

**Request for Qualifications and Proposals
to provide
Construction Management Services (At Risk)**

Project Name

Project No. *X-XX*

Institution Name
Project Location

Date

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I. INTRODUCTION

1. Purpose

The Board of Regents of the University System of Georgia (BOR) (Owner) on behalf of Gainesville College has responsibility for correction of building system deficiencies in four of the buildings on the Oakwood, Georgia campus. The BOR is considering the services of a Construction Management Firm (CM) to manage the construction, provide technical review during the pre-construction period, and provide cost evaluation assistance to the architectural team. The CM firm will assume responsibility for project construction cost by issuing a guaranteed maximum price (GMP). The GMP will be a contractual obligation. CM will also develop an overall final project schedule, which will be a contractual obligation. In addition, CM will be responsible for methods of construction, safety, and the scheduling and coordination of the work of all construction and miscellaneous contracts required for completion of the project within its predetermined budget and schedule.

The CM will be expected to work closely with the Architect, _____, to develop final documents and separate bid packages.

2. Project Objectives

The CM will function as a CM-At-Risk (CM/GC). During Pre-Construction, the CM will be responsible for pricing, value engineering, and maintainability and constructability issues. When the design documents for the project have been developed in sufficient detail, the CM, with the support and assistance of the Architect, will commit to a Guaranteed Maximum Price (GMP) for all construction and site development. Construction will commence with the issuance of the first bid package while the remaining bid packages are being finalized. The CM shall competitively select construction subcontracts and other work appropriate for competitive selection using cost and other factors. The successful CM can perform work with his own forces, but shall not be eligible to enter into contract or subcontract for any of the construction or other services of any nature on the project without the specific approval of the BOR.

In selecting a firm, BOR will place emphasis on experience of the firm and assigned personnel in providing function on projects of similar magnitude and complexity as the proposed project. Emphasis will be placed on firms oriented to the construction field having depth, knowledge, and resources in principles of contracting, scheduling, contract coordination and compliance, budget control, familiarity with State, County and City laws, ordinances and codes as demonstrated by prior experience.

3. Pre-Qualification Requirements:

The Construction Manager shall be required to document the following experience within the last four (4) calendar years ending on _____:

- A. Current Georgia license as a general contractor.
- B. Candidate firms will have successfully completed on schedule and within budget the Construction of at least three (3) projects of similar scope and nature within the past five years. At least one of the projects will have been performed for the Board of Regents.
- C. Candidates will have qualified and adequate professional staff and principals, employed at least three (3) years by the firm, available for assignment to the Project. Such personnel shall have had key roles in the projects of the firm's experience as identified under Paragraphs 3.B above.

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- D. Candidate firms will have at least five (5) years continuous operations in business and will have demonstrated successful completion of construction of projects similar to the Project under this RFP. Such history will demonstrate the firms' successes in on-time and in-budget project delivery.
- E. Candidates should provide at least three (3) references including affiliation, name, position, and contact information
- F. Candidates should have the ability to determine GMP without the need for completed design documents. Candidate should include information indicating by project the initial construction cost estimate value and the final construction cost value exclusive of owner changes for the projects submitted as experience.

4. Project Assumptions

The Construction Manager should prepare his proposal with the understanding that he will provide, at a minimum, a full time Project Superintendent and an overall Project Manager.

The Construction Manager, as a part of his Preconstruction Services, will assist in the development of a strategy for the best approach to the successful completion of the Project as a whole. For example without limitation, Construction Manager will provide guidance and assistance in the preparation of a schedule and a reliable cost estimate.

II. GENERAL INSTRUCTIONS

1. Building Program

A. General

In _____, the Board of Regents entered into an Architectural/Engineering design service contract with _____. The project entailed

Construction Budget

The preliminary construction budget for the project will be between ___million and ___million dollars.

Construction Schedule

Although no final schedule has been established, _____ has targeted _____ for completion of construction. The CM will be responsible for developing the detailed schedule and coordinating activities to accomplish the scheduled completion of the project.

Owner-Construction Manager Agreement

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The Construction Management Agreement for this Project implements the “construction management” or “CM/GC” project delivery method as described in *Selecting the Appropriate Project Delivery Method, Interim Recommended Guidelines*” August 1, 2001, Georgia State Financing and Investment Commission, as amended.

The Construction Manager (CM/GC) is under contract to supply both pre-construction services and construction services to complete the project and place the Owner in occupancy of the project in a “turnkey” fashion. The Owner has contracted with the Architect separately from the CM/GC. Once either a Guaranteed Maximum Price (GMP) or a Lump Sum Price is agreed between the Owner and the CM/GC, the CM/GC is “at risk” for project price, project schedule, and completion of all construction as set forth in the Contract Documents. The CM/GC holds all trade contracts and trade supplier contracts.

The Owner may designate a Program Manager to assist the Owner and the Architect in administering the Project. **The form of the Architect’s Agreement is included at Exhibit B to CM/GC Agreement. The Program Manager’s agreement, if utilized, is independently drafted to meet the particular management needs of the Project. At this time, it is planned that this Project will not utilize a Program Manager.**

The price and financial structure of the CM/GC Agreement utilizes the “cost-plus” method, with a fixed dollar cap on the total price of the contract (the GMP), and certain other maximum price allowances. The sole basis for the “plus” under the Agreement is the CM/GC’s Fee, which is the CM/GC’s “gross profit” as set forth under Section 4 Part 1. The sole basis for “cost” throughout this Agreement is Actual Cost, as defined in Section 1, Part 5. In addition to the GMP, there are total cost limitations imposed on Actual Costs for preconstruction costs, construction overhead, salary and labor costs, both as to type of cost and allowable amounts. Actual cost is the only basis for payments to the CM/GC under the Agreement, unless and until a Lump Sum Price is agreed between the Owner and CM/GC.

There is one contingency amount under the GMP. It is the “construction contingency” which is largely under the control of the CM/GC pursuant to the terms of the Agreement, and subject to Owner’s approval which will “not unreasonably be withheld.” The CM/GC’s construction contingency is eliminated if the Owner and CM/GC ultimately agree to a Lump Sum Price for the project, and the CM/GC is then paid based upon an agreed-upon schedule of values for the remainder of the project.

2. Selection Process

- A. Firms submit Initial Qualification information (RFQ).
- B. Board of Regents evaluates the RFQ’s and determines the short listed (candidate) firms for further evaluation.
- C. Candidate firms will submit Detailed Qualifications and Proposal (RFP).
- D. Candidate firms are interviewed and ranked, with the highest ranked firm selected to enter into contract negotiations. Selection will be based on a combination of qualifications and price (consisting of Construction Manager’s General Conditions and Fee). The Fee Proposal is to be submitted in a sealed envelope at the time of the interview. Fee will be a contributing, not deciding factor in the selection. At the conclusion of the interviews, the Owner with the assistance of the Architect will then negotiate a contract with the highest-ranked firm. If negotiations are not successful, the Owner will then negotiate with the second-ranked proposer, and so on.

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- E. All submittals are to be provided to _____ office, attention _____, at the listed address in paragraph 4.A below.

3. *Pre-proposal Conference*

There is a Pre-proposal Conference scheduled to be held at the time and date shown in the Schedule of Events in paragraph 6 below. The Conference will start at the _____ Building, _____ Room, _____, _____, Georgia. Attendance at the Pre-proposal conference is mandatory in order to be considered for selection.

4. *Proposal Instructions*

- A. Request for Proposals

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

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

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

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

The deadline for submission of questions relating to the RFP is _____ at _____. All questions from the pre-proposal conference as well as any questions, which have been submitted in writing, prior to the deadline, will be compiled and answered in writing to all proposers.

5. *Information Regarding the Scope of Work During Project Phases*

The Construction Manager (CM) services shall include a pre-construction design phase, and a construction phase. During the design phase, the CM will provide cost estimates and cost evaluation, value engineering recommendations, design analysis, constructability reviews and technical input on methods of construction, materials, details, and bidding formats and types of separate bidding packages. CM shall issue a guaranteed maximum price (GMP) backed by a surety bond. Project shall be constructed within this GMP. CM shall also develop and maintain a master project schedule. During the construction phase, CM will be responsible for methods of construction, safety programs, general conditions, prequalification of potential subcontractors and bidding of all work, certification of work in place and monthly payment requests, coordination and scheduling of all work of all construction contracts and miscellaneous contracts required for the completion of the project within the predetermined budget and schedule. CM will assist Owner and the Engineer in management and administration of the project except that

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Owner shall at all times retain complete contractual control of all prime CM and A/E contracts, project funds and disbursements.

The Managing Architect shall retain all normal responsibilities for professional design, cost control, schedule and quality assurance including normal construction administration responsibilities.

The following is a listing of some of the representative services to be provided by the CM:

- A. Design and Pre-Construction Phase
- a. Develop a major task based bar schedule (Gantt Chart).
 - b. Develop a provisional construction CPM schedule indicating methods and sequencing of construction.
 - c. Develop requirements for safety, quality assurance, and schedule adherence.
 - d. Perform a "constructability" review of the construction documents.
 - e. Perform maintainability review of the construction documents.
 - f. Provide detailed construction cost estimates, to achieve BOR's budget.
 - g. Provide analysis of different construction methods in each major trade group for potential quality, cost and schedule enhancements.
 - h. Develop construction budget to be maintained throughout construction.
 - i. Develop value-engineering options.

Bidding and Award Phase

- a. Arrange major equipment purchase packages.
- b. Develop requirements to assure time, cost and quality control during construction.
- c. Provide a provisional construction schedule (CPM) for issuance with bid packages.
- d. Identify bidders and generate bidder documents.
- e. Schedule and conduct pre-bid conferences in conjunction with the Architect.
- f. Advertise and distribute bidding documents.
- g. Monitor bidder activity.
- h. Review and analyze bids.
- i. Update schedule.

Construction Phase

- a. Maintain on-site staff for construction management.
- b. Establish and maintain coordinating procedures.
- c. Develop and maintain a detailed schedule (CPM) including delivery, approvals, inspection, testing, construction and occupancy.
- d. Complete the work performed by his own forces and supervise the work of subcontractors.
- e. Conduct and record job meetings.
- f. Prepare and submit change order documentation for approval of the Architect and the Owner.
- g. Maintain a system for review and approval of shop drawings.
- h. Maintain records and submit bi-weekly reports and formal monthly reports to Architect and the Owner.
- i. Maintain quality control and ensure conformity to plans.
- j. Provide cost control through progress payment review and verifications according to the approved schedule and contract amounts.
- k. Develop as-built drawings.
- l. Coordinate post-completion activities, including the assembly of guarantees, manuals, closeout documents, training, and the projects' final acceptance.

Warranty Phase

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- a. Coordinate and monitor the resolution of remaining “punch-list” items.
- b. Coordinate, monitor and resolve all warranty complaints to the satisfaction of the BOR and the College during the one-year general warranty period.

6. Schedule of Events

The following Schedule of Events represents the Architect’s best estimate of the schedule that will be followed. Unless others specified, the time of the day for the following events shall be between 8:00 a.m. and 4:30 p.m. Eastern Time. The Architect reserves the right, at its sole discretion, to adjust this schedule, as it deems necessary. Notification of any adjustment to the Schedule of Events shall be provided to all RFQ Proposers attending the Pre-proposal conference.

EVENT	DATE	TIME
1. Regents issues RFQ/RFP		
2. Deadline for submitting questions		
3. Deadline for submission of Initial RFQ Qualifications		
4. Regents completes initial qualification evaluation and issues short-list		
4. Mandatory Pre-proposal conference for short-listed firms		
5. Submittal of Detailed Qualifications and Proposal		
6. Regents interviews of short-listed firms		
7. Selection of Team and Award		

III. INITIAL RFQ QUALIFICATION SUBMITTAL REQUIREMENTS

All interested firms should submit the following:

1. Letter of interest.
2. Confirmation in writing of compliance with pre-qualification requirements.
3. Listing of a minimum of three similar sized and scope projects in last three years where you had cost management responsibility. Include the following:
 - A. Owner and Architect Contact Information
 - B. Description of Project
 - C. Construction Cost

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4. Listing of all projects in last five years performed for the BOR. Include the following:
 - A. Campus and Architect Contact Information
 - B. Description of Project
 - C. Construction Cost

IV. DETAILED QUALIFICATIONS AND PROPOSAL REQUIREMENTS

1. Request for Proposals

Each **short listed firm** shall submit the following detailed information in the following order. (1) original plus (6) copies of the information shall be submitted, each in a single three (3) ring binder. Each binder shall be identical and include a transmittal letter. Binders shall be submitted in a cardboard box. Responses should be concise, clear, and relevant. Proposers' costs incurred in responding to this request for qualifications are proposers' alone and the Owner does not accept liability for any such costs. Following completion of the initial evaluations, the firm will be granted an opportunity to appear before the Selection Committee to make a presentation and to submit to an interview.

To be considered, prospective construction managers must submit a complete response as required herein. Construction Managers must submit evidence of their abilities and provide complete, thorough and comprehensive responses and information for each of the following components of the RFP.

- A. Firm's Ability (20 Points)
 - a. Firm Description and Letter of Interest (maximum 4 pages)
 - b. Describe the history and growth of your firm(s) *as succinctly as possible*.
 - c. Describe your experience with litigation with Owners, subcontractors, and Architects. List any active or pending litigation and explain.
 - d. Has the firm been involved in any litigation in the past five (5) years?
 - e. List at least five Architects/Engineers and Owner references for projects that your firm has completed in the past three years that required intensive pre-construction services and were valued at or above three million dollars (\$3,000,00.00). Briefly describe the projects and list the company, contact person, and phone number.
 - f. List five (5) major trade contractor references (company, contact, and phone number).
 - g. Provide company organizational chart.
 - h. Provide a statement of disclosure, which will allow the Owner to evaluate possible conflicts of interest.

Financial Responsibility

- a. Supply financial references including (company, contact, and phone number).
- b. List main banking references including (company, contact, and phone number).
- c. Has the firm ever failed to complete any work awarded to it, or been removed from any project awarded to the firm?
- d. What is the firm's current annual billing volume and average billing volume the past three (3) years?
- e. List the contact persons, addresses, and phone numbers for your insurance carrier and agent.
- f. List the contact persons, addresses, and phone numbers for the firm's bonding company and agent.
- g. What percentage of your firm's work has been negotiated during the past three (3) years?

Experience (20 Points)

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- a. Provide the following information for each of the examples of your experience as construction manager/prime contractor in constructing facilities similar to this project which were included in your response to the RFQ:
 - i. Provide photographs.
 - ii. Provide an owner reference familiar with your performance on the project. ***It is the proposer's responsibility to ensure that you have listed a current contact with a correct phone number.***
 - iii. Provide an architect/engineer reference (with current phone number) familiar with your performance on each project.
 - iv. List the individual who served as the Project Manager, Superintendent, and Cost Estimator. Please note whether or not this individual is still employed with your firm.
- b. Indicate those projects that included architect, engineering consultant and contractor serving a corporate or public client as a team.
- c. Provide any additional relevant information.

Management Plan (25 Points)

- a. Describe your firm's proposed organization for the construction management team including principals, project directors, project managers, superintendents, etc. who will manage the project. Indicate specific experience for Superintendent and Project Manager related to this project. Please designate the specific individuals to fill the following key roles on your team:
 - i. Project Executive
 - ii. Project Manager
 - iii. Superintendent
 - iv. Cost Estimator
 - v. Other (please describe, if applicable.)
 - 1) Please provide for each of the above personnel:
 - a) Current resumes listing relevant project experience.
 - b) Percent of time to be committed to this Project.
 - 2) Please identify the individual who, *from project start to finish*, will be the leader of your construction team and the principal point of contact between your firm and the Owner, the Architect, and other consultants. This individual's competence, his leadership, and his ability to achieve *customer satisfaction* will be heavily considered in the selection of a CM.
 - 3) Provide an organizational chart for your team.
 - 4) Describe your firm's approach to quality assurance.
 - 5) Describe your firm's quality assurance program.
 - 6) How does your firm implement cost control and scheduling activities during pre-construction?
 - 7) Describe your firm's cost control systems during construction.
 - 8) Should the Owner decide to request a Guaranteed Maximum Price, describe the process to be used to obtain a Guaranteed Maximum Price and for providing bonding for the project.
 - 9) Describe any policies or requirements for bonding subcontractors.

Services (10 Points)

- a. Provide one page overview of services typically performed for similar projects using Construction Management At-Risk.
- b. How would you implement these services to ensure the success of this project?
- c. Describe your firm's approach to providing pre-construction services.
- d. Define value engineering; describe your approach to providing value engineering with relevant examples where the design documents are approximately 50% complete.

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- e. Occasionally, subcontractors and suppliers go bankrupt during the course of a project. What would you do to protect the Owner from being adversely affected by such an occurrence?
- f. Describe how your firm would assist the BOR in assuring participation by local contractors. Include examples of other projects where you have been successful in meeting similar goals.
- g. Describe your firm's approach and methods used to manage projects of this type and how you provide services during construction.
- h. List the in-house resources of your firm in each of the following categories:
 - i. Project Management
 - ii. Accounting
 - iii. Field Supervision
 - iv. Safety (full time only)
- i. Describe your approach to working with the BOR.
- j. Describe your approach to teamwork on a project of this magnitude.

Schedule (10 Points)

- a. Describe your general approach to the schedule for this project.
- b. Describe your firm's scheduling systems and how your firm intends to manage the pre-construction schedule.
- c. Describe your firm's scheduling systems and how the firm intends to manage the construction schedule.
- d. Describe alternatives that may be explored to shorten the schedule.
- e. Describe your approach to schedule control and cost control.

Other (10 Points)

- a. MWBW Participation and Nondiscrimination
 - i. Please include your firm's affirmative action policy, as well as your proposed efforts to ensure minority participation on this project.
 - ii. State your firm's history of Minority and Women-Owned Business (M/WBE) participation.
 - iii. State your plan for including M/WBE participation in this project including development of bid packages and your goal for participation.
 - iv. List references of Owners, M/WBE firms or consultants who can speak to your firm's utilization of M/WBE on previous projects

Safety (5 Points)

- b. Submit a copy of your firm's safety program.
- c. Provide your firm's Insurance Experience Modification Factor (EMF) for the past three (3) years.
- d. Provide your accident incident rate for the past three (3) years utilizing the following formula:

$$\frac{\text{Incident Rate}}{\text{# Total Man Hours}} = \frac{\text{\# Injuries (200,000)}}{\text{\# Total Man Hours}}$$

Fee Proposal

- a. Fee proposals will be solicited from the short-listed candidates invited to interview. Fee proposals shall be submitted at the conclusion of the interview session in a sealed envelope. The attached fee proposal form shall be used. Selection shall not be based solely upon the fee proposal; however, the fee and overhead costs shall be a factor in the overall selection evaluation.

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V. GENERAL CM SELECTION CRITERIA:

1. Evaluation Criteria

The services being sought under this RFP are considered to be professional in nature. Consequently, the evaluation of the proposals will be based upon consideration of the demonstrated qualifications and capabilities of the proposers that will result in an award that are in the best interest of the BOR. Absent written notice to the short listed firms affected, factors to be considered in the evaluation shall be limited to the following:

Major Category	Criteria
Firm's Ability (20 Points)	Overall strength relative to the proposed project
	Financial Stability
	Past ability to work as a team with Architects and Program Managers
	Firm's "management" philosophy plan for administering the work.
	Firm's current and projected workload
	Number and qualifications of professional and support personnel available to work on this project
Experience (20 Points)	
	Firm experience with similar projects
	Assigned team's experience with projects of similar facility size
	Assigned team's experience with innovative budget control
	Assigned team's experience with innovative schedule control
	Quality of references
	Firm's ability to price construction at the 50% design stage.
Management Plan (25 Points)	
	Strength of team assigned relative to proposed project and facility size
	Project executive and superintendents ability to work as a team on multiple projects
	General approach to proposed project
	Approach to project Commissioning
	Approach to project close out
	Quality of project reporting
	Approach to value engineering on fast track projects
Services (10 Points)	

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	How well services address proposed project
	Services approach to similar facility size
Schedule (10 Points)	
	Ability to provide schedule control on a project for this particular size of facility
MWBE Participation and Nondiscrimination (5 Points)	
	Firm's affirmative action plan concerning its work force and procurement practices
	Firm's record on policies of nondiscrimination on the basis of race, creed, color, sex, or national origin in its employment or procurement practices
Safety (5 Points)	
	Firm's Safety Record
Interview (25)	Overall impression of project manager Overall impression of site supervisor(s) Methodology presented to assure success Ability of principals to engender confidence in the ability of the firm to complete the project within the time and cost budgeted. Ability of team members to communicate during the interview process Overall impression of the firm

Upon completion of the evaluation process by the Selection Committee, the firms will be ranked in descending order of recommendation. Negotiations will then be initiated with the best-qualified firm to determine the CM fixed fee including the proposed cost for general conditions and general requirements. In the event a satisfactory fixed fee cannot be reached with the highest ranking firm, the Owner will formally terminate the negotiations in writing and enter into negotiations in turn with the second ranking firm or the third ranking firm until a mutually agreed upon fixed fee is established. Once the successful CM and the agreed upon fixed fee have been determined, a CM services contract will be awarded by the BOR. The Form of Contract shall be a modified Contract developed by the Owner. A copy of the proposed contract will be made available to each of the short listed firms prior to the time set for their interview.

2. Presentation/Interview

- A. The selection committee will interview the candidate firms for no more than one hour. Allow 45 minutes for your presentation and 15 minutes for questions and discussion with the selection committee. The format of the interview session is at the discretion of the proposer.

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VI. ADDITIONAL CONDITIONS:

3. The Owner reserves the right to reject any or all Proposals received. The Owner is not obligated to request clarifications or additional information but may do so at its discretion. The Owner reserves the right to extend the deadline for submittals.
4. Confidentiality of Documents: Upon receipt of a proposal by the Owner the proposal shall become the property of the Owner without compensation to the proponent, for disposition or usage by BOR at its discretion. Subject to the provisions of the Open Records Act, the details of the proposal documents will remain confidential until final award.
5. Costs to Prepare Responses: The Owner assumes no responsibility or obligation to the respondents and will make no payment for any costs associated with the preparation or submission of the proposal.
6. Equal Employment Opportunity: During the performance of this Contract, the Construction Manager agrees as follows: The Construction Manager will not discriminate against any employee or applicant for employment because of race, creed, color, sex, age, national origin, place of birth, or physical handicap. CM must have a history of being non-discriminating and will not discriminate on the basis of race, creed, color, sex, or national origin in any of its employment practices, or procurement practices with respect to the work force of the firm, or procurement services in connection with this project. An affirmative action plan must be maintained for both work force and procurement practices.
7. The BOR does not desire to enter into “joint-venture” agreements with multiple Construction Management firms. In the event two or more firms desire to “joint-venture”, it is strongly recommended that one incorporated firm become the Construction Management firm with the remaining firms being sub-contractors.
8. The Construction Management Selection Committee desires to review information on the Construction Management firm and major sub-contractors. The firm is requested to name sub-contractors and submit Statement of Qualifications and Performance Data accordingly, including therein all of the information requested of the firm (including, for example, a statement of efforts which have been or will be made to encourage and solicit participation by qualified minorities).
9. Project site visit will be conducted with each of the short-listed firms prior to their interview.
10. Should the owner authorize the construction manager to proceed with construction of the project, the fixed fee construction overhead costs is inclusive of all direct and incidental expenses including but not limited to: travel, sustenance, reproduction, salaries, wages, home and field office expense, and those costs listed in the specimen construction management agreement as depicted in attached Project Cost Matrix. The fixed amount for construction overhead costs is the maximum amount the owner shall be liable to the construction manager for overhead costs.
11. Should the Construction Management firm be terminated after construction has begun, the fee and construction services will be prorated based on the status of the work. Pre-construction services shall be considered as a maximum of 10% of the total fee, if Construction Manager is terminated before construction begins.

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12. CM/GC FEE PROPOSAL (Submit In A Sealed Envelope with Project Cost Matrix)

A. CM/GC'S FEE:

Basis of Fee. The CM/GC's fee is the amount, established by and agreed to by both parties, which is the full amount of compensation due to the CM/GC as gross profit, and for any and all expenses of the Project not included and identified as a Cost of the Work, provided that the CM/GC performs all the requirements of the Contract Documents within the time limits established. (See Article 4.1.1 of the General Requirements.) If applicable, the fees and costs should be broken down by each site within a multi-site project.

a. PRECONSTRUCTION FEE:

Pre-Construction Fee. For the pre-construction consulting services provided by CM/GC as set forth in Section 2, Parts 1 and 2 of the General Requirements, and as described in Paragraph 4.1.1.1(b), Owner shall pay to CM/GC a Preconstruction Fee:

	TOTAL
Pre-Construction Fee	

b. CONSTRUCTION FEE:

Construction Fee. For the construction services provided by CM/GC as set forth in Section 3, Part 1 of the General Requirements, and as described in Paragraph 4.1.1.1(b) Owner shall pay to CM/GC a Construction Fee.

	TOTAL
Construction Fee	

CM/GC'S EXPENSES AND OVERHEAD COSTS (Preconstruction and Construction):

The CM/GC's Overhead Costs. The maximum amount for the CM/GC's Pre-Construction Costs and Expenses and Construction Overhead Costs are inclusive of all direct and incidental expenses as described in Paragraph 4.1.1.2.

	TOTAL
Maximum Pre-construction Costs and Expenses	
Maximum Construction Overhead Costs	

Attach the "Project Cost Matrix" to this GM/CC Fee Proposal in the same sealed envelope.

Proposer

By: _____
Name

Title

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PROJECT COST MATRIX				
<i>For each item marked with an "x", except for the Cost of Work Column, enter the estimated total cost, including any units, unit costs, and quantities. All preconstruction services cease upon approval of the GMP change order.</i>				
Project No.				
Office Expense	During Pre-Construction Services	During Construction Services	Cost of Work	By Others
CM Field Office, Furniture & Furnishings		x		
Office Supplies - Preconstruction.	x			
Office Supplies		x		
Field Office Equipment & Maintenance		x		
Owner/Arch Office, Equipt & Utilities		x		
Jobsite Radios/Beepers		x		
Copy Machine & Maintenance - Preconst.	x			
Copy Machine & Maintenance		x		
Computers, Usage, Software & Maintenance – Pre	x			
Computers, Usage, Software & Maintenance		x		
Fax Machine & Service		x		
Field Office Telephone		x		
Long Distance - Preconst.	x			
Long Distance		x		
Office Janitorial		x		
Postage & Expressage - Preconst.	x			
Postage & Expressage		x		
Plans & Specifications (6 sets per bid pkg.)		x		
Scheduling Expenses		x		
Construction Photos & Supplies		x		
Proj. Superintendent (only) Moving Expenses		x		
Job Travel		x		
Job Meetings & Ceremony Expense		x		
Partnering Sessions		x		
Construction Trade Training Program		x		
Drawing Coordination Consultant		x		
Record Drawings		x		
Advertising (for bids)			x	
Messenger/Runner/Courier			x	
Audit		x		
Records Storage		x		

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Public Information Program		x		
Testing, Inspection & Quality Control	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Testing Laboratory Services				x
Soils Testing & Inspection				x
Concrete Testing & Inspections				x
QC/QA Manager		x		
Concrete Consultant (w/Owner approval only)	x			
Structural Consultant (w/Owner approval only)	x			
Envelope Consultant (w/Owner approval only)	x			
Taxes/Insurance/Fees	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Building Permits		x		
Special Permits, Licenses, Fees		x		
Utility Connection Permits		x		
Operational Permits				x
Easements				x
Impact Fees		x		
Worker's Compensation Insurance		x		
Builder's Risk Insurance		x		
Insurance Deductibles		x		
Owner's Protective Insurance		x		
Liability & Property Insurance for Project		x		
Miscellaneous Insurance		x		
Sales, Use and Gross Receipts Taxes		x		
Performance & Payment Bonds	x			
Construction Management Labor	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Payroll Tax Fringes	x	x		
Worker's Compensation Insurance	x	x		
Pre-const. Management Labor	x			
Const. Management Labor		x		
Safety Officer		x		
General Conditions Labor		x		

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	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Fees				
CM Fees (Separately proposed)				
Legal Fees		x		
Construction Equipment & Tools	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Levels and Transits		x		
Field Engineer			x	
Layout Crew			x	
Engineering Equipment		x		
Engineering Supplies		x		
Layout/Batterboards			x	
Licensed Survey Layout		x		
Site Surveys & Soils Reports				X
Permanent Construction	In Pre-Const. Services	In Construction Services	Cost of Work	By Others
Trade Contract Cost			x	
Self-Perform Labor & Materials			x	
Materials Incorporated into the Work			x	
Corrective Work			x	
Punchlist Work			x	
Warranty Work			x	

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Preliminary Design and Construction Schedule

To Be Revised based on date ad is places on web

Date

Concept Design

Contractor Selection

Issue Bid Documents

Project Completion

* Contractor selected based upon fee and qualifications. Guaranteed maximum cost established at an appropriate point of the design.

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