

**STATE OF COLORADO  
OFFICE OF THE STATE ARCHITECT  
STATE BUILDINGS PROGRAMS**



**REQUEST FOR PROPOSALS  
FOR AN  
INTEGRATED PROJECT DELIVERY METHOD  
UTILIZING  
CONSTRUCTION MANAGEMENT/GENERAL CONTRACTING  
SERVICES**

**FOR THE** *University of Colorado Boulder*

**FOR THE** *CP144260 – Campus Utility System*

**Notice 11-23**

**August 17, 2011 & August 24, 2011**

**REQUEST FOR PROPOSALS FOR AN  
INTEGRATED PROJECT DELIVERY METHOD UTILIZING  
CONSTRUCTION MANAGEMENT/GENERAL CONTRACTING SERVICES**

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**REQUEST FOR PROPOSALS**  
**Construction Management/General Contractor (CM/GC)**  
**State of Colorado**  
*University of Colorado Boulder*  
**Notice Number: 11-23**

Project No: CP144260

Project Title: Campus Utility System

Estimated Construction Cost: \$73,868,233

**Settlement Notices**

**For all projects with a total dollar value above \$50,000 Notice of Final Settlement is required by C.R.S. 38-26-107.**

**Final Settlement, if required, will be advertised via: Electronic Media**

**Project Description**

The University of Colorado Boulder (UCB) seeks a Construction Manager/General Contractor (CM/GC) to oversee a multi-phased utility infrastructure improvements project to be completed over a multi-year coordinated construction schedule. In general, the Project shall consist of the following:

1. Renovation of an existing cogeneration facility. Including, but not limited to, the replacement of steam, chilled water, condensate, and electrical systems. The installation of new electric chillers and an extraction steam turbine. The existing facility currently known as the "Powerhouse" shall be renamed and referenced as the West District Energy Plant (WDEP). The existing WDEP steam system shall remain operational throughout the renovation. All work shall be coordinated to maintain reliable operations and limit down time throughout construction. Temporary cooling systems shall be required during renovation of the chilled water plant.
2. Construction of a new conventional heating and cooling plant. Including, but not limited to, the installation of new custom built dual fuel boilers, chillers, all auxiliary equipment, and a PLC based control system. The facility shall be located adjacent to the existing Coors Event Center and be named the East District Energy Plant (EDEP).
3. Installation of new and renovation of existing steam, condensate, chilled water, and network utility distribution systems. Specifically, the interconnection of the systems between the plants and new chilled water distribution for the Kittredge residential area.
4. Construction of a new integrated control system network for complete interoperability of both WDEP and EDEP.

**Scope of Services**

The selected CM/GC is expected to work with both the A/E and Commissioning (Cx) firms under separate contracts with UCB. The project team will be asked to deliver the entire project on or before September 1, 2014 with an anticipated construction process of seven (7) procurement packages for equipment and four (4) construction packages consisting of one for the new EDEP, one for the existing WDEP upgrades, and two (2) distribution packages consisting of one package for the Kittredge area and one package for the remainder of the utility distribution system.

The scope of services will include assistance to the State during the process of design, construction, and warranty period. Specific tasks to be performed by the Construction Manager/General Contractor (CM/GC) include those generally performed by the CM/GC community where the Construction manager is also the Constructor. A sample copy of the State's CM/GC contract is contained within the RFP. A Guaranteed Maximum Price (GMP) will be required at the completion of the Design Development phase.

### **Minimum Requirements**

Notice is hereby given to all interested parties that all firms will be required to meet all minimum qualifications to be considered for this project. To be considered as qualified, interested firms shall have, as a minimum:

1. Provided Construction Management/General Contracting services within the last seven (7) years for at least two (2) projects each in excess of \$ 70,000,000 (hard costs), utilizing the expertise present in their Colorado Office; and
2. Demonstrated specific Construction Management/General Contracting experience in projects of similar scope and complexity. Similar projects would be those which include steam, chilled water, medium voltage electrical and condensate distribution work, large tonnage chiller plants, boiler plants, and steam turbine projects, projects in a congested and occupied campus or campus-like environment, and projects of similar dollar value and scope; and
3. Demonstrated bonding capability up to \$ 80,000,000.00 for an individual project coincidentally with current and anticipated workloads; provide letter from surety that affirms this capacity.

### **Firms meeting the minimum requirements may obtain the RFP documents at:**

<http://www.colorado.edu/facilitiesmanagement/pdc/construction/open.html> - Notice 11-23 on August 18, 2011.2:00 PM.

### **Other Information**

Preference shall be given to Colorado resident bidders and for Colorado labor, as provided by law.

### **Pre-Submittal Meeting**

A mandatory Pre-Submittal Meeting will be held: August 26, 2011 at 1:00 PM at the University of Colorado Boulder, University Memorial Center (UMC) – Conference Rooms 415-417, on the CU-Boulder Main Campus at 1669 Euclid Avenue, Boulder, Colorado. A map to UMC can be found at: <http://www.colorado.edu/campusmap/map.html?bldg=UMC>

### **Submittals Due**

Date & Time: **September 8, 2011, 2:00 PM**

Address: **Katherine A. Dunklau  
Department of Facilities Management  
Research Laboratory No. 2  
1540 30<sup>th</sup> Street, Third Floor  
Boulder, CO 80309-0453**

Comments: **Late submittals will be rejected without consideration. The University of Colorado Boulder and the State of Colorado assume no responsibility for costs related to the preparation of submittals.**

**Point of Contact**

Name: Katherine A. Dunklau  
Agency: University of Colorado Boulder  
Phone: (303) 492-8731  
Fax: (303) 492-4082  
Email: katherine.dunklau@colorado.edu

**This Notice is also available on the web at [www.colorado.gov/dpa/dfp/sbrep](http://www.colorado.gov/dpa/dfp/sbrep)**

Media of Publication(s): The Daily Journal  
Publication Dates: 8/17/11 and 8/24/11

**Note to Editor:**

Transmit one copy of the Affidavit of Publication, and invoice to: Marsha Slepicka, University of Colorado Boulder, Campus Box 453 UCB, Boulder, CO 80309-0453.

**REQUEST FOR PROPOSALS FOR AN  
INTEGRATED PROJECT DELIVERY METHOD UTILIZING  
CONSTRUCTION MANAGEMENT/GENERAL CONTRACTING SERVICES**  
*University of Colorado Boulder*

**I. GENERAL INFORMATION**

**A. INTRODUCTION/DESCRIPTION OF PROJECT**

The University of Colorado Boulder (UCB) seeks a Construction Manager/General Contractor (CM/GC) to oversee a multi-phased utility infrastructure improvements project to be completed over a multi-year coordinated construction schedule. In general, the Project shall consist of the following:

- a. Renovation of an existing cogeneration facility. Including, but not limited to, the replacement of steam, chilled water, condensate, and electrical systems. The installation of new electric chillers and an extraction steam turbine. The existing facility currently known as the "Powerhouse" shall be renamed and referenced as the West District Energy Plant (WDEP). The existing WDEP steam system shall remain operational throughout the renovation. All work shall be coordinated to maintain reliable operations and limit down time throughout construction. Temporary cooling systems shall be required during renovation of the chilled water plant.
- b. Construction of a new conventional heating and cooling plant. Including, but not limited to, the installation of new custom built dual fuel boilers, chillers, all auxiliary equipment, and a PLC based control system. The facility shall be located adjacent to the existing Coors Event Center and be named the East District Energy Plant (EDEP).
- c. Installation of new and renovation of existing steam, condensate, chilled water, and network utility distribution systems. Specifically, the interconnection of the systems between the plants and new chilled water distribution for the Kittredge residential area.
- d. Construction of a new integrated control system network for complete interoperability of both WDEP and EDEP.

The *University of Colorado Boulder* anticipates using a Construction Manager/General Contractor (CM/GC) approach to project delivery. A Guaranteed Maximum Price (GMP) and an updated project duration schedule will be established by the Architect/Engineer and the Construction Manager/General Contractor in conjunction with the *University of Colorado Boulder*. The CM/GC will evaluate, among other things, availability of materials and labor, project schedule, project costs as they relate to the established budget, constructability, and will work closely with the Architect/Engineer and the *University of Colorado Boulder* throughout the planning, design and construction phases of the project. Construction is estimated to commence as follows:

Kittredge Loop Distribution	May 2012
New EDEP	July 2012
Renovations at WDEP	October 2012
Campus Distribution System	January 2013

The process to be used in the selection of the CM/GC is comprised of two steps. STEP I is the Submittal of Prequalification as described in Section II (D). STEP II is the Oral Interview/Cost Proposal as described in detail in Section III. A Jury Panel of individuals who will be involved in the project and/or understand the required services associated with

Construction Management/General Contracting will evaluate responses to this RFP for both STEPS. Upon completion of the evaluation of the Submittals of Prequalification, a limited number of firms will be invited to the oral interviews. Sealed fee proposals will be required only from those firms who are interviewed and are to be submitted as indicated in this RFP. Both qualifications and cost will be considered in the final ranking of firms with qualifications given 70% of the value of the weighted criteria and fees for the Cost/ Proposal given 30%.

**Selection and award of this project will be based on a combination of qualifications and costs that represents the best overall value to the State.**

## **B. MINIMUM QUALIFICATIONS**

Notice is hereby given to all interested parties that all firms will be required to meet ALL of the minimum qualifications to be considered for these projects. To be considered as qualified, interested firms shall have, as a minimum:

1. Provided Construction Management/General Contracting services within the last seven(7) years for at least two (2) projects each in excess of \$ 70,000,000.00 (hard costs), utilizing the expertise present in their Colorado Office; and
2. Demonstrated specific Construction Management/General Contracting experience in projects of similar scope and complexity. Similar projects would be those which include steam, chilled water, medium voltage electrical and condensate distribution work, large tonnage chiller plants, boiler plants, and steam turbine projects, projects in a congested and occupied campus or campus-like environment, and projects of similar dollar value and scope; and
3. Demonstrated bonding capability up to \$ 80,000,000.00 for an individual project coincidentally with current and anticipated workloads; provide letter from surety that affirms this capacity.

## **C. SCOPE OF SERVICES**

The selected CM/GC is expected to work with both the A/E and Commissioning (Cx) firms under separate contracts with UCB. The project team will be asked to deliver the entire project on or before September 1, 2014 with an anticipated construction process of seven (7) procurement packages for equipment and four (4) construction packages consisting of one for the new EDEP, one for the existing WDEP upgrades, and two (2) distribution packages consisting of one package for the Kittredge area and one package for the remainder of the utility distribution system.

The scope of services will include assistance to the State during the process of assessment, design, construction, and warranty period. Specific tasks to be performed by the Construction Manager/General Contractor (CM/GC) include those generally performed by the CM/GC construction community where the Construction Manager is also the Contractor. A sample copy of the State's CM/GC contract is contained within the RFP. A Guaranteed Maximum Price (GMP) will be required at the completion of Design Development phase.

## II. PREQUALIFICATION SUBMITTALS (STEP I)

### A. SCHEDULE

1. The schedule of events for the RFP process and an outline of the schedule for the balance of the project is as follows:

Advertisement	<u>8/17/11 &amp; 8/24/11</u>
RFP Document Release	<u>8/17/11</u>
Mandatory Pre-submittal Conference and Tour	<u>8/26/11, 1:00 pm</u>
Date Written Questions Due	<u>9/1/11, 5:00 pm</u>
Date Written Answers Issued	<u>9/6/11, 1:00 pm</u>
Submittals Due (Prequalification: Step I)	<u>9/8/11, 2:00 pm</u>
Interview Short List Announced	<u>9/12/11</u>
Sealed Proposal Due (Evaluation and Award: Step II)	<u>9/22/11, 2:00 pm</u>
Oral Interviews	<u>9/23/11</u>
Selection Announced	<u>9/26/11</u>
Negotiation of CM/GC Contract	<u>9/26/11</u>
Contract Approval (projected)	<u>10/25/11</u>
Anticipated Design Start	<u>August 2011</u>
Anticipated CM/GC Start	<u>October 2011</u>
Anticipated Construction Start/Finish	<u>May 2012 – Sept 2014</u>

2. Three (3) hard copies of the submittal are due September 8, 2011 and shall be received no later than 2:00pm MT, at the following address:

*Katherine A. Dunklau  
Department of Facilities Management  
University of Colorado Boulder  
RL-2, 1540 30th Street, 3<sup>rd</sup> Floor Reception Desk  
Campus 453 UCB  
Boulder, CO 80309*

3. The above schedule is tentative. Responding firms shall be notified of revisions in a timely manner by email. Respondents may elect to verify times and dates by email, but no earlier than 36 hours before the schedule date and time.

### B. MANDATORY PRE-SUBMITTAL CONFERENCE

1. To ensure sufficient information is available to firms preparing submittals, a mandatory pre-submittal conference has been scheduled. The intent of this conference is to tour the site and to have *University of Colorado Boulder* staff able to discuss the project. Firms preparing submittals must attend and sign-in in order to have their submittals accepted. The pre-submittal conference will be held at:

*August 26, 2011, 1:00 pm  
University of Colorado Boulder  
University Memorial Club, Rm 415-417  
1669 Euclid Avenue  
Boulder, CO 80309*

## C. CLARIFICATIONS

1. Owner initiated changes to this RFP will be issued under numerically sequenced email addenda. Addenda generally consist of the following items:
  - a. Clarifications
  - b. Scope Changes
  - c. Time and/or Date Changes

**Respondents must acknowledge all issued addenda in their submittal and proposal.**

2. Respondent initiated email requests for clarification will be received any time on or before to *9/1/11, 5:00pm*. All State responses will be issued by email addenda on or before *9/6/11, 1:00pm*.

## D. GENERAL INFORMATION

1. All respondents accept the conditions of this RFP, including, but not limited to, the following:
  - a. All submittals shall become the property of the State of Colorado and will not be returned.
  - b. Late submittals shall not be evaluated. Facsimile submittals shall not be accepted.
  - c. Any restriction as to the use of submitted materials must be clearly indicated as proprietary. The requested limitation or prohibition of use or release shall be identified in writing on a cover sheet. Blanket claims of proprietary submittals will not be honored. Fee proposals will be considered proprietary.
  - d. The State reserves the right to reject any or all proposals on the basis of being unresponsive to this RFP or for failure to disclose requested information.
  - e. The State shall not be liable for any costs incurred by respondents in the preparation of submittals and proposals nor in costs related to any element of the selection and contract negotiation process.
  - f. The respondent has reviewed Appendix B and by responding has agreed that the terms and conditions of the sample Construction Management/General Contracting Agreement are expressly workable without reservation.

## E. PREQUALIFICATION SUBMITTALS (STEP I)

1. Respondent must comply with the following items, a through f. The State retains the right to waive any minor irregularity or requirement should it be judged to be in the best interest of the State. **(Note that the primary focus of the Prequalification evaluation will be the firm(s)' capabilities).**
  - a. Submit three (3) complete copies of all material.

- b. Submittals shall be formatted and tabbed in the exact form and numeric sequence of the Evaluation Form (1 through 5) in Appendix A. A two sided single page cover letter addressed to the *Katherine A. Dunklau , Project Manager, University of Colorado Boulder*, outlining the firm(s) qualifications is required at the front of the submittal.
- c. Submittals shall be evaluated in accordance with criteria as indicated in SECTION IV.A. PREQUALIFICATION SUBMITTAL CRITERIA and ranked on the corresponding Evaluation Form in Appendix A.
- d. Response to all items shall be complete.
- e. All references shall be current and relevant.
- f. Complete and execute the appropriate Acknowledgment and Attestation Form as provided in Section VI and submit at the back of the Prequalification Submittal.

### III. ORAL INTERVIEWS/COST PROPOSALS (STEP II)

#### A. SHORT LIST

From the submittals received, a short list of qualified respondents shall be identified using the scoring indicated on the enclosed Evaluation Form, Appendix A.

Firms failing to meet the minimum required qualifications will not receive further consideration.

#### B. ORAL INTERVIEW

1. Mandatory oral interviews shall be conducted for the short listed firm(s) only. Interview times and location, will be arranged by the *University of Colorado Boulder* and all short listed firms will be notified in advance. At the option of the State, a visit to the short listed firm(s) managing home office and/or representative field office may be required. **(Note that the primary focus of the Oral Interview evaluation in addition to the Cost Proposal will be the proposed Project Management Team members' capabilities).**

#### C. COST PROPOSALS

1. Only those firms short listed for interview are required to submit their sealed proposals. (Only one copy is required on the scheduled submission date.) Cost Proposals will remain sealed until after the qualitative scoring and will then be opened. The Cost Proposal will then be considered (equivalent to 30 percent of the weighted criteria) in conjunction with the qualitative score from the response and interview (equivalent to 70 percent of the weighted criteria).
2. Cost Proposals shall be submitted on the form provided in Section VII, without modification. A Cost Proposal shall be accompanied with sufficient detail to clearly identify the fee for service and include a detailed schedule of estimated (not-to-exceed) reimbursable and non-reimbursable costs. Percentage of the cost of work is not an acceptable value. The Cost Proposal should be prepared independently in accordance with the following:

- a. Any specific services requested in the RFP and its appendices that are not included should be clearly identified. Exclusion of any required service may result in the proposal being found non-responsive.
- b. Provide a CM/GC staff schedule with staff by name, position and man-hours (assume 8 hour days) per month estimated on the project.
- c. Provide a detailed estimate of reimbursable costs including breakdown of direct salaries and payroll fringes (DPE) for on-site CM/GC personnel associated with the services. Not-to-exceed reimbursable expenses shall be provided at direct cost.
- d. Provide a detailed estimate of non-reimbursable expenses (included in fee).
- e. The State reserves the right to reject any Cost Proposal not prepared in the above manner. Proposals that exceed the available funds may be rejected outright but the State reserves the right to negotiate a reasonable fee for service within the available funds. The CM/GC contract will be a bonded lump sum contract including not-to-exceed reimbursables with a Guaranteed Maximum Price to encompass all construction work; some not-to-exceed allowances may be included as directed by the State.
- f. Any and all proposed reimbursable costs (stipulated or otherwise) reflected in the RFP response (proposal), or any other submitted documents, will be utilized in the State's review and comparison process but, for the successful CM/GC, all budgeted costs as included within the GMP (General Conditions or Direct Cost of Work), costs included in billings / Pay Applications, or costs included within change requests, will be at the CM/GC's actual and fully auditable cost. The CM/GC will advise all Subcontractors that they are subject to these same terms and conditions as the CM/GC (actual costs for GMP subcontractors and actual change request costs for GMP and Lump Sum subcontractors). This includes all labor costs (DPE or craft labor), insurance and bond costs (net of all insurance modifiers, scheduled credits, premium discounts, and other actual cost modifications), SubGuard or like bond substitution product), owned equipment rental costs (subject to actual cost limitations per contract or referenced procurement regulations), computer or data processing costs, and all other included costs. Within the State's auditing rights, early in the Project audits of the CM/GC and/or subcontractors may occur. Labor costs are to be as follows:

Taxable payroll, payroll taxes (FICA, FUTA, SUTA), customary fringe benefits (health & welfare, pension, 401K), and payroll based insurances (workers' compensation) will be based on Construction Manager's actual and auditable cost and will include all insurance modifiers, scheduled credits, premium discounts, and other actual cost modifications, return premiums, dividends, etc. Bonuses & profit sharing are not reimbursable costs unless specifically approved by the State. Actual and auditable cost will take precedence over any labor related schedules in proposals or contract attachments.

3. This Cost Proposal is a binding offer to perform the services associated with the Statement of Work described in this RFP and the Designated Services and Method of Payment Matrix in Appendix B. The State reserves the right to negotiate a cost adjustment based on scope clarification subsequent to selection and prior to contract execution.

## **D. METHOD OF SELECTION AND AWARD**

The Jury Panel shall complete a combined evaluation of qualifications and fee in accordance with the criteria as indicated in SECTION IV, B. ORAL INTERVIEWS/COST PROPOSALS/EVALUATION CRITERIA. Numerical ranking and selection of the most qualified firm (including fee) will then occur on the corresponding evaluation forms in Appendix A1.

The final fee amount and scope of work may be negotiated at the State's discretion. Award and contract will be contingent on availability of key proposed Project Management Team staff.

## **IV. EVALUATION CRITERIA**

### **A. PREQUALIFICATION SUBMITTAL CRITERIA**

**(Note that the primary focus of the Prequalification evaluation will be the Firm(s) capabilities).**

#### **1. QUALIFICATIONS OF THE FIRM(S)**

- Provide a description of the composition and management structure of your firm. Identify the firm's roles and responsibilities and relevant experience with projects of similar scope and complexity and similar fast track project delivery methods. Describe how the firm's experience will relate to the success of this project.
- Provide a description and separate graphic organizational chart complete with working titles identifying the lines of authority, responsibility and coordination.
- Provide a detailed description of the process of how your firm selects qualified sub-contractors and manages them effectively on complex multi-phased projects.
- Provide a detailed description of how your firm will maximize the Colorado construction work force on this project.
- Provide your firms' safety record over the last ten years and describe your firms' efforts to retain and support employees.

#### **2. QUALIFICATIONS OF THE MANAGEMENT TEAM MEMBERS**

- Describe the qualifications and relevant experience of the superintendent and project manager including demonstrated experience working on projects of similar scope and complexity and time commitment for this project. Provide owner and architect references. All references submitted shall be current for projects listed. References will be considered current if the party's name, current position/title, and position/title held at the time for which the recommendation is being sought are provided; telephone numbers must be current as of September 8, 2011.
- Describe the qualifications and relevant experience of other key in-house staff and time commitments for this project.
- Identify all current office locations of the assigned staff and any other resident expertise intended to be provided under this RFP.

### 3. PROJECT MANAGEMENT APPROACH

- Provide a strategic project approach summary: Include discussion of your firm's approach in providing successful Construction Management/General Contracting services based on prior experience in cost, schedule and quality effectiveness. Include specific examples (1-2 page excerpts) of actual products (estimates, progress reports, schedules, constructibility reviews, value engineering studies, forms, general conditions budgets, organizational structures, etc.).
- Provide a description of construction work Project Management Team has capability to competitively bid and self-perform, including qualifications to do such. It is the perception of the *University of Colorado Boulder* that subcontracting CM/GC construction work is in the State's best interest in terms of price competition. The *University of Colorado Boulder* may, at its discretion, limit the types and amount of work Project Management Team bids and self-performs.
- Due to the complexity of the project and the aggressive schedule, it may be the intent to have the CM/GC select the main mechanical and distribution piping subcontractors early in the project to assist with pre-construction services including but not limited to the following:
  - Participate in design review and project team coordination meetings
  - Value engineering
  - Cost estimating
  - Scheduling
  - Evaluating design and construction approach

These subcontractors would establish a Guaranteed Maximum Price (GMP) for their scope based on completed Design Development documents. The subcontractors would continue to provide pre-construction services outlined above through bidding documents and if the CM/GC and project team feel that their final budget was maintained, the subcontractors would be awarded the remainder of the project. If the scope was not maintained the scope would be re-bid to other qualified subcontractors.

Provide your approach to selecting these subcontractors, the conditions you will put in place to assure their GMP is maintained or any alternate approaches you may execute to achieve the results desired.

### 4. PRIOR PROJECT EXPERIENCE/SUCCESS

Select your three (3) most relevant projects and provide, at a minimum, the following:

- The project/contract name
- Description of services provided
- Overall construction cost of project, as applicable, including initial contract value and change orders including reasons for change orders
- Organizational structure of service delivery under the contract (include the owner's organization as it interfaced with the respondent's contract)
- Key assigned in-house staff (name and title)
- Subcontracts (service) used in the performance of the contract
- Schedule history
- Reference(s) for Owner and Architect
- Continuing services, if any

a. Timeliness

In general, Construction Management/General Contracting work is seen as successful if it is on time, on budget, and of high quality of workmanship. Timeliness is generally based on completion by the originally scheduled date and is indicated by a Certificate of Occupancy. Please demonstrate for each of the above projects how timely delivery occurred.

b. Budget Considerations

Similar to timeliness, being on budget historically means the work was completed within the originally identified available budget. For purposes of this RFP, the State is interested not only in being within budget but also in the respondent's ability to address and implement the following issues as well:

1. Conceptual estimating
2. Value analysis
3. Alternate solutions
4. Scope reduction that maintains project function
5. Cost/benefit analysis

Demonstrate for the above projects examples of how you accomplished the above cost control services.

c. Quality

Construction quality has the obvious traditional connotations (workmanlike, in compliance with the specifications, normal standard of care, etc.). Demonstrate for the above project examples how a high quality of workmanship was achieved.

d. Services Disruption

Demonstrate how your services on the above project examples dealt with issues of disruption at existing facilities, etc. if applicable.

e. Project Acceptability

Please discuss how your Construction Management/General Contracting services helped achieve owner satisfaction with regard to project quality and acceptability on your project examples.

f. Compliance

Provide information on how compliance with industry standards of care, building codes, etc. was achieved.

5. MISCELLANEOUS CONSIDERATIONS

a. Claims/Litigation History of Firm

Provide information on any past, current or anticipated claims (i.e., knowledge of pending claims) on respondent contracts; explain the litigation, the issue, and its outcome or anticipated outcome.

b. Other

This category is included for other items provided by the submitter. Inclusions may include standard firm promotional literature, testimonials, awards, corporate memberships in professional organizations or sponsorships, additional project/contract histories, etc, intended to demonstrate why your firm is uniquely qualified for this project.

**B. ORAL INTERVIEWS/COST PROPOSALS EVALUATION CRITERIA**

**(Note that the primary focus of the Oral Interview evaluation in addition to the Cost Proposal will be the proposed project management team members' capabilities).**

1. QUALIFICATIONS OF THE FIRM

- Explain the composition and structure of your project management team and how the firm will support their efforts in the field throughout this project.
- Are the lines of authority, responsibility and coordination clearly identified?

2. QUALIFICATIONS OF THE MANAGEMENT TEAM MEMBERS

- Explain the prior experience with projects of similar scope and complexity and similar fast track project delivery methods of the superintendent and all other project management team members. Explain their roles and responsibilities and authority and why they are the right team members for this project.
- Explain anticipated project management team staff current and projected workload.
- Identify all current office locations and the resident expertise intended to be provided under this RFP. Identify the location of the staff for the performance of this contract, their expertise, and generic equipment that will be located in Colorado and act in support of the anticipated contract.

3. PROJECT MANAGEMENT APPROACH

- Explain the strategic project approach for this project in summary: Include discussion of your team's approach in providing successful CM/GC services based on the needs of this specific project utilizing the team's prior past experience including cost, schedule, and quality control.
- Explain the construction work the project management team has the capability to competitively bid and self-perform including qualifications to do such work.
- Provide a detailed description of how your project management team will select qualified sub-contractors and manage them effectively on this project.
- Discuss how you would accomplish the proposed project within the proposed design and construction schedule, with a construction budget of \$73,868,233 and how many and what bid packages you would use.
- Explain your approach to selecting the mechanical and distribution piping subcontractors for pre-construction activities (should this option be chosen), their roles during pre-construction and approach to maintaining their Guaranteed Maximum Price (GMP); or alternate approaches you may execute to achieve the results desired.

4. PRIOR PROJECT EXPERIENCE/SUCCESS

- Explain the most relevant projects the superintendent, project manager and the team members have completed together and/or separately and what their role was.  
*University of Colorado Boulder may at its discretion contact references and/or*

conduct independent performance analysis on projects on which the team member has worked).

- Provide descriptions of other related experience of superintendent and other project management team members.

## 5. MISCELLANEOUS CONSIDERATIONS

### a. Craft Labor Capabilities

Describe the availability of resources that will be utilized to successfully complete the project.

### b. Apprenticeship Training Program

Describe access to federal or state-approved apprenticeship programs, as available.

### c. Other

This category is included for other items provided by the presenter. Inclusions may include testimonials, awards, corporate memberships in professional organizations or sponsorships, additional project/contract histories, etc. intended to demonstrate why this management team is uniquely qualified for this project.

## V. CM/GC CONTRACT INFORMATION

- A.** Carefully review the CM/GC Contract sample (Appendix B) before initiating your response submittal. Any exceptions to the contract must be communicated formally in accordance with the written questions schedule in II.A.
- B.** The State reserves the right to make non-material changes to the appended model agreement, including additions and /or modifications that may be necessary to more completely describe the services defined or implied herein.
- C.** Any approved reimbursable expenses made under the terms of the final agreement shall be a direct pass-on cost with no adjustment to the fee described therein.

### Right To Audit Clarifications

(a) The CM/GC shall keep full and detailed accounts in accordance with Generally Accepted Accounting Principles (GAAP) and exercise such cost controls as may be necessary for proper financial management under this Agreement. The accounting and control systems shall be satisfactory to Owner. Owner, Owner's accountants, Owner's agent, or its authorized representative shall be afforded reasonable access, at reasonable times, to the CM/GC's time sheets, payroll burden calculations, insurance rates (workers compensation and general liability) and the full support thereof, insurance contracts, invoices, bills, reimbursable expenses reports, records, books, foreman's reports, superintendent daily logs, correspondence, instructions, as-built record drawings, receipts, subcontracts, purchase orders, vouchers, memoranda, project detail transaction / payroll report records and other records, drawings or data relating to the Work performed in accordance with this Agreement, and the CM/GC shall preserve these for a period of three (3) years after final payment, or for such longer period as may be required.

(b) CM/GC's records shall be opened to inspection and subject to audit and/or reproduction by Owner's agent or its authorized representative to the extent necessary to adequately permit evaluation and verification of (1) CM/GC's compliance with the CM/GC Agreement, and (2) compliance with provisions for Change Orders, payments or claims submitted by the CM/GC or any of its Subcontractors or other payees.

(c) Such audits may require inspection and copying from time-to-time and at reasonable times and places of any and all such information, materials and data as set forth above of every kind and character. Such records subject to audit shall also include those records necessary to evaluate and verify reimbursable costs (including overhead allocations, if any) as they may apply to costs associated with the CM/GC Agreement.

(d) Owner's agent or its authorized representative shall have reasonable access at reasonable times to the CM/GC's facilities, and have access to all necessary records, shall be provided adequate and appropriate work space in order to conduct audits in compliance with this Article, and will be provided support from the CM/GC's staff as required.

#### Review of Subcontracts and Subcontractors

The CM/GC shall provide the Owner with an executed copy of any subcontracts, (with subcontractors, material providers, suppliers or other vendors of services, supplies or materials) including Change Orders or other contracts and/or any document required entered into in furtherance of the Work, if specifically requested by the Owner, and shall make all of its Subcontractors and other commitments subject to this requirement. Owner may audit the Subcontractor's books and records for the purpose of determining compliance with progress payments, invoicing and conformance with the Contract Documents and specifications (including change request pricing). If further inquiry is needed, Owner using its reasonable discretion may request other books and records. Nothing in a contract between Subcontractor and CM/GC may override this provision.

- D. Any and all products, systems, methods, and procedures developed, as a result of this agreement shall remain the exclusive property of the State.

## **VI. ACKNOWLEDGEMENT AND ATTESTATION FORM**

- A. Several versions of the Acknowledgment and Attestation Form follow this section. Proper completion of the appropriate form is a mandatory requirement for a respondent to be considered responsive to this RFP Prequalification Submittal.
- B. Qualifications made by a respondent in executing this form may render a submittal non-responsive as determined by the State.

## VII. COST PROPOSAL FORM

- A. Immediately following the Acknowledgement and Attestation Form is a Cost Proposal Form to be utilized to summarize the fee proposal for the services. Only those firms short-listed will be required to submit fee proposals as directed by the *University of Colorado Boulder*.
- B. This RFP document, its appendices, and any written addenda issued prior to the submittal of proposals, and written clarifications prior to the interview shall serve as the only basis for proposals.
- C. The respondent, by submitting this proposal, does hereby accept that minor changes by the State to the exhibited contract and its exhibits, which do not adversely affect the respondent, shall not be cause for withdrawal or modification of the amounts submitted herein. Exceptions to the RFP documents and/or modification of the proposal may render the proposal non-responsive.
- D. Upon due consideration and review of this document along with its appendices, written addenda, and written clarifications prior to the interview, the respondent does hereby submit the following proposal for Construction Management/General Contracting fees, consistent with the schedules provided in the Statement of Work. Respondents are hereby advised that it is the State's desire to accelerate design and construction schedules where reasonably possible, without adverse cost impact.
- E. Respondent should complete the Cost Proposal Form by filling in all blanks on the form that follows.
- F. Respondents should include a separate detailed not-to-exceed reimbursable estimate.

**ACKNOWLEDGEMENT AND ATTESTATION FORM  
(Partnership Format)**

**Date:** \_\_\_\_\_

**Page 1 of 1**

By responding to this RFP, the respondent(s) certify that he/she has reviewed the Construction Management/General Contracting sample contract, and its exhibits contained herein, and is familiar with their terms and conditions and finds them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on \_\_\_\_\_ at \_\_\_\_\_  
Date City  
\_\_\_\_\_, State of \_\_\_\_\_  
County State

1) \_\_\_\_\_  
Partner Signature

Typed Name: \_\_\_\_\_

2) \_\_\_\_\_  
Partner Signature

Typed Name: \_\_\_\_\_

Notary: \_\_\_\_\_ Date \_\_\_\_\_

Commission Expires: \_\_\_\_\_

Note: Add additional signature if there are more than two partners.

**ACKNOWLEDGEMENT AND ATTESTATION FORM  
(Joint Venture Format)**

**Date:** \_\_\_\_\_  
**Page 1 of 1**

By responding to this RFP, the respondent(s) certify that he/she has reviewed the Construction Manager/General Contractor sample contract, and its exhibits contained herein, and is familiar with their terms and conditions and finds them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on \_\_\_\_\_ at \_\_\_\_\_,  
Date City  
\_\_\_\_\_, State of \_\_\_\_\_  
County State

1) \_\_\_\_\_  
Venture Partner Binding Signature Date  
\_\_\_\_\_  
Type of Business Typed Name: \_\_\_\_\_  
Title: \_\_\_\_\_

\_\_\_\_\_  
Witness Date  
Typed Name: \_\_\_\_\_

2) \_\_\_\_\_  
Venture Partner Binding Signature Date  
\_\_\_\_\_  
Type of Business Typed Name: \_\_\_\_\_  
Title: \_\_\_\_\_

\_\_\_\_\_  
Witness Date  
Typed Name: \_\_\_\_\_

**Note:**

1. Add additional venture partners as necessary.
2. Witnesses of venture partners shall be corporate secretary for corporations, partners for partnerships, and notaries for sole proprietorships.
3. Attach venture agreement
4. Type of business shall identify the venture partner as a corporation, venture, partnership, sole proprietorship, or other legal entity.

**ACKNOWLEDGEMENT AND ATTESTATION FORM  
(CORPORATE FORMAT)**

**Date:** \_\_\_\_\_

**Page 1 of 1**

By responding to this RFP, the respondent(s) certify that he/she has reviewed the Construction Management/General Contracting sample contract, and its exhibits contained herein, and is familiar with their terms and conditions and finds them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on \_\_\_\_\_ at \_\_\_\_\_,  
Date City

\_\_\_\_\_, State of \_\_\_\_\_  
County State

\_\_\_\_\_  
Corporate Officer Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Date

Note: Use full corporate name and attach corporate seal here.

(SEAL)

**ACKNOWLEDGEMENT AND ATTESTATION FORM**  
**(Sole Proprietorship Format)**

**Date:** \_\_\_\_\_

**Page 1 of 1**

By responding to this RFP, the respondent(s) certify that he/she has reviewed the Construction Management/General Contracting sample contract, and its exhibits contained herein, and is familiar with their terms and conditions and finds them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on \_\_\_\_\_ at \_\_\_\_\_,  
Date City

\_\_\_\_\_, State of \_\_\_\_\_.  
County State

\_\_\_\_\_  
Respondent Date

Typed Name: \_\_\_\_\_

Notary: \_\_\_\_\_  
Date

Commission Expires: \_\_\_\_\_

**COST PROPOSAL FORM  
CONSTRUCTION MANAGER/GENERAL CONTRACTING SERVICES**

**Date: September 22, 2011  
Page 1 of 1**

**CP144260 – Campus Utility System**

1.	CM/GC Pre-construction Fee	\$ _____
2.	CM/GC Construction Fee	\$ _____
3.	General Conditions On-Site CM/GC Staff	\$ _____
4.	Other Reimbursable General Conditions (NTE)	\$ _____
	Total CM/GC Fee	\$ _____

Please provide a detailed breakdown to adequately describe the CM/GC staff provided, term of their services, and associated anticipated reimbursable costs so as to demonstrate as complete an understanding as possible of the services provided.

The fee shall include preconstruction services, profit, overhead, home office staff, home office expenses, accounting and/or legal fees, insurance (exclusive of on-site CM/GC staff payroll related insurance-FICA, FUTA, SUTA, Workman's Compensation), and any other costs or expenses not specifically identified as reimbursable expenses.

Reimbursable general condition expenses are generally confined to the on-site CM/GC construction phase staff reimbursed at direct personnel expense, plus those on-site materials, equipment and facilities to support the work of the CM/GC staff and construction subcontractors.

Acknowledge receipt of Addendum Nos. \_\_\_\_\_

\_\_\_\_\_  
Applicant or Corporate Officer Signature

\_\_\_\_\_  
Title

**APPENDIX A**

**STATE BUILDINGS PROGRAMS  
PREQUALIFICATION SUBMITTAL/EVALUATION FORM  
CONSTRUCTION MANAGEMENT/GENERAL CONTRACTING SERVICES**

Name of Firm: \_\_\_\_\_  
Name of Project: CP144260 – Campus Utility System  
Evaluator No: \_\_\_\_\_ Date: \_\_\_\_\_

RFP REFERENCE  
MINIMUM REQUIREMENTS Y \_\_\_\_ N \_\_\_\_

If the minimum requirements (including letter from surety) have not been met, specify the reason(s):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

---

Acknowledgement and Attestation included: Y \_\_\_\_ N \_\_\_\_

**SCORE**

Score

Weight<sup>1</sup> x Rating<sup>2</sup> =

**1. QUALIFICATIONS OF THE FIRM(S)**

- |  |       |   |       |   |       |
|--|-------|---|-------|---|-------|
| <input type="checkbox"/> Qualifications of the firm                  | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Organizational structure/lines of authority | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Subcontractor selection and management      | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Colorado workforce                          | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Safety/employee support                     | _____ | x | _____ | = | _____ |

**2. QUALIFICATIONS OF THE MANAGEMENT TEAM MEMBERS**

- |   |       |   |       |   |       |
|---|-------|---|-------|---|-------|
| <input type="checkbox"/> Qualifications and relevant experience of superintendent | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Qualifications and relevant experience of in-house staff | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Location/Access  | _____ | x | _____ | = | _____ |

**3. PROJECT MANAGEMENT APPROACH**

- |   |       |   |       |   |       |
|---|-------|---|-------|---|-------|
| <input type="checkbox"/> Approach to successful CM/GC Services                |       |   |       |   |       |
| a. Cost effectiveness   | _____ | x | _____ | = | _____ |
| b. Schedule effectiveness   | _____ | x | _____ | = | _____ |
| c. Quality effectiveness  | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Competitively Bid/Self Performed Work                | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Mech./Distr. subcontractor pre-construction approach | _____ |   | _____ | = | _____ |

4. PRIOR PROJECT EXPERIENCE/SUCCESS

- |  |                                      |                       |
|--|--------------------------------------|-----------------------|
| <input type="checkbox"/> Project #1<br>a. Timeliness<br>b. Budget Considerations<br>c. Quality | d. Disruption<br>e.<br>f. Compliance | _____ x _____ = _____ |
| <input type="checkbox"/> Project #2<br>a. Timeliness<br>b. Budget Considerations<br>c. Quality | d. Disruption<br>e.<br>f. Compliance | _____ x _____ = _____ |
| <input type="checkbox"/> Project #3<br>a. Timeliness<br>b. Budget Considerations<br>c. Quality | d. Disruption<br>e.<br>f. Compliance | _____ x _____ = _____ |
| <input type="checkbox"/> Related experience of the firm  |                                      | _____ x _____ = _____ |

5. MISCELLANEOUS

- |   |                       |
|---|-----------------------|
| <input type="checkbox"/> Claims/litigation history                  | _____ x _____ = _____ |
| <input type="checkbox"/> <del>Apprenticeship Training Program</del> | _____ = _____         |
| <input type="checkbox"/> Other                                      | _____ x _____ = _____ |

**TOTAL SCORE:** \_\_\_\_\_ <sup>3</sup>

NOTES:

1. Weights are to be assigned prior to evaluation and are to be consistent on all evaluation forms. Use only whole numbers.
2. Rating:     1 = Unacceptable                      2 = Poor                      3 = Fair  
                   4 = Good                                5 = Excellent
3. Total score includes the sum total of all criteria. Note: A passing score (as a percentage of the total points available) is to be established prior to evaluation.



**APPENDIX A2**

**STATE BUILDINGS PROGRAMS  
SUBMITTAL AND ORAL INTERVIEW RANKING MATRIX**

QUALIFICATIONS 70%/FEE 30%

FIRM	QUALIFICATIONS <sup>1</sup>						AVE RAG E QUA LS <sup>2</sup>	QU AL S SC OR E <sup>3</sup>	FE E SC O RE <sup>4</sup>	QU AL S & FE E SC OR E <sup>5</sup>	R A N K <sup>6</sup>
	E V A L	E V A L	E V A L	E V A L	E V A L	E V A L					
	# 1	# 2	# 3	# 4	# 5	# 6					

NOTES:

1. Insert total score from each evaluator's PREQUALIFICATION SUBMITTAL or ORAL INTERVIEW/ COST PROPOSALS/EVALUATION FORMS. (Note that the use of the Matrix for the PREQUALIFICATION SUBMITTAL EVALUATION does not consider cost proposals only qualifications).
2. Add all evaluators' total scores and divide by the number of evaluators to determine the average score for each firm's qualifications.
3. The maximum score for qualifications on the evaluation form is equivalent to 70 points and is equivalent to the maximum points available for qualifications. Therefore, each firm's score is determined as a percentage of the maximum points available. To score each average qualification score, use the example formula.

Assume the highest score is 500.

SCORING OF QUALIFICATIONS

FIRM B:  $\frac{500}{500} \times 70 \text{ points} = 70 \text{ points}$

FIRM C:  $\frac{450}{500} \times 70 \text{ points} = 63 \text{ points}$

FIRM A:  $\frac{430}{500} \times 70 \text{ points} = 60.2 \text{ points}$

4. Determine score for each firm's sealed cost proposal with the lowest fee being equivalent to a maximum score of 30 points. To score each fee, use the example formula.

Assume the lowest fee was \$100,000.

SCORING OF FEES

FIRM A:  $\frac{\$100,000}{\$100,000} \times 30 \text{ points} = 30 \text{ points}$

FIRM B:  $\frac{\$100,000}{\$125,000} \times 30 \text{ points} = 24 \text{ points}$

FIRM C:  $\frac{\$100,000}{\$150,000} \times 30 \text{ points} = 20 \text{ points}$

5. Add the average qualification score to the fee score to determine cumulative qualifications and fee score.
6. Numerically rank all firms with the highest scoring firm being the most qualified.

## APPENDIX B

### CONSTRUCTION MANAGER/GENERAL CONTRACTOR AGREEMENT (FORM SC-6.4) (Sample)

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REFER TO:

<http://www.colorado.edu/facilitiesmanagement/pdc/construction/open.html>

## APPENDIX C

### CERTIFICATION AND AFFIDAVIT REGARDING Unauthorized Immigrants (Form UI-1)

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STATE OF COLORADO  
**OFFICE OF THE STATE ARCHITECT**  
STATE BUILDINGS PROGRAMS

**CERTIFICATION AND AFFIDAVIT REGARDING UNAUTHORIZED IMMIGRANTS**

Institution/Agency: University of Colorado Boulder

Project

No./Name: CP144260 – Campus Utility System

A. CERTIFICATION STATEMENT CRS 8-17.5-101 & 102 (HB 06-1343, SB 08-193)

The Vendor, whose name and signature appear below, certifies and agrees as follows:

1. The Vendor shall comply with the provisions of CRS 8-17.5-101 et seq. The Vendor shall not knowingly employ or contract with an unauthorized immigrant to perform work for the State or enter into a contract with a subcontractor that knowingly employs or contracts with an unauthorized immigrant.
2. The Vendor certifies that it does not now knowingly employ or contract with and unauthorized immigrant who will perform work under this contract, and that it will participate in either (i) the “E-Verify Program”, jointly administered by the United States Department of Homeland Security and the Social Security Administration, or (ii) the “Department Program” administered by the Colorado Department of Labor and Employment in order to confirm the employment eligibility of all employees who are newly hired to perform work under this contract.
3. The Vendor shall comply with all reasonable requests made in the course of an investigation under CRS 8-17.5-102 by the Colorado Department of Labor and Employment. If the Vendor fails to comply with any requirement of this provision or CRS 8-17.5-101 et seq., the State may terminate work for breach and the Vendor shall be liable for damages to the State.

B. AFFIDAVIT CRS 24-76.5-101 (HB 06S-1023)

4. If the Vendor is a sole proprietor, the undersigned hereby swears or affirms under penalty of perjury under the laws of the State of Colorado that (check one):

- I am a United States citizen, or  
 I am a Permanent Resident of the United States, or  
 I am lawfully present in the United States pursuant to Federal law.

I understand that this sworn statement is required by law because I am a sole proprietor entering into a contract to perform work for the State of Colorado. I understand that state law requires me to provide proof that I am lawfully present in the United States prior to starting work for the State. I further acknowledge that I will comply with the requirements of CRS 24-76.5-101 et seq. and will produce the required form of identification prior to starting work. I acknowledge that making a false, fictitious, or fraudulent statement or representation in this sworn affidavit is punishable under the criminal laws of Colorado as perjury in the second degree under CRS 18-8-503 and it shall constitute a separate criminal offense each time a public benefit is fraudulently received.

CERTIFIED and AGREED to this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

VENDOR:

\_\_\_\_\_  
Vendor Full Legal Name

BY:

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
Title

## APPENDIX D

### *(PROGRAM PLAN)*

Refer to

[http://fm.colorado.edu/planning/projects/documents/UCB\\_Campus\\_UTILITY\\_Program\\_Plan.5-2011docx.pdf](http://fm.colorado.edu/planning/projects/documents/UCB_Campus_UTILITY_Program_Plan.5-2011docx.pdf)

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