|  |
| --- |
| Rushmore Plaza Civic Center Arena Expansion  Rapid City, South Dakota |
| Request for Proposals (RFP)  for Construction Manager at Risk |
|  |
| **January 31, 2018** |

**Section 1**

**Advertisement for Proposals**

Publish: January 31, 2018, and February 7, 2018

The City of Rapid City, SD, requests proposals for Construction Manager at Risk Services for the Rushmore Plaza Civic Center Arena expansion project.

Proposals shall be received by the Public Works office located at 300 Sixth Street, Rapid City, South Dakota, 57701, not later than 10 a.m., Wednesday February 14, 2018.

The Request for Proposals for Construction Manager at Risk Services for the Rapid City Civic Center Rushmore Plaza document is available on the City’s website at <https://www.rcgov.org/departments/public-works/engineering-services/request-for-proposals-836.html>

The City of Rapid City reserves the right to reject any or all bids, waive technicalities, and make award(s) as deemed to be in the best interest of Rapid City, SD.

**Section 2**

**Introduction**

The City of Rapid City is seeking a Construction Manager at Risk (CMAR) to provide preconstruction and construction services for the construction of an expansion to the existing Rushmore Plaza Civic Center. These services will be coordinated with an Architectural and Engineering (AE) firm.

The selected design team and the CMAR will be expected to provide maximum effort to develop a concept design and cost model by May 2018 to use as supporting information for approval and proceeding with the project. There is a potential for project approval in March, 2018 also. Pending final approval, regardless of when, the City’s desire is to have the new Civic Center in operation late summer of 2021 if feasible and prudently possible.

If the expansion is not approved by mid-year 2018, Rushmore Plaza Civic Center Barnett Arena will undergo minor upgrades and ADA compliant upgrades. The selected CMAR under this RFP process will be voided and a new Request for Proposal will be issued.

**Section 3**

**Project Description**

The expansion of the Rushmore Plaza Civic Center will be a multi-purpose indoor arena with the ability to host many events including concerts, basketball, wrestling, circuses and other family shows, rodeos, and trade shows. The expansion of the Civic Center will include the following building components:

1. 10,000 – 13,000 seat arena.
2. Luxury suites, club seats, and loge seating.
3. Concessions, restrooms, and fan amenities.
4. Connectivity and integration with adjoining components.
5. Technology components for operations, users, and advertising inventory.
6. Furniture, fixtures, and equipment as approved by the City and other stakeholders.
7. Building components including, but not limited to, loading docks, storage, box office, dressing rooms, food service space, ticket windows, concession stands, laundry facilities, a merchandise sales area, and audio/video equipment.

**Section 4**

**Project Design Team**

A Request for Proposals (RFP) for the Architect/Engineering (AE) firm was issued on January 31, 2018. It is anticipated the Notice to Proceed for the selected AE firm will be issued in March, 2018.

**Section 5**

**Project Delivery System**

The City of Rapid City intends to enter into a Cost of the Work plus a Fee with Guaranteed Maximum Price (GMP) contractual arrangement with the selected construction manager for the construction work required, but will retain the option to select a different Construction Manager after the completion of the preconstruction services or utilize a different selection and/or bidding process if deemed to be in the City’s best interest.

The City wishes to provide the local construction community the opportunity to submit responsive and responsible bids for the construction work associated with the project. The Construction Manager will be expected to prepare bid packages that maximize this opportunity. The selected CMAR must be willing to proactively support this objective.

**Section 6**

**Project Budget**

The planned estimated expense for the expansion is $130 million including construction costs, FFE, Soft Costs, and AE services. The City of Rapid City will have a fixed budget for this project. A fixed budget for construction will be finalized at the beginning of the design process. Delivering the completed project within this budget is a high priority. It is imperative the owner, the design team, and the construction manager team work cooperatively and successfully to keep the final cost of the construction within this fixed budget.

**Section 7**

**Construction Manager at Risk Scope of Work**

The following summary is intended to provide a general understanding of the City’s expectations and is not all inclusive.

**Preconstruction Services and Activities**

The Preconstruction Services of the CMAR will begin by assisting the architect with an analysis of building requirements, issues, options, and costs of the expansion at the Rushmore Plaza site. The CMAR will be expected to coordinate with the architect in generating conceptual ideas, engaging the community, completing the programming and concept design, and ultimately develop a cost model and schedule

Should the City move forward with the expansion at the Rushmore Plaza Civic Center site, the CMAR must be willing to provide the following preconstruction services and activities:

*Cost Management:*

1. Provide construction estimates throughout the various design phases of the project.
2. Assist the City and architect to keep project budgeting in line with the fixed budget for the cost of the project established for the project as required during the preconstruction phase.
3. Assist and advise the City and architect on life cycle cost factors of building systems and components.
4. Review and monitor the development and preparation of design documents to maintain the project cost within the GMP contract amount. Notify the architect and City of potential cost issues during the development of the drawings and specifications that may have an impact on the fixed budget for the cost of the work. Work collaboratively with the City and architect to develop alternatives to keep the project estimates within the fixed budget.
5. Develop and maintain a log of various concepts, system, and material options evaluated with price and schedule impacts throughout the design process.
6. Prepare a Guaranteed Maximum Price proposal.

*Construction Planning and Scheduling:*

1. Become familiar with adjoining facilities of the Civic Center impacted by this project.
2. Work with the City and architect to develop a work plan for design activities in support of the schedule and cost goals for the project.
3. Evaluate all systems, components, and materials for constructability, economy, long-term performance for use intended and schedule impacts, and provide recommendations for preferred options consistent with cost and schedule goals.
4. Develop a master project schedule to coordinate and integrate the architect’s design efforts, key City activities, preconstruction activities, procurement, and construction activities.
5. Identify long lead items requiring early bid packages and recommend issue dates for same to meet required installation dates.
6. Attend project team meetings as scheduled.
7. Work with architect and City to evaluate and make recommendations for system alternatives most appropriate for this project.
8. Recommend the division and scope of work for bidding and awarding contracts on a phased basis.

*Other*

1. Assist the City in working with various governing authorities as requested.
2. Work with other team members to develop a project communication system that is effective for the participants and meets the schedule requirements of the project.
3. Work cooperatively with the project team to develop and implement an effective commissioning plan.
4. Work cooperatively with the project team to develop and implement a work plan for meeting the project’s energy efficiency goals. The City’s desire is to have an energy efficient expansion with operational payback on mechanical and electrical systems. The AE and CAR team should deliver a sustainable expansion which would meet the levels of LEED certification.

**Construction Phase Services and Activities**

*Project Management Team:*

1. Provide competent, experienced full-time staff, including an experienced construction field superintendent and on-site project management team to coordinate the work.
2. Demonstrate high levels of effective, proactive project leadership.
3. Work with the City and users of adjacent sites during construction.
4. Demonstrate high levels of flexibility and creativity in helping make the least impact possible on current operations.
5. Work cooperatively and constructively with members of the project team to foster positive relationships that support positive outcomes for the team members and the project.

*Cost Management*

1. Implement effective cost management control and tracking procedures to provide the City with the opportunity to make such decisions and stay within budget.
2. Implement and maintain cost control methods with an open book process.
3. Keep the City and architect informed of potential pending cost issues.
4. Implement and maintain a current log of pending cost issues impacting the final cost of the project and review monthly with the City.
5. Provide drawdown and cash flow projections for the project during construction and update as necessary.
6. Work with the City and architect to develop and implement a change management process for the project.

*Procurement*

1. Bid, evaluate, and contract the construction work identified in the contract documents.

*Coordination Meetings*

1. Conduct weekly construction meetings with minutes distributed promptly.
2. Weekly construction meetings shall include the City, architect, construction manager, and appropriate subcontractors. Prepare written agenda in advance, identify action items with time responsibilities resulting from discussions, and distribute written minutes of meetings within 24 hours of the meeting.

*Schedule Management*

1. Provide project planning and scheduling services including CPM techniques.
2. Monitor the schedule regularly as construction progresses and identify potential variances between field progress and scheduled completion dates. Determine the adequacy of the subcontractors’ personnel and equipment and the availability of materials and supplies to meet the schedule. Report status no less than weekly in regular weekly coordination meetings.
3. Keep the City and architect informed of the project’s progress.
4. Coordinate City-purchased materials with construction of the project.

*Project Closeout*

1. Timely submission of operation/maintenance manuals, completed punchlists, coordination of training, submission of as-built field documents, and financial close-out of project.

*Quality Management*

1. Implement a formal written quality assurance program for the construction of the project.
2. Complete construction of the work in strict accordance with the quality requirements established by the contract documents.

*Commissioning and Training*

1. Actively support and participate in commissioning activities.
2. Train the City staff on all building systems as part of the turnover process.

*Safety*

1. Implement a formal site specific project safety plan.

**Section 8**

**Form of Owner/Construction Manager at Risk Agreements**

AIA Document A133, as amended prior to executing, will form the basis of the Agreement between the Owner and Construction Manager.

AIA Document A201, General Conditions of the Contract for Construction, as amended prior to executing, and with added supplementary conditions, will govern.

This RFP will be superseded by the Owner/Construction Manager Agreement and its related contract documents.

The City of Rapid City intends to enter into a preconstruction agreement for preconstruction services after selection. The City intends to enter into a construction agreement upon voter approval and mutual agreement of the Guaranteed Maximum Price.

The CMAR will be required to supply a payment and performance bond for the project when the GMP is established.

**Section 9**

**Submittal Requirements**

Submit ten (10) paper copies and an electronic PDF version of the proposal. The proposals should be in an 8 1/2-inch by 11-inch bound package. 11-inch by 17-inch size sheets folded into 8 1/2-inch by 11-inch size within the package is acceptable. The proposal should be limited to 25 pages (one sided) including pictures with a font size no smaller than 11 point. Preprinted brochures or literature supplied as described in the relevant project experience section below will not count toward the page limit. These items should not be attached to the proposals.

The submittal must contain the following information:

1. **Cover Letter:** Provide name and address of the firm(s) and project contact person with address, telephone number, and email address. Acknowledge receipt of any addenda if applicable. Summarize your understanding of the project scope and services being required. Provide a statement indicating your ability to provide timely services for this project and to meet the requirements of the proposed schedule. Indicate your acceptance of the requirements of this RFP including the referenced Owner/Contractor Agreement documents. Provide a one-page summary of the benefits you believe the Owner would receive from selecting your firm.

The cover letter must be signed by a duly authorized official of the firm. Consortiums, joint ventures, or teams submitting proposals must establish contractual responsibility rests solely with one company or one legal entity. Each submittal should indicate the entity responsible for execution on behalf of the proposal team.

1. **Project Team**
   1. Prepare an organizational chart showing your firm’s team to staff, and organize both the preconstruction and construction phases for the project and identify those individuals you propose to assign as Project Manager, Project Superintendent, and other key positions.
   2. Provide résumés or a listing of information for each person included in your proposed project team. State the educational background of each individual, years of experience, length of employment with your firm, and previous project experience. For each person, list specific responsibilities on this project, experience on multi-purpose event centers project of similar size and type, specific qualifications applicable to this project, and current work assignments and availability for this project.
   3. What capacity and resources do you possess which would enable you to back up and support your assigned staff?
   4. For the Project Manager, Superintendent, and other “key” staff members proposed, provide three client references and three architect/engineer references (contact person and telephone number).
   5. List other assignments your Project Manager will be handling during the period of assignment to our project.
2. **Project Approach and Management Capabilities:** Provide a description of your project approach and management capabilities as it relates to the following areas:
   1. Commitment to building positive team working relationships.
   2. Preconstruction services. Describe your firm’s approach to preconstruction services.
   3. Cost management. Include conceptual/program cost estimating and detailed cost estimating (including how information is kept current during individual phases).
   4. Project planning and scheduling.
   5. Value engineering and constructability.
   6. Building Information Modeling (BIM).
   7. Change management process and reporting during design and construction.
   8. Submit a preliminary overall project schedule for the key activities from the date of the notice to proceed through project construction.
   9. Self-performed work: Describe work other than the general conditions your organization might consider performing with your own forces.
   10. Bid and award process in compliance with city ordinances and procedures, and state statutes.
   11. Subcontractor selection. Indicate your recommendations for encouraging and allowing participation by local firms in your bidding and procurement approach.
   12. Schedule management during construction.
   13. Project quality control.
   14. Management reporting.
   15. Commissioning.
   16. Safety:A description of your organization’s approach to managing safety on construction projects. Also include an overview of your company’s recent safety record and your company’s experience modification rate (EMR) for the last three (3) years.
3. **Relevant Project Experience:** Describe a minimum of five (5), but no more than eight (8), Civic Centers or similar projects in size and scope constructed within the past ten (10) years. Provide information on each project that will allow the City to evaluate your work against the selection criteria noted in this RFP. Indicate for each project the following minimum information:
   1. Name of project, location, and construction date.
   2. Name of project manager and superintendent responsible for project.
   3. Initial GMP versus final project cost.
   4. Types of multi-purpose functions included in project.
   5. Type of service and contractual relationship (general contractor, design build, construction manager at risk, etc.). Identify point in the design and/or construction process a construction contract was signed.
   6. Preconstruction services provided.
   7. Indicate the extent of commissioning, if any.
   8. Client and architect contact information. Include phone number and email address.

Describe other relevant project experience within the past five (5) years with reference contacts.

Proposers may provide preprinted brochures or other literature you feel will be helpful in understanding your firm’s unique capabilities and experience. Do not include this material in the body of your proposal.

1. **Fee and General Conditions Worksheet**
   1. Complete the enclosed Fee and General Conditions Worksheet and submit with your RFP response, but in a separate sealed envelope. (1) separate sealed envelope delivered to Dale Tech and (1) separate sealed envelope delivered to Nate Pearson. See section 10 for further details.
2. **Statement of financial strength/stability and insurance coverage.** Provide the following information about your firm:
   1. Name and contact of your organization’s surety and description of bonding capacity available. Additionally, provide a statement from a surety company authorized to do business in South Dakota indicating the firm(s) ability to obtain a performance and payment bond in the amount of not less than $115 million.
   2. Name of your insurance carriers and a description of the insurance coverages your firm could provide.
   3. Name and contact information for your primary bank.
3. **Special Resources:** A description of special resources or capabilities your organization could employ on the project which would enhance the value your organization would bring to the project.

Describe what steps your company has taken during recent years to be innovative and progressive in the development of your business and state how these activities serve your clients.

General Conditions and fee shall not be included in the proposal. Information regarding general conditions and fee will be required of interviewed companies.

**Section 10**

**Questions and Addenda**

**Questions** regarding this RFP shall be submitted in writing to Dale Tech, P.E., Public Works Director, at [dale.tech@rcgov.org](mailto:daletech@rcgov.org) and Nate Pearson, Partner Tegra Group, at [npearson@tegragroup.com](mailto:npearson@tegragroup.com). Answers to questions will be posted to the City’s website at <https://www.rcgov.org/departments/public-works/engineering-services/request-for-proposals-836.html>. The deadline for questions is 2 p.m. Mountain Time, February 8, 2018. Answers will be posted by 5pm February 9, 2018.

**Final RFP** proposals, (8) copies and one electronic copy on a flash drive shall be submitted to Dale Tech, P.E., Public Works Director, at 300 Sixth Street, Rapid City, South Dakota, 57701

**Fee and General Conditions** proposals, (2) hard copy separate from RFP response shall be submitted to Dale Tech, P.E., Public Works Director, at 300 Sixth Street, Rapid City, South Dakota, 57701.

If deemed necessary, addenda to the RFP will be issued and posted on the City’s website at <https://www.rcgov.org/departments/public-works/engineering-services/request-for-proposals-836.html>.

Responding firms are prohibited from communicating in any other manner about this project with any other City employee from the date of issuance of this proposal until the final selection of the CMAR unless otherwise directed by Dale Tech. Other means of communications or contact may disqualify the submitting firm.

**Section 11**

**Review of Proposals and Selection of Finalists for Interviews**

Upon receipt of the proposals, the City will determine a short list of no more than three firms whose proposals are deemed most qualified to receive an interview for the project. Shortlisted firms receiving an interview will be based on the following criteria:

1. Firm Background and applicable experience (40%) including:
   1. Experience with comparable projects
   2. Past performance for the City or similar organizations
   3. Knowledge of local or regional conditions (experience with Rapid City and South Dakota procurement, regulations, permitting process, personnel)
   4. Recent, current, and projected workload
2. Project team key leadership background and applicable experience (40%) including:
   1. Experience with comparable projects
   2. Abilities of personnel
   3. Capacity to meet time and budget requirements
   4. Ability to complete the work in a timely and satisfactory manner
   5. Recent, current, and projected workload
3. Broader team structure as identified in the organizational chart, background and applicable experience (10%) including:
   1. Experience with comparable projects
   2. Managerial Resources
   3. Abilities of personnel
4. History of project team working together on other similar projects (10%)
5. Financial and bonding capacity. To be considered for the shortlist selection, the firm must demonstrate the ability to provide a performance and payment bond in the amount of not less than $115 million as described in section 10.5.a.

The short list of those firms deemed most qualified will be invited to participate in an interview. The City of Rapid City reserves the right to reject any or all proposals and issue subsequent Request for Proposals.

**Section 12**

**Interviews**

For short-listed firms, the interview date is Friday, February 23, 2018. The interview will consist of up to a 60-75 minute presentation by the CMAR, an extensive question and answer session, and a 5-minute wrap-up. The proposed key project personnel must participate in the interview. Only project personnel who will have an active key role in the project should participate in the interview.

**Section 13**

**Selection Criteria**

The City will rely on the qualitative information contained and presented in the proposals, interviews, and reference checks in making the decision to select the most qualified firm to provide services for this project. Selection criteria will be based on:

1. Project team key leadership background and applicable experience (40%) including:
   1. Experience with comparable projects
   2. Abilities of personnel
   3. Capacity to meet time and budget requirements
   4. Ability to complete the work in a timely and satisfactory manner
   5. Recent, current, and projected workload
2. Broader team structure as identified in the organizational chart, background and applicable experience (5%) including:
   1. Experience with comparable projects
   2. Managerial Resources
   3. Abilities of personnel
3. History of project team working together on other similar projects (5%)
4. Project Management Approach and Technical work progress (15%) including:
   1. Reporting
   2. Estimating, value engineering, cost management tools
   3. BIM
   4. Change order management
5. Proposal, Interview Response (10%) including:
   1. Understanding of project
   2. Organization/presentation of proposal and interview
6. General Conditions and Fee (25%)

Upon completion of the interviews, the firms will be ranked. The highest ranking firm will then be asked to present a proposal for services and start negotiations with the City of Rapid City. If an agreement for services cannot be reached with the highest ranked firm, we will move to the second ranked firm. The same process will be repeated with the other ranked firms if no such agreement can be reached. The City of Rapid City reserves the right to not select a firm as part of this process if an agreement cannot be reached with the interviewed firms.

**Section 14**

**Selection Schedule**

January 31, 2018 RFP posted on City’s Website

January 31, 2018 Public Notification

February 7, 2018 Public Notification

February 8, 2018 Deadline for questions

February 14, 2018 Proposals received at City Hall

February 16, 2018 Anticipated selection of firms for interviews

February 23, 2018 Date of interviews

March, 2018 Anticipated Notice to Proceed

**Section 15**

**Special Conditions**

Legal Counsel.  The City is currently represented by Faegre Baker Daniels in connection with the construction of the Project.  By responding to this RFP, the Contractor confirms its consent to Faegre Baker Daniels’ representation of the City in connection with any construction contract negotiations adverse to the Contractor for this Project.

Excluding proprietary information, the proposal and the professional service contract of the CMAR awarded the contract are deemed public records and shall be available to the public upon request. In addition, the City shall maintain a “Register of Proposals for a Professional Service Contract,” which shall contain the names of firms who submitted a proposal and the name of the firm who was awarded the contract; however, the proposals of the submitting firms not awarded the contract are nonpublic records and will remain confidential.

**Section 16**

**RFP Exhibits**

Fee and General Conditions Work Sheet:



Contract Draft, AIA A133 Standard form of Agreement between Owner and Construction Manager as Constructor



Contract Draft, AIA A201 General Conditions of the Contract for Construction

