

CONSTRUCTION MANAGEMENT SERVICES

FOR RENOVATION OF

Ken-O-Sha Elementary (\$19.0MM budget)

**Dickinson Elementary & Cesar Chavez Elementary
combined projects (\$2.2MM combined budget)**

Awarded Separately or Together at GRPS Discretion

GRAND RAPIDS PUBLIC SCHOOLS

Request for Qualifications and Fee Proposal(s)

Issued by:

The Ad Hoc Committee
Professional Service Contractor Selection
Proposal Due Date: *January 7, 2025 @ 10:00am*
Issuing Office: Grand Rapids Public School District
Office of Facilities Management & Planning

This is a Qualification Based Selection Process. Complete submittal of information requested in this document is essential to the selection process. Failure to provide this information may result in not being considered for the award of a contract.

December 4, 2024

CONSTRUCTION MANAGEMENT SERVICES FOR RENOVATION OF

Ken-O-Sha Elementary, 1353 Van Auken St SE, Grand Rapids, MI
Dickinson Elementary, 448 Dickinson Street SE, Grand Rapids, MI
Cesar E. Chavez Elementary 1205 Cesar E. Chavez Ave SW, Grand Rapids, MI

GRAND RAPIDS PUBLIC SCHOOLS

GENERAL INFORMATION

A. Purpose

Grand Rapids Public Schools (GRPS) seeks professional Construction Management (CM) expertise to execute its construction projects. The Professional Service Contractor (PSC) selected to manage the renovation of each of the above noted school buildings must provide the full range of CM capabilities for the entire scope of work. Successful design and construction of our projects may also require the use of specialists in civil engineering, landscape architecture, interior design, acoustics, building restoration, energy efficiency, security, and technology. Implementing the district's construction projects is a key component of the "Reimagine GRPS" and we seek the best consulting firms from our region to work collaboratively with the selected A/E firms, schools, communities, and administration.

To obtain the highest quality project within the time and budget allocations, GRPS seeks PSCs for the above noted school buildings through this Qualification-Based Selection (QBS) process. This selection process articulates the district goals, reflects our guiding principles, and provides openness and consistency so that all qualified firms receive fair consideration. The remainder of this Request For Qualifications (RFQ) identifies specifics regarding each of the above noted school building renovation projects.

B. Project Scopes and Timelines

GRPS issues this RFQ in its process to obtain preconstruction and Construction Management services for renovation of multiple GRPS school facilities. These renovations are a continuation of the 2023 Bond Program "Reimagine GRPS". The overall GRPS goals for the renovated school buildings include the following:

- To welcome and stimulate students, staff and visitors
- To provide flexibility in adapting to current educational needs and future needs
- To function as a 21st century School Buildings for GRPS
- To maintain and enhance the District's presence within the respective neighborhoods and the overall City and community
- To balance long-term, short term and operational costs

- To meet specific completion and budget targets

Ken-O-Sha Elementary

Ken-O-Sha Elementary currently serves elementary scholars for GRPS and is located at 1353 Van Auken Street SE, in Grand Rapids. The building was constructed in 1964 and has been renovated numerous times since.

The renovated building will serve as the new home of the Sherwood Park Global Studies Academy AB Program (PK-6), as well as a new Ken-O-Sha Environmental Studies Academy Program (PK-5). Classroom and other building upgrades will be determined based upon overall budget constraints.

The Sherwood Park Global Studies Academy currently serves 150 scholars, with one section per grade level. The most recent scholar count for Ken-O-Sha shows an enrollment of approximately 140 scholars with one section per grade level. **The intent of the new facility will be to provide space for two sections per grade level for the Environmental Studies program.**

The selected PSC will be asked to include working with the selected A/E firm as well as District Academic and Facilities staff to develop and finalize the building program needs as a first step in this process. It is anticipated that some portions of the existing building may be demolished as either excess space or to make way for new additions.

The district intends to temporarily relocate the current Ken-O-Sha scholars and educators to the existing Sherwood Park facility for the 2025-26 school year to vacate the building and permit its renovation.

Renovation of Ken-O-Sha is expected to begin in the spring of 2025, and be completed, along with site improvements and amenities, for the beginning of the 2026-27 school year. The District will vacate the site to allow for construction activities.

Successful completion of the project includes completion of Punch List items, installation of technology, and staff training as required prior to Owner acceptance.

The District's projected construction budget for this project is approximately nineteen million seven hundred thousand dollars (\$19,000,000). This budget is inclusive of all district costs for renovations, site improvements, and demolition.

The district has selected a design team lead by French Associates. The design team is ready to begin initial programming efforts as the CM is engaged.

Dickinson & Cesar E Chavez Elementary Schools – COMBINED PROJECT

Dickinson Elementary currently serves scholars in grades Pre-K through 5 for GRPS and is located at 448 Dickinson Street SE, in Grand Rapids. The building was constructed in 2007.

Cesar E. Chavez Elementary currently serves scholars in grades Pre-K through 5 for GRPS and is located at 1205 Cesar E. Chavez Avenue SW, in Grand Rapids. The building was constructed in 2009.

The district intends to make facility improvements as part of its 2023 bond at Dickinson including a secured entrance, limited finishes, potentially, lighting and controls. The improvements at Chavez include playground upgrades, flooring controls, and potentially lighting.

Renovation of both facilities is expected to begin in the Spring of 2025 with completion for beginning of the 2025-26 school year. Successful completion of the projects include completion of Punch List items, installation of technology, and staff training as required prior to Owner acceptance.

The District's projected total construction budget for the Dickinson project is approximately one million three hundred thousand dollars (\$1,300,000).

The District's projected construction budget for the Cesar E Chavez project is approximately nine hundred thousand dollars (\$900,000). These budgets are inclusive of all district costs for renovations, site improvements, and demolition.

The District intends for these two projects to be combined for the purposes of this RFP and these two projects may be proposed in combination with any of the other listed projects.

The District has selected a design team led by Cornerstone Architects for these two combined projects. The design team has begun initial programming and will be moving into schematic design as the CM is engaged.

All Projects:

The district will consider the efficiencies of awarding multiple projects to a single Construction Manager and reserves the right to award projects in a manner best for the District. In addition to typical pre-construction and construction management services, the scope of work for all PSCs includes, but is not limited to, meeting with committees and administrators and participating in community Townhall meetings during the design phase, maintaining and updating public information regarding the design and construction progress on the District website, leading construction progress meetings, and issuing regular progress reports. The CM firm will be required to work closely with the AE to estimate and balance scope, budget, constructability and construction phasing options. The Construction Manager is expected to provide weekly opinion of cost updates commensurate with the Architect’s progress through the Schematic Design, Design Development, and Construction Document phases.

The projects will be constructed under a Construction Manager as Constructor (CMc) agreement. The CM firm will be required to work closely with the AE during the planning phases and to oversee the construction of the project and timely completion.

Selection & Design Timeline

RFP Issuance:	December 4, 2024
Proposals Due:	January 6, 2025
Interviews:	Week of January 13, 2025
Selection/Recommendation:	January 17, 2025
Board Approval:	February, 2025
Design Phase Begins:	February 2025
Bid	Varies by Project
Construction:	Varies by Project
Occupancy:	Varies by Project

Pre-proposal Meeting / Site Visit

Pre-proposal meetings and site visits will be held:

<u>Date</u>	<u>Time</u>	<u>Location</u>
December 19	4:00pm	Dickinson

December 19	3::30pm	Cesar E Chavez
December 17	3:30pm	Ken O Sha

C. Issuing Office

This RFQ is issued by the GRPS Department of Facilities Management & Planning, hereinafter referred to as the issuing office. The Director of this department and point of contact for this Request for Qualifications and Fee Proposal is:

Alex Smart, RA, NCARB
Executive Director Facilities and Operations
Grand Rapids Public Schools Service Building
900 Union NE
Grand Rapids, Michigan 49503

D. Contract Award

Contract award will be undertaken by GRPS with the Professional(s) whose qualifications and proposal(s) the issuing office determines to be in the District's best interest. [AIA Document A121 CMC-Modified] will be the basis of this agreement.

Respondents must confirm their compliance with the terms of this agreement in their proposal. Any specific exceptions or requested modifications must also be noted in your response. Exceptions and/or modifications will be considered as part of the evaluation and GRPS will evaluate such modifications relative to its best interest and consistency with the project goals.

E. Submittal Requirements – Firm, Team and Approach

Submit Seven (7) hard copies to address and person named above, and one electronic PDF copy via email to Alex Smart at SmartA@grps.org

Executive Summary – One [1] page maximum

Summarize your strong points and describe how your experience will benefit the GRPS efforts to budget, schedule, and manage the listed projects.

Business Organization - One [1] page maximum

State the full name and address of the organization and, if applicable, the branch office, consultants, or other subordinate elements that will provide or assist in providing the service.

Indicate whether you operate as an individual, partnership, or corporation; if as a corporation, include the state in which you are incorporated. State the names of the principals of your firm.

Firm Experience – Five [5] pages maximum

Provide examples of up to five similar projects completed by the firm for educational clients within the past ten (10) years.

Statement of the Problem and Summary of Approach – Three [3] pages maximum

State in succinct terms your understanding of the major issues of each project. Identify specifically how your firm will meet the project goals and GRPS expectations.

Briefly describe how you intend to address the main issues of the project.

Work Plan / Schedule – Three [3] pages maximum (per project proposed)

Include a time-related chart, show events, tasks, and decision points in your work plan, from selection through overall completion of the program. Discuss how your work will be coordinated and how you intend to interface with Grand Rapids Public School District, the A/E firm and the rest of the project team. Provide a review schedule between the A/E, CM, and Owner.

Manpower and Team ~ No page limit (per project proposed)

The firm must staff a project team with the qualifications and expertise necessary to undertake a project of this scope, **ready to begin work immediately upon notice to proceed**. Include the number of executive and professional personnel by skill and qualification that will be employed in the work. Describe their role in the project.

Identify key participants, including major consultants, with name, resumes, qualifications and relevant experience. You must indicate a percentage of time which each key participant will allocate to this project and coordinate this information with your fee proposal. Include a listing of their current project responsibilities and the dates that they will be available to begin work on this project.

Resumes with qualifications for key individuals must be provided. Include a brief description of three [3] major projects in which each individual has been instrumental (may be projects completed for other firms but be certain to identify the firm). **Up to one page per individual.**

Diversity and Inclusion Practice / Program – No page limit

Describe your firm's efforts to promote participation of MBE/WBE/disadvantaged contractors as members of your project team. Share your firm's Diversity and Inclusion plan and indicate your methods to seek disadvantaged firm's participation in the construction of our projects. Indicate the average percent participation of such firms in the 5 example projects presented in your proposal.

F. Submittal Requirements – Fee (separate sealed envelope – 3 hard copies)

You are requested to submit a Staffing and Fee excel document on the format provided for the scope of work described above for each individual project or group of projects proposed. Your fee proposal must also reflect and include detail for all expected reimbursable charges and the billable hourly rates for your team members assigned to our project. **Be sure in include your fee percentage for Overhead & Profit on the first page where indicated.** All other information will auto-populate from the following workbook tabs for staff and reimbursables. Input staff name, hourly rates, and projected hours per month where indicated on staffing tab. Input rates and units for reimbursables on construction support tab. Be sure to include rates / costs for insurance and bonding.

Any costs you expect to invoice to GRPS beyond your Fee (staff, GCs, support expenses, etc.) must be identified in cost workbook.

Firms are permitted to propose on any one or combination of any of the above projects. Please clearly indicate if a discount is available should your firm be selected for more than one project.

Your firm will be working closely with the design firm retained by GRPS. Close collaboration between your firm and the A/E is expected on a weekly basis during Pre-construction your efforts will include weekly updated opinions of cost, project development schedule, constructability advice, and forecasting any supply chain or unusual lead time issues.

The submittal requirements are:

- Email and hand deliver your Fee proposal to:
Alex Smart, Executive Director of Facilities and Operation
900 Union NE
Grand Rapids, MI 49503
Smarta@grps.org

- Qualification submittals are due no later than January 6, 2025 at 11:00AM.

Your submittal should be prepared simply and economically, providing a straightforward comprehensive description of the professional's ability to meet the requirements of the request. Submittals must be signed by an official authorized to bind the professional to its provisions.

Your submittal will be considered a contract document. Submittals must remain valid for a minimum of sixty [60] days.

H. Incurring Costs

GRPS is not liable for any cost incurred by the professional prior to issuance of a contract.

I. Prime Professional Service Contract Responsibilities

The PSC is required to assume responsibility for all services offered in the submittal whether or not they possess them within their organization. Further, GRPS will consider the professional to be the sole point of contact with regarding to contractual matters, including payment for any and all charges resulting from the contract.

INSURANCE REQUIREMENTS

The firm must acquire and continuously maintain during the period in which the consultant is performing services pursuant to this Contract, and provide the GRPS with acceptable proof of the following type and amounts of insurance coverage:

1. **Statutory Workers Compensation Insurance**

Each Accident	\$ 1,000,000
Disease-Policy Limit	\$ 1,000,000
Disease-Each Employee	\$ 1,000,000

2. **Comprehensive General Liability Insurance** with separate limits of not less than \$1,000,000 per accident coverage against bodily injury and \$1,000,000 per accident coverage against property damage, or with a combined single limit against both bodily injury and property damage of not less than \$5,000,000 per occurrence. This coverage shall include a contractual liability endorsement.

3. **Comprehensive Owned and Non-Owned Automobile Liability Insurance** with the same minimum limits of coverage as that required for the **Comprehensive General Liability Insurance**.

4. **Professional Liability Insurance** coverage with an annual aggregate limit of not less than \$2,000,000.

The Grand Rapids Public School District and Plante Moran Realpoint, it's Owner's Representative, must be named as additional insured by endorsement to the Comprehensive General Liability Policy. Certificates of insurance evidencing that the consultant has secured all of the foregoing insurance must be provided to the Grand Rapids Public School District. A minimum of thirty [30] days notice to the GRPS prior to the cancellation of, or change in, any such insurance shall be endorsed on each policy and noted on each certificate.

Fair Employment Practices Agreement

Equal Opportunity [Affirmative Action Employer]

The Grand Rapids Public School District, as an Equal Opportunity/Affirmative Action Employer, complies with federal and state laws prohibiting discrimination, including Title IV and Title VII [with amendments] of the 1964 Civil Rights Act, Title IX of the Educational Amendment of 1972, Section 504 of the Rehabilitation Act of 1973, Veterans Readjustment Act of 1974 as amended 28 USSC 20-12 and the Americans With Disabilities Act of 1990. It is the policy of the School Board that no person, on the basis of race, sex, height, weight, color, religion, national origin, or ancestry, age, marital status, disability, or veteran status, shall be discriminated against in employment, educational programs and activities, or admission.

Inquiries or complaints should be addressed to Frederica Williams, 1331 Martin Luther King Jr. St. SE, PO Box 117, Grand Rapids, Michigan 49501-0117.

SWORN STATEMENT OF FAMILIAL RELATIONSHIP

As required by Section 1267 of the Revised School Code – MCL 380.1267

STATE OF MICHIGAN

COUNTY OF _____

_____, being duly sworn, deposes and says:

That _____ (The "Bidder") has bid for an improvement to the following described project located in Kent County, Michigan, which is owned by the Grand Rapids Public Schools:

Project Name: _____

That the following is a statement of disclosure of any familial relationship that exists between the owner or any employee of the Bidder and any member of the Grand Rapids Public Schools Board of Education or Superintendent, as required pursuant to Section 1267 of the Revised School Code, as amended.

1. That there are no such familial relationships existing at this time.

OR

2. That a familial relationship exists between

_____,

an owner employee of the Bidder who is the _____ relationship

of _____, who is a member of the Board, the Superintendent.

Deponent _____

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

Acting in: _____

My commission expires: _____

**IRAN BUSINESS RELATIONSHIP
AFFIDAVIT**

Effective April 1, 2013 all bids, proposals, and/or qualification statements received in the State of Michigan must comply with the "Iran Economic Sanctions Act". The following certification is to be signed and included at time of submittal.

Certification

Pursuant to the Michigan Iran Economic Sanctions Act, 2012 P.A. 517, by submitting a bid, proposal or response, Respondent certifies, under civil penalty for false certification, that it is fully eligible to do so under law and that it is not an "Iran linked business" as the term is defined in the Act.

Signature

Title

Company

NON-COLLUSIVE AFFIDAVIT

STATE OF MICHIGAN)
) SS
COUNTY OF _____)

_____, being duly sworn, deposes and says that:

- 1. The proposal has been arrived at by the consultant independently and has been submitted without collusion with, and without any agreement, understanding, or planned common course of action with, any other vendor of materials, supplies, equipment, or services described in the request for proposals, designed to limit independent bidding or competition; and,
- 2. The contents of the proposal have not been communicated by the consultant or its employees or agents to any person not an employee or agent of the consultant or its surety on any bond furnished with the proposal and will not be communicated to any such person prior to the official opening of the proposal.

Signature of Consultant

STATE OF _____)
)SS.
COUNTY OF _____)

This instrument was acknowledged before me on the _____ day of _____, 20____, by _____.

_____, Notary Public
_____ County _____,
My Commission Expires: _____
Acting in the County of: _____

DEBARMENT AND SUSPENSION CERTIFICATION

The bidder, under penalty of perjury, certifies that, except as noted below, he/she or any other person associated therewith in the capacity of owner, partner, director, officer, manager:

- Is not currently under suspension, debarment, voluntary exclusion, or determination of ineligibility by any Federal agency;
- Has not been suspended, debarred, voluntarily excluded or determined ineligible by any Federal agency within the past 3 years;
- Does not have a proposed debarment pending; and
- Is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or Local) in any matter involving fraud or official misconduct within the past 3 years.

If there are any exceptions to this certification, insert the exceptions in the following space:

Exceptions will not necessarily result in denial or award, but will be considered in determining bidder responsibility. For any exception noted above, indicate below to whom it applies, initiating agency, and dates of action.

Notes: *Providing false information may result in criminal prosecution or administrative sanctions. The above certification is part of the Bid. Signing this document on the signature portion thereof shall also constitute signature of this Certification.*

Signature

Title

Company

Date

EXHIBIT C, consisting of **4** pages, referred to in and part of the Agreement between **Owner** and **Construction Manager** dated _____, 2024.

Initials

Owner: _____

Construction Manager: _____

Scope of Preconstruction Services

General

The Construction Manager's Preconstruction Services shall include construction cost estimating, construction budget control, review of design for constructability, value engineering, and life-cycle costing, influence the methods and sequence of construction, scoping of Bid Packages and Work Categories, soliciting bids from subcontractor and vendors, and tabulating bids received, review and recommend bid awards, and buying out trades. Prior to the commencement of Construction Phase services, the Construction Manager shall propose, for acceptance by the Owner, a Guaranteed Maximum Price (GMP) for all Construction Phase services. Preconstruction Services for this Program will carry through the completion of the Contract Documents and bidding of all Phases of Work for the entire Program. The Owner reserves the right to make reasonable changes to this schedule as Project requirements dictate.

A. Schedules

The Construction Manager shall prepare and submit to the Owner a CPM schedule for the permitting, bidding and award of trades and all activities Construction Phases of the Project. This schedule shall be updated with each estimate and shall reflect any revisions in the estimates, which affect the construction duration. Activity detail on the schedules must directly correspond to the detail of the budget line items. The schedule should include time for Owner-provided work and FFE installation. The strategy of phasing the construction of the Project should be identified from start through completion on the overall schedule. The phasing plan should be developed in coordination with the Owner, Owner's Representative Consultant, and Architect during the Design Development phase of the Project. The schedule will place significant emphasis on the phasing and logistics planning of the Project. It will take into careful consideration areas of the existing and adjacent facilities and site that must remain open during construction. The phasing should be clearly delineated.

B. Document Review

1. The Construction Managers shall timely and continuously review the Design Documents to be familiar with the proposed Work throughout the design process.
2. Design/Preconstruction Services review meetings may be held as required through the Design Phase of the Project.
3. The Construction Manager shall develop and maintain a Request for Information (RFI) Log and/or an Issues and Answers Log to aid in the prompt transfer of information between all members of the Project Team. The log will be monitored and updated on a continual basis and addressed at the review meetings. Unresolved issues are to be identified in each review meeting with follow-up responsibilities and response dates being assigned to the appropriate Project Team members, including the Construction Manager.
4. The Construction Manager shall provide the members of the Project Team continual input addressing constructability, availability of materials and qualified trades for specialized systems, comparative cost/benefit analyses for various building systems, and budget/schedule impact as specific phases of the overall design are developed in order to ensure the development and completion of Contract Documents within the budget and schedule limitations.

5. If necessary in order for the Construction Manager to provide accurate information, it shall, at no additional cost to the Owner, involve the services of outside consultants and/or subcontractors in the review and budgeting of specialized systems such as structural, skin/curtain-wall, equipment, elevators, furnishings, plumbing, fire suppression, mechanical, electrical, utility service connections, pneumatic tube, food service, low voltage, and life safety.

C. Design Estimates

The Construction Manager shall prepare and submit four (4) formal estimates for the Project and/or each sub-component of the Project during the Preconstruction Services Phase. The Construction Manager will also provide periodic opinions of cost during the Design Phase as needed for drawing development in order for the team to make informed decisions and continue with design. Throughout estimating process, the Construction Manager will closely collaborate with the Architect.

1. First estimate shall be based on the conceptual planning and design plans and outline specifications. This first estimate shall be square footage based using historical and benchmark cost data for constructed projects of similar scope to validate the initial Project budget set forth by the Owner and the Owner's representatives.
2. The Construction Manager shall prepare and present to the Owner and the Project Team a second formal Project estimate at the conclusion of Schematic Design. This second estimate shall be divided into the 16 CSI Divisions, and allows the Owner to rely upon it as a "maximum target price" of the Project. This estimate should be reviewed with the Architect prior to presentation for reconciliation of finish levels, design intent, etc. Line items for design and contractor contingency shall be clearly called out.
3. The Construction Manager shall prepare and present to the Owner and the Project Team a third formal Project estimate at the conclusion of Design Development. This third estimate shall be a "full take-off estimate" of sufficient substance and detail so the Owner will be able to rely upon as an initial Guaranteed Maximum Price (GMP) and to use the estimate to secure financing of the Project or for each sub-component of the Project. The Construction Manager shall fully engage the Architect and other design team members to ensure that the scope, quality, and costs of the Project are aligned, not compromised, and within the initial GMP. Line items for design and contractor contingency shall be clearly called out. The Construction Manager should also provide detail behind their personnel costs and direct costs for review.
4. The Construction Manager shall prepare and submit a fourth estimate after 70%/90% of the Project and/or each sub-component of the Project has been bid and bought out. This estimate shall establish and represent the final GMP of the Project and/or each sub-component of the Project. Unless otherwise agreed to by the Owner, if the final GMP exceeds the initial GMP by 3%, the Construction Manager shall, without compromising Project scope, design elements/features, quality, and/or schedule, deliver the Project within the initial GMP. If it becomes necessary for the Architect to redesign or redraw any plans and/or specifications in order to align costs to the initial GMP, the Construction Manager shall bear the costs for such necessary redesign or redraw by the Architect.

D. Constructability Review

The Construction Manager shall prepare and submit a constructability review at the Design Development and 50% Construction Document portion of the Project. This review should be of sufficient detail to match the development of the Construction Documents. The Construction Manager shall review the interface of various systems; at a minimum, the following should be addressed: a) Foundations/ Structural b) Building Envelope c) Interior Architectural, d) MEP, and e) Sitework. The constructability review should focus on items that may impact Cost, Time, and/or quality of the Project.

E. Value (Planning) Engineering

Concurrent with the submission of each estimate, the Construction Manager shall submit a detailed list of value engineering options developed with the Architect and potential suppliers/subcontractors with the associated estimated costs. As necessary to achieve the Owner's objectives, the Construction Manager shall meet and work with the members of the Project Team in the evaluation of the various options and incorporate selected options into the estimates. The Construction Manager shall participate as a Project Team member in maximizing the Project value for the Owner.

F. Equipment Review and Coordination of Direct Owner Contracts

1. The Construction Manager shall assist the Owner and the Owner's consultant's in reviewing and budgeting the Owner Furnished Equipment and Furnishings material and installation costs or other items potentially affecting the Work, and shall include these budgets or allowances to the extent they are reasonably known, in each estimate to ensure that all costs are accounted for.
2. When required, the Construction Manager will work with the Owner's consultant's during the Preconstruction Services Phase of the Project to assist the Owner in receiving bids and placing purchase orders for long lead equipment, material, etc. as designated in the schedule.

G. Cash Flow Analysis

Concurrent with the submission of each Project estimate the Construction Manager shall submit a cash flow analysis for the overall construction duration of the Project. This analysis should be derived from cost loading the construction schedule as developed and revised by the Construction Manager, showing projected monthly billings for "Completed Work in Place". The analysis shall list individual monthly billings, accumulated billings to date, and percentages of completion on a monthly basis. Should the Construction Manager be successful in receiving the actual construction contract, the Construction Manager will be required to maintain the cash flow analysis throughout the duration of the Project.

H. Scoping of Bid Packages and Work Categories (For Each Project)

Bid Packages are defined as those portions of the overall Project scope that are released for competitive bidding at planned bid dates. Bid Packaging identifies opportunities for phased construction in order to accelerate the Construction Schedule to accommodate Project constraints. The main intent in developing Bid Packages and Work Categories is to account for every item of work in the overall Project and identify the trade or Construction Manager responsible for performing the Work. Additionally, the development of Bid Packages and Work Categories is to overcome scope overlaps or omissions between trades. The Construction Manager, with assistance of the members of the Project Team, shall define and prepare Scopes of Work for various bid packages and Work Categories as required ensuring the Master design and construction schedule is maintained and ensuring all required Work shall be included.

The Construction Manager shall identify during the Design Phase items which due to long lead, scarcity, market fluctuations may be recommended to purchase early in the process. The list along with approximate value of award shall be presented to the Owner to allow sufficient time to approve the development of the Bid Packages with the Architect. If required by the Owner, the Construction Manager shall develop Bid Packages to encourage Minority Owned Business, Women Owned Business, and Disadvantaged Business participation.

I. Subcontractor/Vendor Promotion

1. The Construction Manager shall proactively promote and generate interest of local and regional bidders and develop a master list of Vendors and Subcontractors, which have shown interest in submitting Bid Proposals for the Project. This list should include Vendors and Subcontractors for all categories of Work included in the total Project. The Construction Manager is required to report the percentage of the total Cost of Work that the local firms represent.
2. This list should include only companies that are responsible, qualified and financially capable.

J. Construction Staging and Site Management Planning

The Construction Manager, with input from the members of the Project Team, shall develop a proposed site management plan for staging construction operations. This plan will test the site to ensure all functionality described in the design is working. At minimum, the plan shall include such particulars as primary access roads to and from the construction site, construction parking, on-site entrances, construction personnel entrances and traffic patterns, location of temporary facilities, location of hoists, cranes and other stationary equipment if site accessibility is critical and dictates specific placement, locations of barricades and construction fences, emergency egress locations, etc. so that Owner's use of existing site or facility can be minimally disrupted or inconvenienced.

K. Bidding and Construction Phase

1. Work Packaging & Bidding
 - a. The Construction Manager shall create a labor analysis, to include types and quantities of labor required for the Project. Review the requirements in light of the marketplace and make any recommendations necessary to assure the availability of an adequate labor force.
 - b. The Construction Manager shall develop Work-packaging recommendations and create package bidding schedule and procedure.
 - c. The Construction Manager shall analyze the bid market, notify potential bidders, publish bid calendar, and publish all required notices.
2. During the Bidding Process, the Construction Manager shall:
 - a. Manage, facilitate, and coordinate the bid phase.
 - b. Assemble and distribute Contract Document Work packages for bidding, confirm that all requirements have been made, and all Scope items covered.
 - c. Maintain a list of all potential bidders, subcontractors, and vendors that intend to bid the Work.
 - d. Receive bids, analyze and reconcile, and present bid results arrayed against the estimate for each individual Work Package for the Owner's approval. The Construction Manager shall hold all construction contracts for the Project.
 - e. Establish and conduct pre-award meetings.

[END OF EXHIBIT C]