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| Request for Construction Manager Proposals |
| Hedding Drive Rehab & New Construction and Church-Forest Street Scattered Site Rehab Project, Randolph, Vermont    October 20, 2022 |
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**Project Description**

Randolph Area Community Development Corporation (RACDC) is seeking proposals for Construction Management services for a project at Hedding Drive in Randolph, VT, involving the rehab of 16 existing units in two buildings at 3 & 5 Hedding Drive, and the development of 20-30 new units on land adjacent to and south of the existing units. 3 & 5 Hedding Drive is a Low Income Housing Tax Credit project, which we anticipate will be re-syndicated to incorporate both aspects of the rehab and new construction on Hedding Drive. We anticipate that two additional apartment buildings in Randolph, on Church Street and Forest Street will be incorporated into this syndication, and updated at as part of the project as well. The Construction Manager will become a member of the project team including the Owner, the architect, engineers, and other consultants. Limited preconstruction services are expected to commence immediately upon award of contract. In submitting a proposal please address all the items and include any relevant information regarding your firm and the proposal.

**Project Overview:**

Randolph Area Community Development Corporation, aka RACDC, (hereinafter referred to as “Owner” or “RACDC”), is a nonprofit organization dedicated to community development and revitalization and to providing quality perpetually affordable housing to low- and moderate-income residents of the Randolph area.

This project involves the development of an existing property within RACDC’s portfolio, to serve primarily low-and moderate-income households in the Randolph area. The work to be undertaken at will involve feasibility evaluation and conceptual planning, design and construction of the remaining undeveloped 2+/- acres, rehabilitation of the existing units, and construction of the new housing. RACDC’s goals for this project are: to upgrade the existing units to eliminate obsolescence, increase energy efficiency, and ensure affordable ongoing maintenance for another generation of use; to construct new units on the vacant land on Hedding Drive that will work well with the existing units; to consider common use of parking and other common elements; and to create new units which, if possible, meet Efficiency Vermont’s High Performance Home standards. The units will also need to be affordable to build and maintain, serving a mix of household sizes and solely or primarily affordable to low- and moderate income households. Information on the location of the sites is available at the link below.

The broad scope of project work includes the following.

* 3 & 5 Hedding Drive Buildings: Building rehabilitation, as well as site planning that upgrades existing infrastructure elements and envisions potential infrastructure and common area interconnection of the existing buildings with the new construction. Significant energy efficiency upgrades to the building shells, including ‘exo-skeleton’ insulation, window replacement and weatherization was completed in 2012-2013, but building was designed with ‘heating plants” in each building. Over the course of time, we have reduced the number of individual heating systems, but given the existing building features and the site’s solar orientation, we wish to evaluate the potential for use of heat pumps, solar PV and battery storage to reduce reliance on fossil fuels and further reduce redundancy in heating equipment. A Capital Needs Assessment of the existing buildings was completed in April 2022.
* 3 & 5 Hedding Drive Vacant Land: Site plan and building designs for between 20 & 30 new, highly energy efficient units, ideally to meet High Performance building standards incorporating electric heating and cooling and solar generation and storage options.
* Church Street and Forest Street buildings: Rehabilitation plans and site updates to bring apartments up to current codes and increase energy efficiency and make ongoing maintenance as cost effective and optimized as possible. The Church Street building contains 3 units re-built after a fire, approximately a decade ago. It is in very good condition overall, and includes rooftop solar hot water tubing, which we want to consider replacing or amending with rooftop or site Solar PV and other improvement that may contribute to ongoing cost effectiveness. The Forest Street building is an older, Victorian era house and carriage house renovated to include 6 units. Its condition seems good, but is likely to require some site, interior and exterior upgrades and improvements to address project goals of long-term affordability and ease of management.
* The Hedding Drive and Church Street buildings are within easy walking distance of Randolph’s schools and downtown Randolph, and are therefore highly desirable locations for families with school aged children. The Church Street property is in downtown Randolph in the highly desirable “hospital hill” neighborhood.
* Universal Design and Accessibility will be integrated into the projects to ensure that the projects can accommodate households with physical disabilities to the extent feasible.
* Conceptual and construction design plans and evaluation, including on site infrastructure evaluation and capital needs, before and after project;
* Optimization of plans and schedule to meet desired goals, including scattered site development incorporating the existing rental units and anticipated new construction into one project, with coordination between architect, construction manager, engineers, development consultant and owner;
* Funding and construction.

Attached to this proposal [at this link](https://racdc-my.sharepoint.com/:f:/p/julie/EnZTRq9XfmJDgFqemtXk_OIBrDvHS6wxFIv5Za1ihSJuJQ?e=cJFHaX) you can find the following related documents:

* Site plan existing buildings at 3 & 5 Hedding Drive,
* Aerial maps of all three sites,
* Photos of interior and exterior of Church Street & Forest Street Apartments, and
* A Capital Needs Assessment for the existing apartments at 3 & 5 Hedding Drive. A CNA for the other units will be available in November.

It is not currently known whether Hedding Drive or Church & Forest Street renovations will require relocation, or if it does, whether the relocation would be brief and for a subset of the unit residents.

**Project Budget:**

The total cost is dependent on the final design, but is likely to be in the $10MM range. The project is in the design and evaluation phase, with a goal of a draft feasible schematic project design completed by the end of December, 2022, funding requests completed by July 2023, and construction and rehab beginning in late 2023.

**2. Project Team**

Owner: Julie Iffland, Executive Director, RACDC

Architect: Black River Design Architects

Energy & High Performance Development Advisory: Karen Bushey and Peter Schneider, VEIC

Development Consultant: David Pride, Pride Development LLC

**3. Project Schedule (subject to change)**

Issuance of RFP: October 20, 2022

Deadline for RFP Response: November 10, 2022 at Noon

Interviews with potential candidates: By November 14, 2022 (may be waived by Owner)

Selection of firm – anticipated date: By November 15, 2022 *\*subject to interview schedule*

Start date (no later than): November 18, 2022

Design, Estimate & Funding period: November 2022 – July, 2023

Construction start (estimated): Fall 2023

Anticipated completion: 2023-2024

The design schedule is subject to change. Permitting and financing considerations may cause certain elements of the design process to advance at a different pace.

**4. Scope of Services**

The Construction Manager shall at a minimum provide the following Pre-Construction services to the Owner:

1. Assistance with evaluation of Project Scope and schedule as described above.
2. Constructability Review of Architect, Engineer’s & Modular Factory’s Construction Documents.
3. Develop and Maintain the Value Engineering (VE) Log and provide input for construction alternatives. Revise project cost estimate to reflect projected costs at VE initiatives on a bi-weekly basis.
4. Produce a detailed CSI-format estimate of construction costs at: Schematic Design completion. The estimate at this stage will need to compare the feasibility/cost of modular vs conventional construction for the purpose of determining project design and construction type. Design Development completion; at 80% of Construction Documents; and revised at 100% construction documents completion and prior to a Guaranteed Maximum Price (GMP). The quality of the estimate is paramount, it is expected to be itemized with a high level of detail. Unit Price/ SF analysis alone will not suffice for this project. The estimates shall include all activities related to and necessary for construction of the work unless specifically excluded by the Owner, including but not limited to General Conditions, Fee, Overhead, Contingency, Reimbursable Expenses, Other Expenses and other items as necessary to complete the work. As needed, work with volumetric modular builder and energy efficiency experts to develop and refine estimates may be required.
5. Pre-construction services will include evaluation of alternative design and construction approaches.
6. The Construction Manager shall develop the project schedule, and develop consensus with the entire team, and be inclusive of relocation sequencing as/if needed and owner provided services such as abatement.

The proposal shall include all services and fees required during the Construction phase. The Construction Manager shall:

1. Manage and coordinate all aspects of construction in accordance with AIA A201-20017 General Conditions of the Contract for Construction and A133-2009 Standard Form of Agreement between Owner and Construction Manager as Constructor where the basis of payment is the Cost of the Work Plus a Fee with a Guaranteed Maximum Price. Note: the use of these forms will be subject to review/approval of Owner’s legal counsel and the project funders.
2. Produce and review in detail a final Guaranteed Maximum Price contract at 100% completion of Construction Drawings or before. All realized savings from the project will accrue to the Owner.
3. Develop, with the Owner’s Project Manager, an understanding of the construction schedule and necessary sequencing. This plan must always provide for hazardous materials abatement and temporary relocation of current residents if required, and Emergency and Fire Vehicle Access at all times.
4. Solicit a minimum of three (3) proposals from sub-contractors in each trade, with a preference for outreach to and consideration of local, MBE and/or WBE contractors. The Construction Manager shall present, summarize, and review all proposals with the Owner’s project team (i.e. Open Book Bidding) including any work that is proposed to be self-performed.
5. Provide a high level of Project Management to complete the project in accordance with the agreed schedule, budget and quality standards expected by the Owner and its design team.
6. Provide a monthly cost breakdown to track costs with full documented backup upon available at any time. The schedule of values shall delineate work complete as well as the estimated cost to complete for each construction component.
7. Provide a monthly schedule highlighting the critical path activities.
8. Carefully manage all change orders and project submittals.
9. Advise the Owner’s project manager and architect of anticipated changes in the project’s scope, cost, or schedule, and make recommendations as to how to remedy the resultant effects.
10. Provide oversight and coordination of quality assurance, testing and inspecting programs.
11. Develop and implement a work safety program, for approval by the Owner.
12. Prepare and distribute the following work products:

* Construction Meeting Minutes,
* Sample Logs,
* Shop Drawing Logs,
* Change Proposal Logs,
* Change Order Logs,
* Field Observation Memoranda,
* Testing and Inspection Logs,
* Monthly Status Reports,
* Monthly Construction Cost Reports, including Davis-Bacon wage reporting
* Daily Construction Progress Logs,
* As-Built Drawings (In Electronic format compliant with ACAD2010) If base ACAD drawings are available from the architect, those will be provided for the CM’s mark-up.
* Requests for Information (RFIs)

**5. Proposal Evaluation Criteria**

Applicants will be scored on the information submitted, references and attachments.

1. Experience: AIA Form A305. Firm’s overall qualifications and experience will be weighed heavily on level of experience with affordable housing and occupied rehab, plus, in the case of new construction, familiarity with both conventional construction and factory-built, i.e. modular or panelized, and Efficiency Vermont High Performance housing standards construction.
2. CM Procedures: Descriptions of firm’s typical operating policies and procedures throughout a Construction Management contract as directed below.
3. Organization: Description of firms proposed staffing, and communication procedures as directed below.
4. Cost Proposal: Description of cost structure as directed below, including preconstruction costs and construction fees.
5. References. It is the owner’s intent to interview references on similar projects completed in the past five years.

**6. Submission Requirements**

Please use the following categories to organize your proposal and address each of the following questions:

**Experience:**

1. Prior experience with affordable housing development, occupied temporary residential rehabilitation, and multiple construction types are threshold requirements. Any proposal submitted without demonstrable experience in all three areas may not be reviewed further. List the projects, which best illustrate the firm’s experience and current staff who are being assigned to this project. List at least three (3) and no more than five (5), recent (within the past five (5) years) comparable building projects completed as a Contractor, Construction Manager or in another capacity. Each project must include the following information:

i. Name and location of the project,

ii. The nature of the firm’s responsibility on this project,

iii. Project owner’s representative name, address and phone number,

iv. Date project was completed or is anticipated to be complete,

v. Size of project

vi. Cost of project (construction cost),

vii. Work for which the staff was responsible,

viii. Present status of the project

Experience should include working with a non-profit housing organization, working with a limited budget, and experience with publicly and federally funded projects and related documentation.

1. Enclose a letter from your insurance carrier indicating your firm’s ability to acquire a 100% performance and payment bond.
2. If your firm currently involved in litigation due to its involvement in a recent construction project, provide detail as to the nature of any such litigation.
3. If your firm has failed to complete a contract awarded to it in any capacity within the past ten (10) years, provide specific circumstances.
4. Please indicate whether your firm would be willing to work with Owner’s architect to perform limited work on pre-project evaluations of potential future project opportunities in and around Randolph, VT during the period of engagement on the subject of the RFP, and if so, the staff and hourly pricing for such evaluations during the project period.

**Procedures:**

1. Explain your approach to value engineering as the design moves forward, especially as related to systems and materials choice. Specifically, it is the Owner’s intention to review the CM’s contribution to achievement of the Owners cost goals. This contribution should include but not be limited to design, component selection, and constructability. In the event the cost goals are not achieved, the project will not proceed.
2. Describe the pre-qualification and bidding procedures your firm uses to assure your clients of the lowest cost and best value.
3. Discuss the historical accuracy of your estimating and scheduling activities. In addition, please provide specific references to sources who can comment on your participation during the pre-construction phase, and during the critical project cost estimating phase.
4. Submit examples of your billing and accounting procedures to demonstrate project status to the client.
5. Describe your firm’s approach to on site safety and provide a current, written copy of your “Experience Modification Rate” signed by your insurer.
6. Describe your firm’s Quality Assurance Program.
7. Describe your approach to O & M Manuals and be prepared to provide a sample.
8. Provide evidence and references of warranty response.

**Organization:**

1. Provide an organizational chart and be prepared to bring your critical team members to your interview, if required, including your proposed project manager, estimator and superintendent for the project.
2. Identify the specific, relevant experience of your team members. i. Lead Pre-construction services manager, ii. Construction period project manager, and iii. Construction Superintendent. Please describe the team members’ work load during the project design and construction.
3. Outline the communication procedures, meeting schedules, and schedule tracking procedures which you employee on this type and size of project.

**Cost Proposal:**

1. Based on an assumed Hard Construction Cost of $10MM (net of CM fees, bond, general conditions), using the calculations below, please state your fee structure: preconstruction work (as a dollar value), general conditions (expressed as a percentage of the Hard Construction Cost and your proposed CM fee as a % of construction costs inclusive of General Conditions);

Preconstruction Fee: $\_\_\_\_\_\_\_\_

Base Construction Cost: $\_\_\_\_\_\_\_\_

General Conditions: $\_\_\_\_\_\_\_\_ % of Base Construction Cost \_\_\_\_\_%

Subtotal: $\_\_\_\_\_\_\_\_

CM Mark-up: $\_\_\_\_\_\_\_\_ % of Subtotal Cost \_\_\_\_\_%

Other CM Fees (itemize): $\_\_\_\_\_\_\_\_

Bond: $\_\_\_\_\_\_\_\_

**TOTAL: $\_\_\_\_\_\_\_\_**

1. Provide figures for general conditions as percentage of the base construction cost (prior to other CM mark-ups), as shown on the AIA 702/703 schedule of values, on three relevant projects done in the last three years.
2. List the personnel and fees charged in General Conditions. These costs should include but not be limited to those costs listed in A121/CM Article 6.1. All personnel costs above to include compensation, benefits and payroll taxes, and insurance.
3. List your rates by position for all personnel that would apply to work done by your own forces, itemized as necessary to show all burdens and other labor related costs which will be charged to the project.
4. List the Construction Managers Fee for the project. The CM FEE to include all costs specifically called out in AIA121/CM Article 6.2.1. The fee is also to include all costs for the Project Manager, Administrator/Clerical assistant, Project estimator, Scheduling/Expediting, Purchasing and Meetings regardless of where these personnel are stationed.
5. List the charges for pre-construction services, how the charges are derived, and billed.
6. Describe the process by which you arrive at a GMP.
7. How are change orders generated and cost out?
8. What mark-up applies to change orders, both Add and Deduct?

**References:**

Negative references would include, but not necessarily be limited to, the contract not completed on time, project not adequately staffed, excessive punch list, punch list not completed in a timely manner, inadequate follow - up and/or responses to warranty items, lien filed on project, insufficient coordination of subcontractors and their work, and lack of timely submission of change proposals and inadequate supporting documentation. Two or more negative references may be grounds for disqualification.

CM will be awarded a contract for preconstruction services. The CM selected for preconstruction services may be awarded a separate contract for construction services. **The contract for construction services may not be awarded until after the Vermont Department of Housing and Community Development has issued an Environmental Review Release,** which will signify the completion of the Environmental Review and the proposed project’s compliance with the provisions of the National Environmental Policy Act of 1969 and HUD regulations at 24 CFR Part 58. Owner may terminate the CM’s preconstruction phase contract prior to the construction phase and seek competitive public bids for the construction phase. **There is no guarantee the construction phase contract will be awarded.**

CMs must demonstrate; compliance with Section 3 contractor requirements, evidence of good standing (SAM), and registered to do business in the State of Vermont. Minority-owned, women-owned, locally-owned and Section 3 businesses are strongly encouraged to respond and notice and bid outreach to such firms must be pro-active. Randolph Area Community Development Corporation is an Equal Opportunity Provider and Employer. The Davis-Bacon Act is likely to apply to this project.

**Proposals are due to Owner by November 10, 2022 at Noon. It is the intent of the Owner to make their decision on the choice of a CM on/before November 15, 2022, with the CM starting to work with the architect immediately thereafter.**

The Owner may choose to interview final candidates prior to making their final decision. These interviews, if required, will take place at our office or by conference or video call. The Owner reserves the right to accept or reject any or all of the proposals.

Please address the proposal, and any other questions to Julie Iffland, [racdc@racdc.com](mailto:racdc@racdc.com) and the development consultant, David Pride [prideconsulting@yahoo.com](mailto:prideconsulting@yahoo.com).

Please copy the following team members:

Black River Design Architects attn: Andrew McCullough [andrewm@blackriverdesign.com](mailto:andrewm@blackriverdesign.com), Stewart Property Management, Ryan Stewart [rstewart@stewartproperty.net](mailto:rstewart@stewartproperty.net), and the VEIC representatives Peter Schneider, [pschneider@veic.com](mailto:pschneider@veic.com) and Karen Bushey, ksbushey@veic.org.

Electronic proposals are encouraged, but proposals may also be submitted by mail, or delivery arranged in advance. No faxes please.