assisting the architect/engineers in evaluation, development and construction of the various utilities needed to serve the new structure. Evaluation of the utilities to be included in pre-construction activities as they relate to design impact of the new building.
* Preparation of the existing site to receive the new building including any existing infrastructure relocations that may need to be made.
* Demolition of any remaining site structures after the demolition of the Storz building, removal of the underground storage tanks and the soil remediation work is completed by others.
* Assist the Design Team with analysis and advice on the selection of MEPFP designs, materials and construction techniques that best serve the project cost and schedule, including utility relocations.
* Life cycle cost analysis for various alternative equipment or material selections.
* Coordination of pre-commissioning and commissioning activities
* Minimize site disturbance for compliance with LEED.
* Preliminary review of planning and permitting requirement to meet local planning, zoning and permitting requirements.
* Identification of long lead and pre-purchase items

The initial contract (Part 1) Pre-Construction Activities shall include but not be limited to the items listed below. . (Part 2) of the contract would include Construction Management. Part 2 shall include but not be limited to the items listed below, and is dependent on the following: 1) A budget for the project that we feel is fair and reasonable, 2) A positive assessment of your firm after preconstruction that leads us to believe that we can partner with you and that you truly understand the CM role that we need for this project.

**Part 1: Pre-Construction Activities**

1. Develop and maintain Project Execution Plan, which shall communicate the goals and objectives of the Project Delivery Team.
2. Develop and maintain major Owner/Designer/CM task based schedule.
3. Develop construction Critical Path Method schedule indicating methods and sequencing of construction activities, to include cost loading.
4. Develop Site Utilization and Materials Management plan which will be reflected in the CPM schedule and is acceptable to WUSM and the City of St. Louis.
5. Develop and manage scope and cost model to insure project remains within budget at a minimum at end of schematic design, end of design development and at 50% and 90% of construction document levels.
6. Submit a full set of policies and procedures including all aspects of construction administration, safety, quality, cost, schedule, facility commissioning and closeout.
7. Perform “Constructability” and “Value Engineering” reviews of the design documents at Schematic, Design Development, 50% and 90% of Construction Document level and manage the process of comment incorporation. The schematic level estimate will be used to obtain funding from the owners for construction and therefore will require a high level of skill in its development.
8. Work with Owner’s on-line document preparation and distribution services company to reduce reimbursable expenses and verify distribution to all parties as required during the course of the project.
9. Provide analysis of different construction methods in each major trade group for potential quality, cost and schedule enhancements including any analysis needing for LEED Certification.
10. Develop General Requirements and Special Conditions specifications for contract administration of trade contracts based upon the Owner’s documents and review with Owner.
11. Develop Interim Life Safety Procedures and other items indicated in the attached documents to be closely coordinated with the existing campus operations.

### Part 2: Construction Management Activities

###  Bidding and Award Activities

1. Define the scope of bid packages from the design package, designate their scope and correlate each to the other.
2. Implement procedures to assure time, cost and quality control during construction.
3. Provide construction schedule (CPM) for issuance with bid packages.
4. Identify subcontractor bid candidates and review with the Owner for approval.
5. Generate bid documents as required for each bid package.
6. Develop a strategy to achieve the maximum MBE/WBE participation in the project and review with Owner for approval.
7. Schedule and conduct pre-bid conferences in conjunction with the Architect and Owner.
8. Distribute on-line bid documents and coordinate bidder inquiries with the Owner and Design Team.
9. Monitor bidder activity.
10. Work with the Owner’s procurement office to receive, review, analyze bids, and submit recommendations for contract awards.
11. Update CPM schedule.

**Construction Phase Activities**

1. Develop and mobilize the CM organization and its on-site, project related office space.
2. Develop and maintain a street cleaning program for Children’s Place, Taylor Avenue, the service drive and Metro link areas to the south and the Ellen Clark Hope Plaza area to the east, focusing on the cleaning and removal of construction debris, rocks and mud on a daily basis, at the end of each construction day.
3. Maintain on-site staff for construction management administration.
4. Provide a full time safety professional to administer and monitor the safety program.
5. Develop and maintain a detailed schedule (CPM) including delivery, approvals, construction inspection, testing, commissioning, and occupancy.
6. Conduct job meetings, record and distribute meeting minutes.
7. Prepare and submit change order documentation for approval of the Architect and Owner. It is expected that the CM will review the proposed change request for correctness and validity prior to submission.
8. Maintain a system for receipt, review, tracking and approval of shop drawings, material submittals and document clarifications.
9. In all matters involving project cost, document tracking, etc., the CM shall propose a software platform which shall be approved or rejected by the Owner and Design Team.
10. Maintain records and submit weekly reports and formal monthly reports to the Owner, in a format acceptable to them. Reports shall contain photographic, tabular, schedule, safety and narrative progress information.
11. Maintain quality control and ensure conformity to plans, specifications and compliance with L.E.E.D requirements including documentation from site demolition through project completion and occupancy.
12. Provide cost control through progress payment review and verification according to the approved schedule and contract amounts.
13. Develop detailed systems final commissioning plan in conjunction with the owners Commissioning Agent and the Owner’s Project Manager.
14. Coordinate post-completion activities, including the assembly of project record documents, guarantees, manuals, closeout documents, owner deliverables, training, for the owner’s final acceptance and L.E.E.D. certification submittals and documentation.
15. Coordinate the activities and work of the various trades.
16. This project anticipates utilization of an electronic document management system for posting of all project documents from project inception to closeout. Documentation includes plans, specifications, RFI’s, shop drawings, COR’s, O&M’s, warranty tracking, changes, record drawings, etc.
17. Perform quality control and quality assurance checks on an ongoing basis.
18. Perform pre-punch of completed areas and present deficiency list to architect/engineer indicating to the Owner, architect and engineer that the building is ready for A/E final inspection/punch out. Pre-punch list issues should not be utilized to indicate work yet to be completed.
19. Track and Document MBE/WBE participation by reporting both by contract values as a percentage of contracts and craft man-hours as a percentage of total man hours for both trade contracted and self performed work.
20. Provide monthly summaries in Owner’s format for Owner’s “leadership report” with regard to budget, schedule, safety, LEED, MBE/WBE status.

**Warranty Activities**

1. Coordinate and monitor the resolution of remaining “punch-list” items prior to occupancy.
2. Coordinate, monitor and resolve all warranty complaints to the satisfaction of the Owner.
3. **Special Construction Issues, Constraints, Questions to consider**

**Safety**

Interim life safety issues and environmental controls will be of primary importance to the owner during construction. The CM will conduct reviews with the Environmental and Safety and Infection Control teams no less than monthly during each phase of the project and safety will be a standard agenda for all meetings.

**On-Going Operations**

All existing services to occupied areas of the campus will be maintained during the construction of the project. All utility tie-ins and shut downs will be coordinated with the facilities Engineering Department on Campus. A minimum two week notification is required on most shut-downs, four weeks on major systems.

**Site Access**

Limited site access for parking and delivery of materials will be of concern during this project. What can you do to prevent these issues from adversely affecting the project? What can the Owner do or consider?

**Lean Construction**

Much has been made in the press about the construction industry following Lean Construction policies or techniques. What does Lean mean to you; on what projects have you utilized these policies and what results have you obtained? What should it mean to the Owner?

**Project Delivery Method**

The Construction Manager needs to demonstrate their understanding of the benefits of a modified integrated project delivery method for this project (one option of which would be Design Assist), including elements of Building Information Modeling (BIM) and 3D modeling. Provide benefits and experience in the integrated project delivery methodology.

**LEED Certification**

Provide a listing of LEED Certified projects have you been involved in and how many LEED Certified projects your firm has completed.

 **Preliminary Project Schedule**

 Issue RFP Date: October 13, 2014

 Notice to Participate responses due Date: October 17, 2014

Proposal due Date: November 6, 2014

CM Short List announced Date: November 12, 2014

Interviews Date: November 19, 2014

Notice of Selection Date: December 2, 2014

Start of Construction Date: August 27, 2015

Anticipated building occupancy Date: January, 2017

1. **NATURE AND EXTENT OF AGREEMENT**

The Owner desires to enter into an agreement for Construction Management (CM) services for delivery of the work as generally described in these documents. Proposal A is a fixed fee for Part 1 preconstruction services only. Proposal B is a guaranteed maximum price including fee and GCs for Part 2 Construction Management.

The Owner will contract directly with the architect and separately with the construction management firm.

#### PROJECT DOCUMENTS

Documents will be available electronically on a project website.

1. **PROPOSAL FORMAT**

Based upon the project documents, please provide the following information with the proposal:

 Company Background

Provide information describing the type of firm, its ownership, whether the work will be managed as a joint venture and if so, the name, qualification, etc. of the teaming partner, current financial statement, bonding status including total and current absorbed bonding capacity, bond rate, a statement from the bonding company indicating they will bond the project, and copies of insurance certificates demonstrating coverage.

 Experience

List and describe your firm’s knowledge and experience in a minimum of three (3) projects of similar scope which are either underway or were completed within the last six (6)years. Include project name and description, names of key owner personnel with current phone number, construction values, dates completed, and your company’s principle team members. Also include a listing of LEED projects and their certification level achieved or anticipated.

Safety

Submit the following reports for your company:

OSHA 300 Logs last 6 years

Lost History Reports or DAR last 3 years

EMR Rate last 6 years

OSHA Violations last 6 years

 Current Work Load and Team

Identify current and projected workloads, percentages complete, construction values, completion dates and names of the company’s project manager, and client points of contact. Provide resumes of proposed team members.

 Management Plan

Provide a detailed Management and Project Execution plan including:

1. Project team organization for Part 1 and Part 2 of the proposed contract.
2. Key personnel, supported by resumes indicating their years with the company, education, registrations, current assignment and position.
3. It is the Owner’s desire to obtain maximum MBE/WBE participation in the work, at both the CM services and trade package level. Provide specific details of how this will be achieved.
4. Approach to project delivery planning and execution. Discuss activities during each phase of the process. Include specific references to pre-construction and construction activities, coordination of project interface activities with other jurisdictions.
5. Approach to the delivery of construction management services, including technical reviews, estimating and value engineering, constructability reviews, development of alternatives, inspections, field engineering, site organization and materials management.
6. Strategy for bid/trade package organization.
7. Approach to managing the full range of project administration support services. Describe experience, methods and systems for the administration of construction contracts.
8. It is a requirement of this project for the CM to utilize a CPM to develop a Project Master Schedule. Describe how your firm utilizes the CPM during construction.
9. Description of methods and procedures for developing and publishing project reports and records.
10. Describe an effective Commissioning plan used on a prior project. This includes participating in design, startup, monitoring installation, balancing and Punch List corrections prior to occupancy and final payment.

 Schedule and Phasing

The anticipated occupancy date for this project is January, 2017. Provide a proposed construction schedule for the project given this date and milestones you think are important to realize completion of the project. In the interest of time and the anticipated occupancy date, we anticipate this project being bid out in four packages: Package 1- Site/Foundation, Package 2 – Structural, Package 3 – Core and Shell and Package 4 – Fit-Out. In your proposal, let us know if you agree with this breakdown or see a different approach.

 Cost Proposal

Proposals shall be broken down into two components:

 **Part 1**

1. Pre-Construction Phase: all work as described within the RFP. This is a lump sum fee.
2. Recommended design contingency as a percentage of direct cost of construction.

**Part 2**

1. Cost opinion based on a 500,000 bgsf contextually compatible commercial office building and the attached scope package provided by Christner, Inc.
2. Construction Phase: fee stated as a percentage of construction value.
3. General conditions stated as an estimated cost and itemized per the General Conditions Matrix attached.
4. Recommended construction contingency as a percentage of direct cost of construction.

 Additional Information

Describe distinguishing aspects of your firm and team, which you believe appropriate, including samples, brochures, etc.

1. **SUBMISSION DATE**

Deliver three (3) sealed copies of your proposal along with an electronic copy to WUSM Capital Projects, Attn: Steven Sobo at 660 South Taylor, St. Louis, MO 63110, by November 6, 2014; no later than 1:00 p.m.

A table of contents shall be included in the proposal. Provide dividers with tabs to separate and identify each response described below. The tabs shall be numbers (1, 2, 3, etc.) to correspond to each response item.

#### PRESENTATION

Presentations by selected Construction Management firms will be held on or about November 19, 2014.

The specific location and sequence of presentations shall be stipulated at a later date. Presentations will be scheduled for sixty (60) minutes and will include the members from the support team as identified in your proposal.

#### EVALUATION CRITERIA

The services being sought under this RFP are considered to be professional in nature. Factors to be considered in the evaluation include:

1. Safety – the firm needs to have a proven safety program and attention to zero injury policies
2. Experience — the firm needs to have previously and successfully completed similar scale projects
3. Team Members
4. Cost Estimating — the firm needs to demonstrate successful complex cost estimating projects, value engineering and control of GMP’s
5. Scheduling — the firm needs to be able to have successfully completed complex project scheduling, and be capable of recommending approaches which reduce the project schedule duration without increasing construction costs
6. Approach to project — the firm needs to present an approach to the project involving; teaming, leadership attitude, communication, and management. People skills, commitment, and attitude are critical
7. Fee/General Conditions
8. **SUBSTANCE ABUSE**

All contractors expected to perform work on this project will be required to provide proof of membership in the St. Louis Construction Industry Substance Abuse Consortium within 60 days of contract award.

In addition, all contractors will be expected to comply with the conditions established by the Owner concerning substance abuse.

1. **ADDITIONAL PROPOSAL CONDITIONS**
2. The Owner reserves the right to accept or reject any or all proposals, with or without cause and to waive technicalities, or to accept the proposal which, in its sole judgment, best serves the Owner’s interests, or to award a contract to the next most qualified proposer if a successful proposer does not execute a contract within thirty (30) days after notice of an intent to award a contract.
3. The Owner reserves the right to request clarification of information submitted and to request additional information of one or more applicants.
4. Any submitted proposal shall remain a valid proposal for ninety (90) days after the proposal due date or until the Owner’s execute a contract, whichever is sooner.
5. No proposals will be accepted after the time set for receipt of the proposals. Proposals submitted via facsimile, telegraph or mailgram shall be rejected.
6. The Owner reserves the right to negotiate adjustments in any and all elements of the CM’s submittal.
7. 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.
8. It is the responsibility of each proposer to examine the entire RFP, seek clarification in writing, and review its proposal for accuracy before submitting. The Owner’s may request clarification from any CM relative to their proposal submission.
9. CM is not permitted to contact any member of or employee of the Project Team regarding this RFP, proposal evaluation, or selection process from the time the RFP is issued until the time of notification of intent to award is announced. All contact will be made through the Project Manager for the project as outlined above.
10. The Owner’s assume no responsibility or obligation to the respondents, and will make no payment for any costs associated with, the preparation or submission of a proposal.
11. It is the Owner’s goal to promote MBE/WBE participation. Describe how your firm will raise interest and participation from minority and women’s businesses in St. Louis.
12. **QUESTIONS**

Any questions you have prior to the deadline must be submitted in writing or by email to: WUSM Capital Projects Attn: Steven Sobo, Director, at 600 S. Taylor, St. Louis, MO 63110 (Email: sobos@wusm.wustl.edu).

 Questions received by e-mail up to eight (8) calendar days before the due date and time will be answered by e-mail within two (2) working days. Any questions which have been submitted in writing, prior to the deadline, will be compiled and answered by e-mail. A copy of all questions and answers will be sent to those firms who have stated their intent to respond to the RFP by completing and faxing or e-mailing the form included in this RFP.

1. **CM General Requirements**

To provide selected clarification to certain tasks incumbent of the CM without waiving any obligations for performance of other duties and responsibilities, the following ‘CM General Requirements: Selected Clarifications” section has been included.

It is expected the content of these clarifications will be incorporated in the documents aggregately referred to as the Contract Documents.

1. **List of Clarifications**

1. Cost Control
2. Project Accounting
3. Project Scheduling
4. Project Communications/Document Control
5. Site Logistics/Materials Management/Staging
6. Commissioning
7. Testing Quality Assurance and Control
8. Procurement
9. Parking

#### B. Selected Clarifications

1. **COST CONTROL**

The CM will be responsible to control all cost associated with construction and the management of construction to within established budgets. In general cost control measures include responsibilities in the areas of Constructability Reviews, Value Engineering, Guaranteed Maximum Price (GMP), Trade Contractor Management, Contingency/Change Management and Financial Status Reporting.

 **A) Constructability Reviews:**

The CM will be required to perform a formal constructability review of the contract documents. Review will address the document’s correctness, completeness and constructability.

1. The CM shall provide a complete constructability review of the design documents within the first 30 Days after Notice to Proceed (NTP).

CM to submit five bound copies of Constructability Review Comments with each comment numbered, dated, appropriate contract document reference, initials of reviewer and space and date for Design Team and Owner’s response.

1. CM is to solicit constructability review input from trade contractors. The CM shall make recommendations to the Owner where appropriate.
2. **Value Engineering Studies:**

The CM shall perform Value Engineering throughout the development of the project.

C) **GUARANTEED MAXIMUM PRICE (GMP)**

**1. Establish GMP**

The CM will be responsible to establish a final GMP to cover all anticipated costs associated with at completion of 100% construction documents. It is the intent for the bid documents, which form the basis of GMP, to incorporate all approved constructability resolutions and value engineering. The established GMP should incorporate all anticipated construction cost inclusive but not limited to the following:

1. Trade Contracts:

Listing by Trade Contractor, by CSI (Contract Document Specification Section) of all the approved trade contracts with amounts. Note bid packaging, invitation to bid and recommendations for trade package award are subject to the Owner’s approval.

1. Self Performed Work:

The CM will be allowed to self perform work as long as it is competitively bid.

1. General Conditions:

Detailed line item breakdown of approved anticipated general conditions costs – subject to the Owner’s approval.

1. Approved Allowances:

Identification of any allowances by CSI with detailed back-up indicating direct labor and material costs with all mark-ups as discrete amounts clearly identified. Allowances to be included in the GMP are subject to the Owner’s approval. Use of the allowances will be by change order request to the owner only.

1. Contingency

GMP to clearly identify amounts for final negotiated contingency as percent of the direct cost.

f. Qualifications/Assumptions

Complete listing of all documents, clarification notices etc., which form the basis of the GMP along with qualifications, exclusions and assumptions.

 CM to submit **three (3)** bound copies of the GMP to the Owner.

**2. GMP Breakdown**

The GMP will need to provide a supplemental breakdown and must be structured so it can be summarized and sorted in the following ways:

Overall Project

Core & Shell

Dedicated Space Fit-out Common Space

And all of the above to be sorted and summarized by CSI – Summary

Summary sheets need to show all mark-ups – i.e. escalation, CM Fee, contingencies, bonds, permits and insurance as discrete amounts.

1. **Trade Contract Management**

The CM will be responsible for managing the cost of the trade contracts inclusive of the bid, award and change management process. Below is an outline of CM responsibilities:

a. Bid/Award:

The CM will be responsible for managing the procurement of trade contracts. To include, but not limited to the following:

1. Recommend Trade Package Delivery Strategy including recommended bid packaging along with proposed trade contractors to be invited to bid. Trade Package Delivery Strategy is subject to the Owner’s approval.
2. Stimulating interest in project among qualified trade contractors to insure competition.
3. Solicitation of trade contractor lump sum proposals.
4. Procurement management of bid documents, inclusive of work package breakout, issuing of bid packages to bidders; fielding questions from bidders and communications with Design Team for incorporating pertinent information for issuance of addenda.
5. Review of trade contractor lump proposals and recommendations for award. Trade Package award is subject to the Owner’s approval.
6. Solicit constructability input from trade contractors.
7. Solicit value engineering input from trade contractors.
8. Negotiation of contracts, taking into consideration approved trade contractor constructability and value engineering input.
9. Recommending award of trade contracts, subject to Owners approval.
10. Development of Trade Contract Value Schedules to the Construction Manager. Trade contract value schedules to the CM to provide the appropriate level of detail such that “front end loading” is not allowed and progress is readily identifiable. Trade contract value schedules to the CM are subject to approval by the Owner.
11. Adjusting GMP and schedule to reflect awarded trade contracts as necessary. Note GMP and schedule adjustments are subject to the Owner’s approval.
12. **CONTINGENCY/CHANGE ORDER MANAGEMENT**

The Contingency/ Change Order Management process is structured to address the GMP nature of the contracts and the funding source aspects of the program. The process is also designed to ensure that all changes have been reviewed by the CM, the Design Team and the Owner for both merit and fair value. The amount of construction contingency is negotiated with the GMP contract. The CM’s use of construction contingency is intended to cover only conditions beyond their reasonable control. Such usage is subject to the Owner’s approval for reasons outlined in the contract. Changes are categorized by whether or not they are scope revisions or approved legitimate uses of construction contingency by the CM. Changes are further “reason coded” by program element and by Owner for job cost tracking and funding source accounting. Any formal change to the GMP amounts is dependent on the construction contingency balance after deducting approved CM use of contingency. The change amount to the GMP is limited to the amount by which the total of all approved scope-related changes either exceeds or falls short of this balance. The CM must seek the Owner’s approval prior to using contingency for any item. Use of contingency for making up delays in the schedule due to lack of proper coordination and execution of the work by the CM will not be allowed.

The CM will be responsible for managing the change order process associated with the trade contracts. To include, but not limited to the following:

1. Perform a detailed independent cost estimate for each change request, broken down by CSI, work item description, quantities, labor, material and equipment cost with all mark-ups identified for each of the trade contractor packages. Estimate to include a complete listing of all qualifications and assumptions.
2. Apply “Reason Code” as to whether or not the change is a legitimate scope revision or requested use of construction contingency for reasons addressed in the GMP contract.
3. In General, scope revisions represent potential addition/s or subtraction/s to the GMP for the following “reasons”
4. Architectural Error
5. Architect Omission/Rev
6. Back charge Others/Rework for Vendor
7. Buyout
8. Code Issue
9. Contract Assignment
10. Engineer Error
11. Engineer Omissions Rev
12. Field Condition
13. Other
14. Owner Add/Delete Original Scope
15. Premium Time
16. Punch List
17. Unknown
18. Allowance
19. In General, the use of Construction Contingency, as addressed in the contract, falls into the following “reasons”
20. Change in Market Conditions beyond the reasonable control of the CM.
21. Supplier/Subcontractor Bankruptcy
22. Other – Costs/Conditions beyond the reasonable control of the CM.

The CM will work with the Owner and Design Team in formalizing reason codes to be applied to all Change Order Requests (CORs).

1. Solicitation of Change Request for Proposals from the trade contractors.
2. Review of trade contractor change request responses to request for proposals.
3. Negotiation of request for proposals.
4. Recommending approval for trade contract changes.
5. **FINANCIAL STATUS REPORTING**

The CM will be responsible for reporting the financial status relative to the work included in the GMP Contract on a monthly basis. Such reporting is to address the following, with detailed back-up as appropriate:

1. Trade Contract Status – commitments to date and spent to date - addressing original contracts, approved changes and pending changes (including those submitted to the Owner and those that have not yet been submitted by the CM to the Owner).
2. General Condition Status – commitments to date, spent to date and forecast to completion.
3. Allowance Status - commitments to date, spent to date and forecast to completion.
4. Contingency Status:
5. Total Approved and Pending Scope Revisions (including those submitted to the Owner and those that have not yet been submitted by the CM to the Owner).
6. Total Approved and Pending Contingency consumption for reasons allowed by contract (construction contingency).
7. **PROJECT ACCOUNTING**
8. **TAXES**

SALES TAX

The Owner is an organization exempt from sales tax under Missouri law. The CM shall review all invoices and costs to ensure they include only permitted taxes.

 **B) COST TRACKING**

The GMP breakdowns and supplemental breakdowns addressed in section 1 “Cost Control” address the Owner’s need that cost can be tracked by (at a minimum) major program elements, departmental, work packages, and individual CSI codes. The CM agrees to provide breakouts as requested by the Owner to address the aforementioned needs.

#### C) SCHEDULE OF VALUES; PROGRESS PAYMENTS

The schedule of values shall be prepared in such a manner that complements the cost tracking breakdown structure noted above. Each item of work and each subcontracted item of work will be shown on a single line of AIA Document G702/G703 “Application and Certificate for Payment” and is parallel to the Owner’s list of values. The Construction Manager’s applications for payment shall be made on AIA Document G702, Application and Certification for Payment supported by AIA Document G703, continuation sheet. Specifically the continuation sheet shall be broken down by:

1. General Conditions Summary – with line item back-up
2. Shell and Core (\*Current Value)– by CSI (Specification Section)
3. Fit-out (\*Current Value)– by CSI (Specification Section)
4. Common Space
5. CM Fee
6. Contingency – (\*Consumption Back-up)

A further breakdown of MBE/WBE billing will also be provide for each section (referred to as an SDI sheet)so that these businesses may be paid in an accelerated fashion.

\*Note: Approved Change Order Request will not necessarily result in a formal change to the GMP total amount. Formal change to the GMP amount is dependent on the contingency consumption (see section B.1.E “Contingency/Change Order Management”). Therefore, until such time that the GMP amount is formally revised, a back up AIA sheet that distributes approved COR’s against the original line item scheduled value shall accompany each pay application. The current value for each AIA G703 Continuation Sheet is equal to the original value +/- approved COR’s. Each approved COR has a corresponding reverse entry either decreasing or increasing construction contingency to arrive at the contingency’s current value such that the total GMP amount remains the same.

Prior to submitting the Application for Payment to the owner, the CM will be responsible for filling out the Application for Payment Review Checklist to verify that the Application for Payment is accurate and complete.

**D) REPORTS**

**The following items will be included with each monthly progress report:**

Estimate at Completion

Progress Photos

Safety/Infection Control Updates

Status of On-Line Documentation

An Updated Forecast Bar Chart, showing both the forecast schedule and the target schedule, submitted with the pay request for each month.

An Earned Value Report showing the earned value against the target schedule values for the current month and job-to-date.

A Cash Flow Report (tabular and graphic), showing the original baseline, actuals to-date and projected, monthly cash flow for the remainder of the project.

A Forecast Manpower Report, tabular, showing monthly projections of manpower by major trade for the remainder of the project.

Contingency and Allowance Balance updates

**E) MBE/WBE/DBE**

Prepare a breakdown of payments made to MBE/WBE/DBE vendors/contractors on a monthly basis. Include the name, classification, type of work, and amount paid year to date. The above mentioned SDI form will be utilized for this function.

MBE/WBE/DBE participation to be reported by both contract values as a percentage of contracts and craft man-hours as a percent of total man-hours for both trade contracted and self performed work.

Participation in the WUSM WA-UP program with regard to Apprentice utilization.

1. **PROJECT SCHEDULING**

The CM will prepare and maintain a CPM schedule for the project. The initial schedule will be prepared concurrently with the GMP. This initial schedule, upon approval by the Owner’s Representative, will become the Target Schedule, against which all monthly progress will be measured. This Target Schedule will be cost loaded such that the total cost equals the GMP. The initial cash flow generated by the Target Schedule will be known as the Baseline. This Target Schedule will be provided with the GMP. Each month the CM will submit an updated forecast schedule with the monthly progress billing as a condition for billing approval. This monthly forecast schedule will show earned value as of the billing date as well as updates to the resource loading, should approved changes increase or decrease the contract amount. The CM will also produce a tabular report which will show the earned value against the scheduled value for the month, as well as for job-to-date. (An Earned Value report) In the event that progress falls behind scheduled-to-date values, the CM will prepare a recovery schedule that reflects a plan to assure the timely completion of the work. The recovery plan will be subject to approval by the Owner’s Representative. The schedule and report will be submitted in hard copy form, as a bar chart and tabular report, as well as on computer disk or CD-Rom.

## General Guidelines for Schedule Development

1. Activities should be selected at an appropriate level of detail so that progress and logic can be reasonably tracked and monitored. Percent complete, based on scope completed, as of the billing date, should be updated via the schedule. Activities, or groups of activities, should tie back to the schedule of values.
2. Date constraints and open ends should be clearly indicated and used only when absolutely necessary.
3. The GMP amount should be cost loaded on the target schedule in order to produce a monthly cash flow, or cost baseline. The updated forecast schedule, submitted monthly, will include the updated percent complete per the Progress Billing, and projected cash flows for the remainder of the job. The projected cash flow should always include approved changes to the CM’s contract.
4. Activities requiring decisions or actions by the Owner should be included and clearly noted. The CM shall also incorporate any Owner activities that could affect the project, e.g. Owner-purchased equipment, casework installation, occupancy dates, etc.
5. The schedule shall include the loss of workdays due to weather.
6. The CM shall submit a written narrative which will accompany the monthly schedule submittal. This narrative will provide a brief overview of current progress, anticipated problem areas, workarounds, anticipated delays and impacts, and any corrective action taken or planned.
7. The schedule will be used as a progress comparison to the pay applications.
8. The schedule is intended to be a working tool for the CM to manage the project. As such it is expected to be conscientiously updated and modified. The Owner reserves the right to demand weekly updates if the project falls behind schedule.

### REPORTS

1. Target bar chart, cost-loaded and manpower-loaded, by major trade. Submit with GMP.
2. Initial baseline cash flow report, tabular, to reflect the baseline GMP amount. Submit with GMP.
3. **PROJECT COMMUNICATIONS/DOCUMENTATION CONTROL**
4. **Contract Control Software or ElEctronic reporting system**

The proposed project control software platform will be used to accommodate the following processes.

* Submittals
* RFI’s (The Architect will answer RFI’s via the same system)
* Change Order Requests (The entire Change Process will be managed via this system)
* Daily Reports
* Meeting Minutes
* All Correspondence with the Architect or Owner
* All Transmittals to Sub-Contractors or Vendors
* Contracts and Purchase Orders
* Billing
* Insurance Certificates for Sub-Contractors
* Project closeout documents, ( i.e. O&M, warranty, as-built drawings)

During the pre-construction phase of the project the CM will set up their portion of the system. The CM will need to assume all costs associated with obtaining and setting up the system as part of their fee. The CM will be required to have properly trained individuals to maintain the Project Management Control System. The CM will absorb any costs of training for its personnel at no cost to the project. The Owner will be provided full access to the system.

1. **Submittals**

Process for submittals will be:

1. CM will submit a submittal schedule which complements the project needs, taking into consideration, schedule of construction, procurement process, owner and design team review process.
2. Submittals will be directly submitted to the Architect and directly returned from the Architect. One copy will be sent to the Owner for his files.
3. All Shop Drawings and Coordination Drawings will be submitted using AutoCAD 2008 or greater.
4. **Coordination Drawings**

“Coordination Drawings” shall be prepared by Contractor to coordinate work among various trades and to facilitate installation. These types of drawings typically include dimensioned piping, ductwork or electrical raceway layouts.

1. **RFI’s**

When forwarding RFI’s to Architect a copy will be forwarded to the Owner via the contract control software. Responses to the RFI will be forwarded to the Owner at the time the response is made.

1. **Archiving**

CM will be expected to maintain current during the life of the project and to be turned over to the owner at the end of the project, a Record Set of Documents to include but not limited to;

Complete organized set of all Project Documentation; Record set of Drawings; System’s Certifications; Start-Up Logs; Inspection Test Reports; Training; and Demonstrations and Warranties. Record drawings are to be prepared in AutoCAD 2008. Near the end of the project and prior to turning the project over to the Owner the CM will work the Architect to produce an updated set of plans showing as-built conditions.

1. **SITE LOGISTICS/MATERIALS MANAGEMENT/STAGING**

The CM will coordinate its operations with emphasis on Interim Life Safety Measures and Public Access. The CM will submit a material management plan for review which as a minimum will address the following issues:

1. Staging plan for material deliveries including frequency of deliveries, time of day, laydown areas, and approach to use of the project site.
2. The Project Office will be located on site at a location approved by the Owner.
3. Material storage plan including both on-site and off-site operations.

The CM will contain operations to the limits of the project.

Use of public streets will be coordinated with the City of St. Louis and MODOT and any other public or private interest as may be effected.

CM will be jointly responsible to coordinate the deliveries of Owner provided materials in a timely manner to meet project deadlines.

The CM will bear all costs for investigation and development of any item in the above noted plan.

1. **COMMISSIONING**

The CM will provide a commissioning agent to perform the commissioning duties as outlined in the project specifications. He or she will serve as the prime contact for all issues related to equipment start-up balancing and punch list corrections and work with the Owner’s Commissioning Agent.

1. **TESTING/QUALITY ASSURANCE AND CONTROL**

The CM will bear costs associated with the testing and or certification required for this project. All other testing or certification as required by the Contract Documents will be the responsibility of the CM. The CM will schedule and accommodate the Owner directed tests to meet the requirements of the project documents. Tests directed by the Owner shall not relieve the CM from its responsibility to meet quality assurance goals as indicated in the project documents. Any re-testing required by failure to meet Quality assurance goals will be borne by the CM as indicated in the Construction Management Agreement. All reports and results from certification and testing shall be directed to the Owner with copies to the Architect.

Any special testing that the Owner requires beyond that indicated in the project documents will be paid for by the Owner.

**8. PROCUREMENT**

The CM will be solely responsible to break down the individual Design Packages into bid packages to meet his needs in preparing a GMP and to guarantee continuity and completeness between the elements in the Design Package and other Design Packages issued during the Project. Bid packages shall be created with the intent to: 1) distribute work throughout the St. Louis construction market and maximize their participation and, 2) maximize MBE participation. CM is required to meet with the Architect and Owner to review his process for procurement and as a minimum shall review the following issues:

1. Bid evaluation process
2. Advertising
3. Bid Package scopes
4. Process for addressing questions during the bid period
5. CM’s program to maximize MBE/WBE participation

The review shall not relieve the CM from his responsibility to guarantee continuity and completeness between the elements of the Design Package and other Design Packages.

1. **PARKING**

Parking on the project site will be unavailable due to sit constraints. to park on the upper levels of the WUSM Clayton Garage at an expected cost of $6/day or the then current rate?. Monthly parking passes are available at a reduced rate through the WUSM Transportation Office.

1. **GENERAL CONDITION AND FEE MATRIX**

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| **GENERAL CONDITIONS AND FEE MATRIX** **Recommend confirming this matrix does not contradict other language in RFP or Owner CM contract; Not listed in TOC** |
|  |  |  |  |  |  |  |  |

**See attachment.**