

Lookingglass RFD
Lookingglass Fire Station Retrofit
REQUEST FOR PROPOSALS

Owner: Lookingglass RFD
7173 Lookingglass Rd
Roseburg, OR 97471
541-679-5555

Engineer: ZCS Engineering & Architecture
127 NW D Street
Grants Pass, OR 97526
(541) 479-3865

Lookingglass RFD (Owner) solicits proposals for a construction firm interested in providing Construction Manager/General Contractor (CM/GC) services for the Lookingglass Fire Station Retrofit.

Lookingglass Fire Station Retrofit:

The seismic retrofit of Lookingglass Fire Station Retrofit includes the rehabilitation to the existing lateral system components in order to meet the requirements for "Life Safety" as outlined in ASCE 41-17. This will be accomplished by adding to or altering the existing structure and lateral load path to the building foundation.

Attached please find the project RFP, a set of the original construction documents, a set of drawings that shall act as a representative sample of the work to be completed, and a sample contract that is subject to change prior to signing by the winning Proposer. The Owner will serve as the contracting agency for the project.

Submission: Respondents must submit one (1) original, five (5) complete copies, and one (1) USB flash drive of their proposal to:

Lookingglass RFD
Steven Rhodes
7173 Lookingglass Rd
Roseburg, OR 97471

Proposals must be received no later than 4:00pm on March 15, 2023.

All proposals that are not time-stamped by the deadline will be considered late and will be returned to the proposer unopened.

REQUEST FOR PROPOSAL

Construction Manager/General Contractor

Section 1.00 SECTION I: GENERAL INFORMATION

Lookingglass RFD (Owner) solicits proposals for a construction firm interested in providing Construction Manager/General Contractor (CM/GC) services for the Lookingglass Fire Station Retrofit. The proposals will be received per the following:

1 PROPOSALS DUE:

Deadline: **4:00pm – March 15, 2023**
To: **Steven Rhodes, Fire Chief**
Location: **7173 Lookingglass Rd, Roseburg, OR 97471**
 Douglas County

2 PRE-PROPOSAL CONFERENCE: A non-mandatory pre-proposal conference will be held at 1:00pm, on March 1, 2023, at 7173 Lookingglass Rd, Roseburg, OR 97471.

3 CM/GC APPROACH: The Owner has chosen the Construction Manager / General Contractor (CM/GC) project approach over the more traditional design-bid-build in order to obtain the earliest occupancy of the 7173 Lookingglass Rd, Roseburg, OR 97471 at a Guaranteed Maximum Price (GMP). In addition, the project sequencing, scheduling and logistics required to complete the work within the earliest reasonable time can best be achieved by the CM/GC approach. It is the intent of the Owner to enter into a contract with the selected CM/GC which will include pre-construction services with a GMP for the entire scope of work.

4 MINIMUM PRE-QUALIFICATIONS FOR CM/GC FIRMS: Certain minimum qualifications have been established in order for the proposers to be considered for the contracts described in the RFP.

- 4.1 Proposers shall have five or more years continuous experience as a current construction firm that has completed at least two other projects of comparable size, cost and complexity during that time.
- 4.2 Proposers shall be capable of providing a 100% performance bond and 100% labor and material bond for the project.
- 4.3 Proposers shall have key personnel available for the time and magnitude of the project throughout its duration. Key personnel assigned to the project shall maintain their assigned position throughout the project unless requested to be removed by the Owner or unless otherwise approved by the Owner.
- 4.4 Due to the fast-paced timeline associated with this RFP, proposers may self-certify that they meet these requirements by filling out the enclosed prequalification statement. Prequalification is mandatory. Proposals that do not contain the signed Prequalification Statement will be deemed nonresponsive to this RFP and will be disqualified from further consideration.

- 5 **RFP METHOD:** The Owner will use the Request for Proposal (RFP) competitive procurement method. The process has several major components, including but not limited to:
 - 1) RFP Notice;
 - 2) Walk-through of the Site;
 - 3) Question / Answer Period;
 - 4) Receipt of Proposal Response;
 - 5) Proposal Evaluation, Scoring and Short List;
 - 6) Reference Checks;
 - 7) Interviews and Scoring;
 - 8) Recommendation to the Board and Board Approval;
 - 9) Contract Negotiation.

- 6 **EVALUATION FACTORS:** CM/GC's responding to this request will be evaluated on several factors as set forth in the RFP, including but not limited to fee, qualifications, prior experience, proposed cost control approach, proposed schedule, and overall project approach for the complete work.

- 7 **RFP CONTACT:** The primary contact person for this solicitation is **Steven Rhodes, Fire Chief**. Between the period of time that the RFP is issued and the time when the Intent of Award is posted, please direct all contact regarding the solicitation and the CM/GC process or the evaluation process for this project to this individual, unless specially re-directed by RFP Contact.

- 8 **RFP DOCUMENTS:** A copy of the RFP specifications and documents are on file and may be obtained for review at the Information of Record address below. Request may also be made by contacting the RFP Contact.

- 9 **INFORMATION OF RECORD:** The official source of information for this project until the Intent of Award is located at **ZCS Engineering & Architecture – 524 Main Street Ste 2, Oregon City, OR 97045.**

- 10 **INTERESTED PARTIES LIST:** As a courtesy, the Owner will provide copies of Addenda items (official changes / revisions / updates to the process or documentation) via email to CM/GC firms who register on the Interested Parties List, but it is important for all CM/GC firms to understand that it is their responsibility to check with the RFP Contact for regular updates. Please contact the RFP Contact, **Steven Rhodes**, to ensure your firm is on the Interested Parties List, if you have not already been informed that you are.

- 11 **OWNER'S RIGHT TO CANCEL PROCESS OR REJECT PROPOSALS:** The Owner may cancel a solicitation process, or reject any proposal in whole or in part when it is in the Owner's best interest as determined by the Owner. This may include rejecting any

proposal not in compliance with all prescribed public contracting procedures and requirements, and for good cause, rejection of all proposals upon a finding that it is in public interest to do so. If the Owner chooses to reject the proposal in part, it may in certain instances provide notice of any correction or modifications to prospective CM/GC firms who originally submitted proposals, solicit supplemental information from them, and set an expedited deadline for their supplemental submissions.

Section 2.00 OVERVIEW OF PROJECT

The Lookingglass RFD is proposing to remodel the existing Lookingglass Fire Station located at 7173 Lookingglass Rd, Roseburg, OR 97471. The seismic retrofit of 7173 Lookingglass Rd, Roseburg, OR 97471 includes the rehabilitation to the existing lateral system components in order to meet the requirements for "Life Safety" as outlined in ASCE 41-17. This will be accomplished by adding to or altering the existing structure and lateral load path to the building foundation.

The following project components are intended to be an outline of the work to be performed; however, the list is not an all-inclusive list.

1 PROJECT COMPONENTS: In general, the Lookingglass Fire Station Retrofit project may include the following components:

- Project components list

2 CONSTRUCTION BUDGET: The construction budget will not exceed **\$2,050,450**.

Section 3.00 OVERVIEW OF SERVICES NEEDED:

1 CM/GC FUNCTION: The CM/GC will advise the Owner and the Design Team in the completion of design process and will coordinate and manage the construction process as a member of the Project Team with the Owner and Design Team. The CM/GC shall be skilled in developing schedules, preparing construction cost estimates at the schematic design, design development and construction stages, performing value engineering, analyzing alternative designs, costs and constructability issues, studying labor conditions, understanding construction methods and techniques, and coordinating and communicating these activities through the design and construction phases to all members of the Project Team. In addition, the CM/GC shall be familiar with the local labor and subcontracting market.

The CM/GC shall serve as the general contractor for the Project.

For clarification, the CM/GC will act as the Owner representative for purposes of executing sub-contractors, but the Owner does reserve the right to deny award of any sub-contract.

2 PRE-CONSTRUCTION PHASE: During the Pre-construction Phase, the CM/GC shall work with the Design Team to analyze the design and recommend modifications for improving the constructability of the facility and providing the Owner with the highest

quality facility within the specified time frames and budget.

- 3 **CONSTRUCTION PHASE:** During the Construction Phase, the CM/GC shall manage the construction, provide and pay for all materials, tools, equipment, labor, professional and non-professional services, and shall perform all other acts and supply all other items necessary to fully and properly perform and complete the work defined in the sample contract attached to this RFP, as well as those services defined in “CM/GC Scope of Services” of this RFP and other services as may be contractually agreed upon between the CM/GC and the Owner. All other work will be competitively bid and awarded by the CM/GC.

The Lookingglass RFD will serve as the contracting agency for the project. The Local Contract Review Board has approved this procurement process.

Section 4.00 CM/GC SCOPE OF WORK

The CM/GC shall provide the services described in the sample contract document, CM/GC Sample Agreement between Owner and Construction Manager as Constructor where basis for payment is the Cost of the Work plus a Fee with a Guaranteed Maximum Price, as well as the following:

1 INTEGRATED APPROACH:

- 1.1 An integrated project team approach shall be required. This includes:
 - Participating in design meetings led by ZCS to help establish project budgeting and best value considerations.

Note: ZCS has completed schematic level planning documents. It is anticipated that the CM/GC will be joining the project team as the Design Development Phase commences.

2 PRECONSTRUCTION SERVICES:

- 2.1 Upon authorization to proceed, provide preliminary evaluation of the budget, program and other documents prepared by ZCS and their consultants.
- 2.2 During the course of the design, consult with the Owner and the Design Team regarding design and construction planning for rehabilitation work, selection of materials and systems, construction feasibility, materials and labor availability, time requirements, costs, Alternative designs and materials, budgets and economics. Attend meetings with the Owner and Design Team to be held at ZCS's office.
- 2.3 Prepare scheduling, cost estimates, value-engineering recommendations, review Design Team's documents for constructability, and provide different options for sequencing of the work.
- 2.4 Provide estimating and cost control services. Provide recommendations to the Owner for keeping costs within the project budget. Prepare estimates and estimate reconciliations at major design milestones. Develop a project budget and

- reporting system and provide monthly cost status reporting, including cash flow projections.
- 2.5 Review and provide advice on the Design Team's documents for completeness, adequate detailing, compliance with program and adherence to codes or applicable agency requirements.
 - 2.6 Implement a cost-loaded scheduling system for use during the preconstruction and construction phases.
 - 2.7 Implement all long-lead procurement items and recommend and implement an early purchase phase project approach if warranted.
 - 2.8 The project will be built under the jurisdiction of the Douglas County Building Department. The CM/GC will submit for and obtain all required permits and retain copies for the Owner's permanent files. All plan check and building permit fees and any required System Development Charges will be paid by the Owner. All other permit fees will be applied for and paid for by the CM/GC.
 - 2.9 Perform labor, vendor and supplies analysis. Develop bid packaging strategy that encourages maximum participation by Minority and Women Owned Emerging Small Businesses Enterprises; local contractors, subcontractors, vendors and labor resources as well as diversity of workforce. Implement bid process that conforms to the Owner's requirements.
 - 2.10 Plan for construction; work with the Design Team to prepare early bid packages for specific portions of the Project, such as asbestos abatement, demolition, foundation and structural framing, or other portions of work.
 - 2.11 It is anticipated that the work of the Project shall be divided into bid packages consisting of separate trade contracts, with the CM/GC acting as the general contractor to these separate subcontractors. Recommend bid package strategy to the Design team. Perform subcontractor, supplier and labor analysis. Develop interest in the project and provide lists of possible subcontractors and suppliers. Encourage maximum participation by local contractors, suppliers, vendors, and labor resources. Develop a bidder prequalification process.
 - 2.12 Develop a Guaranteed Maximum Price proposal for the entire project based on at least 75% completed Construction Documents prepared by the Design Team.
 - 2.13 Publicly advertise and competitively bid all the work of the Project to the subcontractors, as stated in the Special Provisions of this RFP and per public bidding requirements. The subcontracts will be between the CM/GC and the subcontractors. The schedule for the Project will be guaranteed by the contract between the Owner and the CM/GC. The contract and/or subcontracts will contain liquidated damages provisions, in the event of late completion.
 - 2.14 Distribute bid documents and addenda prepared by the Design Team. Include subcontract and bidding conditions particular to the CM/GC's operations and in

keeping with public contracting requirements. Facilitate bidder questions and responses. Conduct Pre-Bid Conferences and site visits.

- 2.15 Prepare final construction estimates for each bid package before it goes to bid. Review and report on all bids comparing these to final estimates.
- 2.16 Receive and publicly open all bids and conduct bid analysis. Award contracts. Conduct Pre-Construction Conferences. These bid packages shall be bid and awarded in conformance with State of Oregon Public Contracting Code and Model Public Contracting Rules.

3 CONSTRUCTION PHASE SERVICES:

The CM/GC shall manage the construction, specially including, but not limited to the following:

- 3.1 Provide all construction supervision, coordination, inspection, labor, materials, tools, construction equipment and subcontracted items necessary for the Project.
- 3.2 Establish procedures for submittals, requests for information, payment requests, change orders and other procedures. Maintain logs, files and other documentation.
- 3.3 Maintain and update the Master Schedule.
- 3.4 Conduct regular site progress meetings with the Owner and Design Team representatives, at least monthly. Promptly produce and distribute minutes of all such meetings.
- 3.5 Coordinate the work of subcontractors and vendors. Provide regular and on-going quality inspection, ensuring that the work complies with the contract documents and all applicable codes and regulations.
- 3.6 Establish a change order processing system. The Owner expects a Guaranteed Maximum Price to include any contingency for the CM/GC's use to cover cost considered reimbursable as cost of the work under the CM/GC contract, and no change orders for that work would be necessary. Any change orders may include such things as changes in scope of work, systems, kinds and quality of materials, finishes or equipment at the request or upon approval of the Owner. No other changes orders will be issued.
- 3.7 Establish and implement a cost reporting system that tracks and reports status of Subcontractor, vendor and supplier payments, change orders, contingency and overall project budget status.
- 3.8 Report progress of the work and recommend such action as may be necessary to keep the project on schedule and within budget. Review all subcontractor requests for time extensions and make recommendations to the Owner.
- 3.9 Establish a subcontractor payment process. Inspect the work to verify the status

of work performed and materials stored, and certify all subcontractor payment requests. Use cost-loaded CPM schedule for calculating subcontractor payments. Verify compliance with prevailing wage rate requirements.

- 3.10 Provide comprehensive Monthly Payment reports, including cost status, quality control reports, RFI, submittal and potential change order status and status of outstanding issues.
- 3.11 Establish and maintain Quality Control (QC) program.
- 3.12 Establish tracking of and participation of local subcontractors, vendors, suppliers and local labor force. Provide monthly summary report in a format agreeable to the Owner.
- 3.13 Establish and implement Drug Testing and Safety Plans in accordance with State Law 279C.505(2).
- 3.14 Provide training to the Owner's operational and maintenance staff. Prepare Operations and Maintenance Manuals and As-Built Documentation on marked up copies of the contract documents including drawings and specifications, as defined in the contract documents.
- 3.15 Upon completion of the project, provide the Owner with a Final Report and Final GMP Reconciliation.
- 3.16 Prior to the end of 30 days after a certificate of occupancy is provided to the Owner conduct a review meeting with the Owner and Design Team to review whether it was actually in the best interest of the Owner to use the Alternate Contracting Method (CM/GC) for the project.
- 3.17 Prior to completion of the one-year warranty period conduct a review of the project with the Owner and the Design Team to identify any issues that are covered by the warranty and in need of correction, repair, or replacement.

4 COORDINATION OF CONTRACTS

The above is considered as a general overview of the scope of services expected from the CM/GC, but is not intended to relieve the CM/GC of professional responsibility to perform services in all areas necessary for the Owner to have a completed, fully operational Lookingglass Fire Station, meeting or exceeding its current condition, on schedule and within budget, at the end of the contract term.

Section 5.00 PROJECT SCHEDULE:

Preliminary Lookingglass Fire Station Retrofit Schedule:

RFP Proposals and Selection:	March 2023
Design Finalization and GMP Determination:	April 2023
Construction:	June-September 2023

Section 6.00 SPECIAL REQUIREMENTS

Any firm proposing should note the following special requirements concerning the management of the Project:

- 1 **GMP DETERMINATION:** It is the intent of the Owner to enter into a contract with the selected CM/GC where the basis of payment is Cost of the Work Plus a Fee with a Guaranteed Maximum Price (GMP) for the entire scope of the work. Prior to the award of the construction contract, the CM/GC shall provide the Owner with a GMP, which will include estimated construction costs, CM/GC fees, and contingency costs. A full description of items that make up the GMP, including all details, will be required, consistent with the provisions of the contract. If the Owner determines that the project is to be completed in phases, it will notify the Contractor if it wishes the GMP to be set for each discrete phase.

The final construction cost shall be the GMP less any contingency costs that were **NOT** used. The CM/GC will also provide the Owner with a Public Works Bond, Performance and Payment bonds for the amount of the initial pre-construction services, as well as insurance certificate (s) upon execution of the CM/GC contract. As the project progresses, the Performance and Payment bonds will be adjusted to reflect the full value of the contract. Any amount that exceeds the GMP determination will not be paid by the Owner, unless the increase is a request of material change or scope of work change as agreed upon in writing.

Once GMP is established any cost savings the CM/GC realizes in performing the work will accrue to the Owner.

- 2 **CONTRACTOR PROVIDED OPPORTUNITIES:** The selected CM/GC will be required to develop a plan demonstrating good faith efforts to provide opportunities for local sub-contractors, Minority and Women Owned Businesses and Emerging Small Enterprise. The plan shall also include the CM/GC's approach encouraging a diverse work force. Local contractors are defined as contractors, subcontractors, vendors, and material suppliers residing and doing business within Douglas, Oregon for at least the last 12 months. The CM/GC will be expected to provide a monthly status report.
- 3 **SUB-CONTRACTOR PROCESS:** The process used to award construction contracts by the CM/GC will be monitored by the Owner and the CM/GC will issue status reports on a monthly basis. The CM/GC will be required to follow these procedures:
 - 3.1 The CM/GC must publicly advertise for all sub bid packages at least ten (10) days in advance of the bid closing date in publications of record.
 - 3.2 The CM/GC must publicly solicit, receive and open bids, and award contracts. The bid opening will be attended by the Owner personnel and so must be held within five (5) mile radius of the project site.
 - 3.3 All bids will be required to be written and submitted to a specific location at a specific time.

- 3.4 The CM/GC must make good faith effort to obtain at least three (3) bids for all sub bid packages.
- 3.5 The CM/GC must adhere to all public bidding requirements. The CM/GC's sub-contracting records are considered public records, unless exempt. The CM/GC must award the work of each sub bid package to the lowest responsible bidder.
- 3.6 If the CM/GC cannot obtain three (3) acceptable bids, the CM/GC will be required to provide written explanation to the Owner and a recommendation for how the CM/GC desires to proceed with awarding the work. The CM/GC will be required to obtain written approval from the Owner to proceed with award of a contract under these circumstances.
- 3.7 If the CM/GC elects to perform any of the construction of the identified sub bid packages with its own forces, the work must still be competitively bid as described above and the CM/GC must submit the lowest price in order to be awarded a contract for this work. For these sub bid packages, where the CM/GC wishes to submit a competitive bid, bids will be delivered directly to the Owner's project manager, and the Owner will administer and open these bids.
- 3.8 The CM/GC will resolve any and all sub-contractor protests.
- 3.9 While the Owner has a strong desire to encourage opportunities for local contractors, suppliers, and labor resources, all work must be awarded under the competitive bidding requirements described above.

Section 7.00 LEGAL INFORMATION

- 1 **CONTRACT FORMAT:** The Owner will negotiate with the CM/GC using a standard contract. The contract terms which may be negotiated include the details of contract performance, methods of construction, timing assignments of risk, fee and costs, and other matters that affect cost or quality
- 2 **COMPLIANCE WITH LAW:** All CM/GC firms must be "Equal Opportunity Employers" and comply with the appropriate provisions of state and federal law. All firms shall be required to comply with ORS 656.017 regarding Worker's Compensation. Firms are required to be registered with the State of Oregon Construction Contractors Board or the proposal will not be received or considered. The project requires that a contractor or subcontractor to be licensed under ORS 468A.720 for asbestos abatement. No proposal will be received or considered by the Owner unless the proposal contains a statement as to whether the firm is a resident Proposer as defined in ORS 279A.120.
- 3 **PREVAILING WAGE RATES:** Prevailing wage rates for public works contracts in Oregon are required for this Project. No proposal will be received or considered by the Owner unless the proposal contains a statement that the firm will comply with the provisions of ORS 279C.800 – 279C.870 or 40U.S.C. 276a.
- 4 **OWNERSHIP OF DOCUMENTS:** All documents, reports, proposal submittals, working

papers or other material submitted to the Owner from the CM/GC firm shall become the sole and exclusive property of the Owner, the public domain (except for materials deemed to be excluded as trade secrets), and not the property of the CM/GC firm. The CM/GC firm shall not copyright, or cause to be copyrighted, any portion of any said documents submitted to the Owner as a result of this solicitation.

- 5 **PUBLIC RECORDS:** Notwithstanding any requirements to make Proposals open to public inspection, the Owner may withhold information exempt or conditionally exempt from disclosure under Oregon Public Records law on the following conditions: 1) If the proposer reasonably believes there are any grounds for exempting information for disclosure under such law, they shall mark the information accordingly; 2) Many exemptions are conditioned upon official or judicial determinations. It shall be the Proposer's obligation to establish that the information is exempt from disclosure; 3) The proposer shall defend, indemnify, and hold the Owner harmless from any claim or administrative appeal, including costs, expenses and any attorney's fees, related to a request to disclose information which Proposer has labeled as confidential. The Owner will not keep confidential information about cost, price, and delivery, which may be open to public inspection. Generally any resulting contract is a public record. The Owner shall be entitled to use information which the Proposer has labeled as confidential, in whole or in part, for proposal evaluation and may make copies for this purpose. Any restrictions related to the information marked confidential do not apply, if the Owner has the right to or has obtained the information from another source.
- 6 **NO GUARANTEE OF CONTRACT:** This request for CM/GC does not commit the Owner to award a contract and to pay any cost incurred by companies responding to the proposal. Any and all costs incurred by a prospective CM/GC firm associated with the submission of a Proposal, interview, contract negotiation, and related expenses are solely the responsibility of that firm.
- 7 **MECHANICS LIENS OR STOP NOTICES:** The resultant contract shall at all times indemnify and hold the Owner harmless from all claims, losses, demands, damages, cost, expenses or liability costs for labor or materials in connection with construction, repair, alteration or installation of structures, improvements, equipment or facilities, and from the cost of defending against such claims, including attorney's fees and costs.

Section 8.00 PROTEST PROCESS

- 1 **PROTEST OR PROCESS AND SOLICITATION:** For public improvement contracts, a prospective Proposer may protest specifications or contract terms and conditions pursuant to OAR 137-049-0260(3), (4) and (5). Unless otherwise specified in the invitation to propose, the protest shall be filed with the RFP Contact no later than 10 days before the proposal opening.
 - 1.1 **PROPOSER'S WRITTEN PROTEST SHALL INCLUDE:**
 - A detailed statement of the legal and factual grounds for the protest;
 - A description of the resulting prejudice to the Proposer; and
 - A statement of the desired changes to the Contract terms and conditions, including any specifications.
 - 1.2 **A PROPOSER SHALL MARK ITS PROTEST AS FOLLOWS:**

- “Contract Provision Protest”; and
- RFP Document number (or other information as specified in the RFP document).

1.3 **OWNER RESPONSE:** The Owner is not required to consider a Proposer’s request for change or protest after the deadline established for submitting such request or protest. The Owner shall provide notice to the applicable Person if it entirely rejects a project. If the Owner agrees with the Proposer’s request or protest, in whole or in part, the Owner shall either issue an Addendum reflecting its determination under OAR 137-049-0260 or cancel the solicitation under OAR 137-049-270.

1.4 **EXTENSION OF CLOSING:** If the Owner receives a Written request for change or protest from a Proposer in accordance with this rule, the Owner may extend the RFP due date if the Owner determines an extension is necessary to consider the request or protest and issue an Addendum, if any, to the RFP Document.

2 **PROTEST OF INTENT TO AWARD:** Anyone responding to the Request for Proposal who is not recommended for award by the evaluation committee may protest the recommendation, which is also the Intent to Award, to the Fire District, in accordance with 137-049-450(4)(50(6)(7).

2.1 **FORMAT:** Any protest must be made in writing, be received before the contract is awarded by the Owner, clearly state the grounds for the protest, and indicate what condition(s) resulted in the proposal not being recommended for award. Any protest which does not comply with the applicable procedures may be rejected.

2.2 **TIMING:** Any protest must be received by the Owner no later than seven (7) calendar days after notice of the Owner’s decision was mailed. Upon receipt of the protest, the Owner shall notify the proposer recommended for award of the protest and the evaluation committee. The Proposer and the evaluation committee shall have three (3) calendar days from the date the protest was filed to respond to the protest in writing if they so desire.

2.3 **OWNER RESPONSE:** When a protest is filed, the Owner shall prepare written analysis of the protest, and make a recommendation to the Fire District as to appropriate action to be taken.

2.4 **THE GROUNDS FOR PROTEST ARE:**

- The evaluation committee has failed to conduct the evaluation of proposals in accordance with the criteria or processes described in the solicitation materials.
- Different criteria were used to evaluate different proposals.
- The evaluation committee unfairly applied the evaluation criteria to a proposal.
- A member or members of the evaluation committee had a relationship with a proposer that represented a conflict of interest.

- The criteria used to evaluate the proposals did not pertain to the services or products requested.
- A member or members of the evaluation committee demonstrated bias toward a proposal or proposer.
- The Owner abused its discretion in rejecting the protester's proposal as nonresponsive.
- The evaluation of the proposals is otherwise in violation of any provisions of ORS 279A or ORS 279b of 279C.
- All higher ranked proposals are nonresponsive.

2.5 **REVIEW OF PROTEST CRITERIA AND DECISION:** The Owner shall present the issues orally or in writing at a public meeting. The appellant shall then have ten (10) minutes to specifically address the protest criteria, and the evaluations committee's recommendation and the recommended proposer(s) shall have a total of ten (10) minutes to respond, divided between them as they wish. If a protest is timely filed, the Fire District shall consider the evaluation committees recommendation and the allegations of the protest before rendering a final decision and shall state the conclusions reached and reasons, either in writing or on record in a public meeting of the Fire District. Any decision to overturn the recommendation shall be based on a finding that one of the criteria above occurred to the substantial prejudice of the appellant.

Section 9.00 RFP PROCESS

- 1 **RFP POSTED:** Public notice of the RFP will be published in appropriate publications.
- 2 **PRE-PROPOSAL CONFERENCE:** A non-mandatory pre-proposal conference will be held at 1:00 PM on March 1st, 2023 at 7173 Lookingglass Rd, Roseburg, OR 97471. Following the conference, a voluntary tour of the site and existing facility will be held for those parties interested in attending. A representative from each CM/GC firm is advised to attend. The Pre-Proposal Conference will be the opportunity to discuss the project with the Owner and the Design Team. A written addendum will be issued no later than March 3, 2023 to formalize any Owner responses to oral questions raised by the firms at this Conference.

3 WRITTEN QUESTIONS AND ADDENDA

3.1 Questions regarding the information contained in the RFP must be submitted to the RFP Contact no later than 4:00 PM PST, March 6, 2023. All questions must be **RECEIVED** by the specified date and time. No oral questions will be accepted other than at the Pre-proposal Conference. E-mail questions to the addresses below.

- For technical questions / clarifications:
Mark Smith, ZCS Engineering & Architecture
Marks@zcsea.com
- For Questions regarding the RFP process:

Steven Rhodes, Lookingglass RFD
chief@lookingglassfire.org

- 3.2 All questions received by the parties listed above that require clarification or modifications to the terms and conditions of the RFP will be answered by addenda to this RFP. Addenda will be emailed to those on the Interested Parties List no later than March 8, 2023. Anonymity of the source of the specific questions will be maintained in the written response.
- 4 **ADDENDA:** If in the Owner’s opinion, additional information or interpretation is necessary; such information will be supplied in the form of an addendum. Addenda shall have the same binding effect as though contained in the main body of the RFP. Any oral instructions or information concerning the specifications or other information given out by the Owner or Design Team to prospective firms shall not bind the Owner. All addenda shall be issued by the RFP Contact.
- 5 **PROTEST OF SOLICITATION PROCESS:** Protest of the specifications or contract terms and conditions pertaining to the RFP must be submitted in writing to the RFP Contact no less than ten (10) days before the proposal opening. All responses will be made in the form of addendum and sent to all firms on the Interested Parties List. (See Section VIII: Protest Process subsection 1).
- 6 **RFP PROPOSAL DUE AND OPENED:** Interested CM/GC firms’ proposals must be received no later than 4:00 PM March 15, 2023. Submittals shall be mailed or delivered to:

Lookingglass RFD
Steven Rhodes
7173 Lookingglass Rd
Roseburg, OR 97471

RFP’s will be opened at the Fire District office by the RFP Contact. Since this process involves an RFP and not a straight Bid, the names of participants submitting proposals may be announced, but their cost proposals will not. Information is available and all proposals may be reviewed at the Lookingglass RFD at 7173 Lookingglass Rd, Roseburg, OR 97471 by appointment only once the Intent of Award is announced.

- 7 **LATE SUBMISSIONS:** A proposal shall be considered late if received at any time after 4:00 PM PST, on March 15, 2023. Proposals received after the specified date and time will be rejected and returned unopened.
- 8 **INITIAL EVALUATION:** Proposals submitted in response to this solicitation will be reviewed and scored by the Evaluation Committee of at least three (3) members.
- 9 **SHORTLIST:** The top three (3) finalists will be invited to an interview by the Committee. The Owner will provide the top three (3) finalists with written notice. A Proposer not included in the shortlist may protest. For information regarding the Protest process see Section VIII: of this RFP.

- 10 REFERENCES:** References for the finalists will be checked by members of the Committee. Response information will be provided to all members of the Committee.
- 11 INTERVIEWS:** Interviews are optional. Should interviews be held, the shortlisted firms will all be asked the same questions in regards to:
- Project understanding
 - Project approach
 - Project innovation
 - Project communication philosophy
 - GMP protection philosophy
 - Understanding of the CMGC delivery methods

Interviews to be held at the **Lookingglass RFD** located at **7173 Lookingglass Rd, Roseburg, OR 97471**. Dates available for interviews with the top finalists will be approximately March 16-19, 2023. All CM/GC firms should ensure these dates are kept available for potential scheduling.

- 12 INTERVIEW QUESTION SCORING:** Interview questions will be scored based on the following criteria:

90-100% - The candidate demonstrates a complete understanding of the question subject matter and significantly exceeds response expectations.

70-89% - The candidate demonstrates a strong understanding of the question subject matter and meets or exceeds response expectations.

40-69% - The candidate demonstrates a general understanding of the question subject matter, but answers may contain some weaknesses and deficiencies.

20-39% - The candidate demonstrates a vague understanding of the question subject matter and communicates a below average response.

0-19% - The candidate demonstrates an insufficient understanding of the question subject matter.

- 13 FINAL EVALUATION:** The results of the proposal evaluations, interviews and reference checks shall be used to determine a final ranking for the finalists.
- 14 SELECTION:** The evaluation committee will provide a recommendation to the Fire District for their consideration and approval. This is currently scheduled for March 16, 2023. For information regarding the Protest of Intent of Award, refer to Section VIII [2] of this RFP.
- 15 NON-SELECTED PROPOSERS:** If proposers that are not-selected wish to follow up with the Owner, they may request a meeting within 10 days of announcement of Notice of Intent to Award.
- 16 CONTRACT NEGOTIATIONS:** Upon Fire District approval of the Evaluation

Committee's recommendation, the Owner will proceed to negotiate a contract with the approved CM/GC firm. If negotiations are not successful, the Owner may break off negotiations and begin negotiations with the number two ranked CM/GC firm, and so forth until a contract is negotiated. The Fire District must approve and make final award of Contract.

- 17 CONTRACT BASED ON GMP AGREEMENT:** It is the intention of the Owner to enter into a contract with the selected CM/GC which will include a Fixed Fee for the Pre-Construction activities up through submittal of a GMP and a fixed fee for remaining CM/GC services as part of the total GMP. If the Owner is unable to successfully agree upon a GMP for the project with the selected CM/GC, the Owner reserves the right to terminate the Contract and commence negotiations with the next ranked finalist. Upon termination of the Contract the Owner will accept assignment of long-lead subcontracts previously agreed to and awarded. The Owner reserves the right to reject any and all proposals.
- 18 CONTRACTOR WITHDRAWAL FROM PROCESS:** Once submitted, any firm proposing may withdraw the proposal at any time prior to the day of opening. However, all proposals shall be irrevocable for a period of sixty (60) days from the day of the opening.

Section 10.00 RFP SCHEDULE:

The milestones for the selection process are defined below. **The dates are approximate and SUBJECT TO CHANGE.**

Activity	Date
1. Request for proposals announcement	Wednesday, February 22, 2023
2. Pre-proposal conference	Wednesday, March 1, 2023 - Time 1:00 PM
3. Last day to submit questions for clarification	March 6, 2023 - Time 4 PM
4. Addendum issued	March 8, 2023 - Time 4 PM
5. Last day to submit proposals	March 15, 2023- Time 4 PM
6. Evaluation Committee meets	TBD
7. Evaluation Committee interviews min. top three proposers	TBD
8. Notice of Intent to Award	March 22, 2023
9. Award Contract	March 29, 2023
10. Begin CM/GC Design-Construction	April 1, 2023

Section 11.00 EVALUATION CRITERIA

Proposals will be evaluated on the basis of the following areas and points assigned:

Evaluation Criteria

Maximum Possible Points

Cover Letter	0 points
Firm Experience	15 points
CM/GC and Related Experience	15 points
Key Personnel Experience	20 points
Overall Project Understanding / Approach	15 points
Scheduling Approach	5 points
Cost Control	15 points
Fee	10 points
References	5 points
Maximum Possible Points	100 points

Section 12.00 SUBMISSION REQUIREMENTS

- 1 RESPONSE FORMAT:** The responses shall be organized in the manner and shall be presented in the same sequence as indicated below. Any deviation from the format may result in the Evaluation Committee being unable to locate specific information which may result in a loss of points.

Proposals shall be limited to twenty-five (25) 8-1/2 x 11 pages total, including all exhibits and/or attachments. 11x17 sheets and fold-outs should not be used. All pages shall be numbered. The following pages are exempt from the 25-page limit: cover and back of submittals, a one-page cover letter, a one page table of contents, resumes of key personnel, tab and blank divider pages, certified letter from bond and surety company, and the non-collusion and proposal forms.

The Proposals shall be tabulated in separate sections in response to the detailed proposal requirements. All material shall be in 8-1/2 x 11 format, bound vertically on the 11” side. No other material shall be submitted.

- 2 DOCUMENTS REQUIRED:** Proposal Packages must include the following:
 - Response documents and all requested additional related items such as resumes, schedules, bonding certificates etc.
 - Statement of Prequalification (Attachment A)
 - Statement of Assurance (Attachment B)
 - Demonstrated Drug Testing Program (Attachment C)
- 3 NUMBER OF RESPONSES REQUIRED:** Proposers shall submit ONE ORIGINAL AND FIVE (5) COPIES of the total proposal and attachments. In addition, Proposers shall submit one USB flash drive with a copy of the complete RFP in PDF file format.

Section 13.00 CONTRACTOR’S RESPONSE DOCUMENT:

Proposals must reply to each of the following items. Responses must appear in the same order listed below. Concise and direct answers are encouraged.

- 1 **COVER LETTER:** A letter of introduction stating that the applicant wishes to be considered for the project. Include full name of firm or joint venture, RFP contact person, email address, mailing address, telephone and facsimile numbers. If joint venture, the relationship of the two parties shall be indicated in terms of percentage participation in the work and in the fee.

- 2 **FIRM EXPERIENCE:**
 - 2.1 **Firm Description:** Provide a brief description of your firm's history, the type of work you have performed and your capabilities. Include an Annual Volume of Figures for the past five years and current bonding capacity. Provide a certified letter from your bonding or surety company that certifies your firm's bond history, existing bonded contracts and current, total bonding capacity. If a joint venture, provide the information for each of the firms involved. List the sub-consulting firms that will be part of your team during the Pre-Construction phase of the work.

 - 2.2 **Project Experience:** Describe overall firm experience, and provide a listing, in chronological order, in chart format, of your firm's last (2-5) completed projects of a similar nature performed within the last 5 years. Include completion date; name of owner; contact person; and current phone number; name of Architect, contact person and current phone number; name of contractor and construction manager; and contact person name and telephone number for each; location of job; description of job (i.e., remodel or new construction, County's, Seismic Rehabilitation, etc.); final construction contract amount; total dollar amount of change orders;
 - **Specific Facility Experience:** Describe specific experience, and provide a listing as indicated above of your firm's experience in the following types of facilities, including all information indicated above:
 - a *Public Agencies and Public Contracting: Describe your firm's experience on projects for public agencies and performed under public contracting statutes and requirements.*
 - b *Remodeling: Describe your firm's experience on projects where interior and exterior remodeling was done to existing timber framed structures.*

- 3 **CM/GC AND RELATED EXPERIENCE:** Describe firm experience with CM/GC-GMP projects for the public sector. The listing should follow the format described above in the previous item, but should include both the original GMP and the final cost of the Work. (If the firm's public sector CM/GC-GMP experience is limited, experience with pure CM, General Contractor, Design/Build or CM/GC-GMP for the private sector may be discussed.).

- 4 **KEY PERSONNEL EXPERIENCE:**
 - 4.1 **Organization of Team:** Provide a project organization chart showing your proposed staff for this job, including all professional staff in the following areas; project management; estimating; pre-construction and construction phase services. Identify your Project Manager, Project Executive, and Site

Superintendent.

- 4.2 **Team Member Resumes:** Include resumes for all individuals listed in the chart. Indicate the proposed percentage or full time equivalent (FTE) that each person will work on this project during the 1) Phase I – Pre-Construction Services, and 2) Phase II – Construction Phase Services. (100% = 1.0 FTE). The resumes shall include each individual’s education, work history, length of tenure with your firm, and relevant, prior experience.
- 4.3 **Additional Team Members:** For those individuals that are not full time, describe how they will work on the project. If your proposal involves individuals from more than one firm, describe prior experience, if any, of the firms and individuals work with each other, and how the proposed team will work for this project. By listing the individuals in the proposal, the firm assures that these individuals will work on the project at an approximate minimum of the percentages shown. The Owner reserves the right to request a substitution of personnel if deemed to be in the best interest of the Owner.
Should the firm be invited to an interview, the key personnel listed above will need to be in attendance and questions may be directed solely to them. At a minimum, the Project Manager, Superintendent and Project Executive dedicated to the project shall be in attendance at any interview.

5 OVERALL PROJECT UNDERSTANDING / APPROACH:

- 5.1 **Organizing the Project:** Describe your firm’s overall CM/GC plan for completing the project. Discuss your approach to reviewing the program, and services to be provided during design and managing construction. Within the parameters described in this RFP, how would you organize and monitor the work to ensure quality, function, timely completion and cost within or under budget? What will be done by your firm to guarantee the GMP will be achieved with the Owner’s budget as required?
- 5.2 **Phasing and Packaging:** Given the available project information, describe how your firm will develop phasing and bid packaging for the project.
- 5.3 **Project Management:** Describe how your firm will approach the project management and construction management aspects of this project. How will your firm ensure that the Owner’s needs are met?
- 5.4 **Organizational Tools:** Discuss your firm’s approach to providing the successful CM/GC services, including cost, schedule and quality effectiveness. Include specific examples of actual products, such as estimates, progress reports, schedules, constructability reviews, value engineering studies, forms, general conditions budgets, organizational structures, etc.
- 5.5 **Problem Solving:** Describe your approach to problem solving for this project. Describe the largest challenge your firm faced within the last five years in working on similar projects, and how you resolved that challenge.

- 6** SCHEDULING APPROACH: Describe how your firm will ensure the schedule requirements are met. Specifically, how will your firm organize your work, staffing, and coordination of team members in order to ensure that all schedule milestones are achieved? How will your firm report progress and mitigate delays? Describe prior experience and approach with fast-track phased construction bid packages. What has been your recent experience on fast-track phased construction in terms of completion of bid packages?
- 7** COST CONTROL: Give a description of how your firm will manage the work to control costs and optimize savings during the pre-construction and construction phases.
- 8** FEE: Provide a proposal of fees and costs as follows:

- 8.1 State the total Construction Phase fee as a percentage of the cost of the work for services described in the RFP and attachments.
- 8.2 Provide a “Not to Exceed Cost” as described in the Pre-Construction Services for the services described in the RFP and attachments.

Please note: Estimates for fees and costs shall be accompanied with a detailed breakdown. This fee information, while a critical element of the evaluation/selection process, will also be used in the negotiation of the final agreement.

- 8.3 Provide a detailed estimate of construction phase staffing costs consistent with the preliminary project schedule, your proposed staffing plan and the CMGC Cost Matrix. Include assumed durations and proposed hourly rates, including labor burden. Also provide estimated travel, housing and per diem costs as separate line items. See Attachment D for CMGC Cost Matrix.
- 8.4 Provide the cost of the 100% payment and Performance Bond as a percent of the direct construction cost plus fee.
- Provide a brief explanation of your firm’s policy on subcontractor bonding.
 - Provide the cost of the “Sub-guard” bond, if applicable, as a percent of the direct construction cost plus fee.
 - Provide a letter from you bonding company confirming their ability to provide 100% payment and performance bond for the project.
 - Provide the cost of General Liability Insurance as a percent of the direct construction cost plus fee. See Article 19 of the attached draft CMGC Contract for Insurance requirements.

The Fee criteria will be evaluated based on clarity of the cost breakdown, the cost itself, and what is included or excluded in the breakdown of cost.

- 9** REFERENCES: Provide at least two (2) references for projects of similar size and scope including client name, key contact’s name, address, email, and phone number.

**ATTACHMENT A
PREQUALIFICATION STATEMENT**

PROJECT TITLE: Lookingglass Fire Station Retrofit
Construction Manager / General Contractor

PROJECT LOCATION: Roseburg, Oregon

Proposers must meet certain minimum Prequalification Criteria in order to be eligible to submit proposals. In the interest of expediting the contract awards and reducing preparation expense to potential Proposers, the Owner will allow Proposers to self-certify that they meet the following pass/fail Prequalification Criteria and are therefore eligible to propose on this procurement:

Bonding Capacity: The Proposer must be capable of providing, for the full term of the project and one year after completion, a 100% Performance Bond and 100% Payment Bond for a project valued up to 100% of the construction costs, estimated to be up to **\$2,050,450** for this CM/GC Contract.

Do you meet these criteria () Yes or () No ?

Specialized Experience: The Proposer must have completed at least two projects of similar or greater scope, which have been contracted in the Northwest United States (Alaska, Washington, Oregon, Idaho, Montana, Northern California) within the last five years.

Do you meet these criteria () Yes or () No ?

Availability: The Proposer's anticipated work in terms of time and magnitude for the time period March 2023 through September 2024, must accommodate this project, including availability of key personnel for this project.

Do you meet these criteria () Yes or () No ?

Licenses: The Proposing firm and its subcontractors must be licensed to do business in the State of Oregon. This means that the firms must have current Oregon Construction Contractors Board registration.

Do you meet these criteria () Yes or () No ?

If not, how do you propose conforming to this requirement?

Signature of authorized person

Title of authorized person

END OF DOCUMENT

**ATTACHMENT B
STATEMENT OF ASSURANCES**

PROJECT TITLE: Lookingglass Fire Station Retrofit
 Construction Manager / General Contractor

PROJECT LOCATION: Roseburg, Oregon

- 1) The undersigned attests that he/she has the authority and/or responsibility to represent the organization submitting this Proposal in all phases of the Request for Proposal (RFP) process and in this Statement of Assurances.
- 2) The Firm understands that this RFP is considered an integral part of the RFP process, and RFP terms shall be binding on the Firms. Failure of the successful Firm to accept these obligations in a Contract as authorized by the Statement of Assurances may result in cancellation of an award.
- 3) The proposer accepts all terms and conditions contained in this RFP and the RFP and Proposal Response, and any modifications will be made part of the contract documents. It is understood that all proposals become part of the public file on this matter, unless limited and specific information is identified and exempt under Oregon Public Records Law.
- 4) The undersigned understands that any false or substantially incorrect statement in the RFP or Statement of Assurances may disqualify this Proposal from further consideration or any further Contract.
- 5) Firm understands that in responding to the RFP, Firm agrees to comply with all applicable federal, state, and local laws, regulations and requirements related to the RFP and performance of any resulting Contract, including but not limited to those referenced in this RFP.
- 6) The undersigned acknowledges receipt of and agrees to be bound by addenda numbered _ through _____, inclusive and any additional addenda issued until intent of Award has been posted.
- 7) The Firm certifies that the Contractor can meet the insurance requirements outlined in the proposed Contract (Insurance Coverage Required) and that the Firm understands that such coverage must be kept active during the entire term of the Contract, if selected. Contractor shall commence no work under this contract until the Contractor and every subcontractor has a public works bond filed with the Construction Contractors Board in accordance with ORS 279C.830 and all other bonding and insurance requirements have been met and a Notice to Proceed has been issued.
- 8) Non-Collusion: The undersigned certifies that:
 - a) This bid has been arrived at independently and is being submitted without collusion with any other vendor of materials, supplies, equipment or services to limit independent bidding or competition, and
 - b) The contents of this bid have not been communicated by the undersigned or its employees or agents to any person not an employee or agent of the undersigned or its surety on any bond furnished with the bid, and will not be communicated to such person prior to the official opening of the bid.
- 9) The Contractor is a resident Contractor _____ or nonresident Contractor _____ of the State of Oregon as defined in ORS 279A.120.

10) The Undersigned certifies that they are in compliance with requirements for construction contractors or landscape contractors and are registered and bonded with the State of Oregon Construction Contractors Board as follows:

(a) Registration NO. _____ Expiration Date: _____

11) The Undersigned agrees, if awarded a contract, that they will comply with the provisions of **ORS 279C.800 – 279C.870** or **Davis-Bacon 40 U.S.C 3141 et seq** as applicable, pertaining to the payment of the prevailing wage rates. By signing below the Undersigned agrees that he/she affirmatively acknowledges the following:

(a) Compliance with ORS 279C.838 and 40 USC 3141 et seq (if both state and federal Davis-Bacon applies. IF the state rate is higher, the contractor and every sub-contractor shall pay at least the state rate); or compliance with ORS 279C.840 (Davis-Bacon does not apply, and only the state prevailing rate of wage is to be paid); or compliance with 40 USC 3141 et seq (only Davis-Bacon rate of wage applies, or is the highest one for all of the job categories).

12) In the event the Proposer is awarded the contract and fails to complete the work within the time frame specified, including extensions granted, liquidated damages shall be paid to the Owner as outlined in the General Conditions attached in the Contract.

13) By signing this page Contractor hereby certifies that s/he has not discriminated against minority, women or emerging small business enterprises in obtaining any required sub-contracts, and Contractor hereby certifies that to the best of Contractor’s knowledge, s/he is in compliance with all Oregon Tax laws described in ORS 305.380(4).

I, the undersigned, have read and thoroughly understand the requirements, special provisions, Proposal Instructions and all other Conditions of the RFP issued by Lookingglass RFD for the **Lookingglass Fire Station Retrofit**. I have read and understand the entire contract provisions included in the RFP and agree to abide by and fulfill the requirements thereof if awarded the Contract as a result of this RFP.

Firm Name: _____

Address: _____

Phone: _____ **Fax:** _____

Authorized Representative’s Signature: _____

Type or Print Name: _____

Representative’s Title: _____

Date: _____

Federal Business I.D. No. _____

NOTARY:

Subscribed and sworn before me this _____ day of _____, 20_____.

ZCS Document

Lookingglass RFD

Lookingglass Fire Station Retrofit

_____ **Notary Public for the State of** _____.

My commission expires _____.

END OF DOCUMENT

**ATTACHMENT C
DEMONSTRATED DRUG TESTING PROGRAM**

PROJECT TITLE: Lookingglass Fire Station Retrofit
 Construction Manager / General Contractor

PROJECT LOCATION: Roseburg, Oregon

ORS 279C.505 requires that all public contracts contain a provision requiring contractors to demonstrate that an employee drug-testing program is in place. Proposer is therefore required to certify that Proposer has an employee drug-testing program in place that applies to all employees and will maintain a drug testing program at all times during the performance of the Contract awarded. Failure to maintain a program shall constitute a material breach of contract.

Proposer states that the Proposer:

CHECK ONE: () Does () Does not Comply with the following:

Proposer has a drug-testing program in place and in compliance with ORS 279C.505(2) which applies to all employees. Proposer shall maintain a drug-testing program at all times during the performance of the Contract awarded. Failure to maintain such a program shall constitute a material breach of contract.

I, the undersigned, a duly authorized representative of the Proposer, hereby certify that the answers to the foregoing questions and all statements therein contained are true and correct.

Signature of the authorized Representative

Printed Name: _____

Firm: _____

Representative's Title or Position: _____

Telephone No: _____

END OF DOCUMENT

ATTACHMENT D CMGC COST MATRIX

	Direct Cost of Work	General Conditions	CM/GC Fee	Owner Cost
Project Superintendent		X		
Senior Project Manager (for project specific time only)		X		
Project Manager		X		
Assistant Project Manager		X		
Field Foremen		X		
On Site Clerical support		X		
Scheduler (for project specific time only)		X		
MEP Coordinator (for project specific time only)		X		
Safety Coordinator (for project specific time only)		X		
Employee fringes, vacation and sick leave		X		
Project related travel, lodging, meals, per diem, etc.		X		
Jobsite office and storage trailer rental		X		
Job office furniture, equipment and expendables		X		
Job office security and cleaning		X		
Costs for project based vehicles		X		
Postage and Shipping		X		
Project photos		X		
Computers, copiers, Printers, Fax Machines		X		
Document printing		X		
Warranty and correction of non-conforming work	X			
Commissioning coordination		X		
Cost estimating		X		
Value engineering		X		
Temporary toilets		X		
Drinking water		X		
Contractor signage		X		
Safety equipment for CM/GC personnel		X		
First aid supplies & Fire Extinguishers		X		
Substance abuse testing/monitoring		X		
CM/GC mobilization/demobilization		X		
Jobsite security		X		
CM/GC parking/shuttles		X		
Phone & Internet installation & line charges		X		
Telephones, cell phones, radios, pagers		X		
Small tools for CM/GC usage		X		
General Superintendents			X	
Project Executive			X	
CM/GC principal(s) in charge			X	
Payroll/Accounting/ Data Processing			X	
Bonuses			X	

Corporate safety officer			X	
Home office administration			X	
Corporate IT support			X	
Computer Software			X	
Home office payroll costs, fringes, bonuses, etc.			X	
Soils report				X
Initial site survey				X
Special inspections and testing				X
Planning and building permits and fees				X
Developments fees				X
Performance/ payment bond		X		
Subcontractor bonds	X			
Builder's risk insurance				X
General liability insurance		X		
Subcontractor Default Insurance		X		
Contractor Controlled Insurance Program (CCIP)		X		
Construction surveying/building layout	X			
Subcontracts	X			
Wages for trade labor	X			
Labor burden for trade labor	X			
Materials and equipment for site logistics	X			
Rental equipment used on site	X			
Temporary fencing	X			
Barricades	X			
Temporary enclosures	X			
Temporary Stairs	X			
Opening protection	X			
Safety railings and falls protection	X			
Weather protection	X			
Temporary utilities hookup	X			
Temporary utility bills	X			
Periodic cleanup	X			
Dump fees	X			
Final cleanup	X			
Flagging/traffic control	X			
Dust control	X			
Trade permits (is not included in subcontracts)	X			

END OF DOCUMENT