UNIVERSITY OF SOUTH CAROLINA

Request for Technical Proposal, Cost Proposal and Interview

WOMEN'S QUADRANGLE RENOVATION PROJECT
COLUMBIA, SOUTH CAROLINA

State Project H27-6085-AC

10/8/2012

REQUEST FOR PROPOSAL

REQUEST FOR TECHNICAL PROPOSAL, COST PROPOSAL AND INTERVIEW

The University of South Carolina ("USC" or "the University") is requesting qualified firms to submit separate technical and cost proposals and to participate in a formal interview, all as described herein, to further define the firm's qualifications to serve as a Construction Manager-At Risk (CM-R) for the renovation of the Women's Quadrangle residence halls. The successful firm will be asked to provide preconstruction and optional construction management services in accordance with the terms, conditions, and requirements set forth in this Request for Proposal.

The University with the assistance of Garvin Design Group ("Designer") is currently developing construction documents to define the project scope, budget and schedule the project and expect the successful respondent be a major contributor to the final development, verification and approval of the scope, cost and schedule during preconstruction services. Authorization to proceed with services beyond the preconstruction services is contingent upon the approval by the University and by State agencies of the final Facility Program and its associated cost and schedule.

The successful proposer will provide a full range of preconstruction design assistance services including, but not limited to: schedule and constructability reviews; value engineering (VE); identification of alternatives in project delivery phasing and early procurement options; prequalification of trade subcontractors; and preliminary pricing of general conditions site services and the general and trade contracts. These activities will support the development and submission of a Guaranteed Maximum Price (GMP) as the construction documents prepared by the design team reach a point for pricing near the end of the design phase.

At the University's discretion the CM-R will be asked to assume responsibility for project construction cost at an approved GMP and to proceed with execution of the project by bidding and managing the general and trade contracts. If authorized by the University, the negotiated GMP will become a contractual obligation. CM-R will also develop an overall project master schedule, which will also become a contractual obligation. The CM-R will be responsible for the construction of the entire project, including management and coordination of all construction permit approvals, trade contracts and subcontracts, shop drawings, change orders and punch lists. The CM-R will also be responsible for delivery of record drawings, OEM manuals and warranties. The University and the Designer will routinely inspect construction to protect the University's interests and to validate pay applications. The project will be subject to all third party inspections required by the Office of State Engineer.

In selecting a firm, the University will place great emphasis on the experience of the firm and assigned personnel in providing similar services on projects of similar magnitude and complexity as the proposed project. Selection preference will be toward firms that demonstrate substantial depths of knowledge and resources in the successful application of the principles of CM-R and general contracting, scheduling, contract coordination and compliance and budget control on projects of similar scope and complexity, and who are familiar with State, County, and City laws, ordinances, and codes. Small and minority business enterprises as certified by the Small and Minority Business Assistance Office (SMBAO) are encouraged to respond to this request.

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Contact: Governor's Office of Small and Minority Business Assistance for more information.

1205 Pendleton Street
Suite 440-A
Columbia, SC 29201
Phone 803-734-0657

CONTINGENT AWARD

The University makes no guarantee that any award will be made as a result of the solicitation, and reserves the right to accept or reject any or all submittals; waive any informalities, irregularities or minor technical inconsistencies; or delete any item or requirement from this solicitation or any resultant contract when deemed to be in the University's best interest. Any and all representations made within a Technical or Cost Proposal or during the Interview shall be binding on the Proposer.

PROJECT PLANNING SCHEDULE

It is understood that while the dates for successful completion of individual elements of the selection and award process may be adjusted to reflect actual progress, the following dates represent dates that the University believes are both reasonable and achievable with the full cooperation and support of all parties. Proposers are encouraged to evaluate their willingness to commit to full and unhindered support of this schedule before electing to participate in this competition.

- 10/11/2012 Request for Technical Proposal Published
- 10/25/2012 Pre-submission Briefing (mandatory)
- 11/01/2012 Deadline for submission of written questions
- 11/16/2012 Technical Proposals due
- 12/12/2012 Interviews, Cost Proposals and final ranking of firms
- 01/11/2013 Negotiations conclude
- 01/31/2013 Contract for CM-R services awarded
- 03/01/2013 Preconstruction Services complete; GMP submitted
- 04/01/2013 Construction Document revisions complete

The dates given above may be adjusted as required by the University and firms will be advised of changed dates. Although the Baseline Master Schedule will be established as part of the final Facility Program the University has targeted no later than July 31, 2014 for final completion (including Owner fit-out activities) and full occupancy by students. The CM-R, working with the University and the Designer, will be responsible for developing the detailed Project Master Schedule and coordinating all activities to accomplish the full completion of the project in accordance with the Baseline Master Schedule.

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MATERIALS PROVIDED

The firms expressing interest in competing will be provided with the following documents.

- Design Package
- Facility Assessment Reports
- Construction Manager At Risk Agreement (Draft)
- General Conditions for Construction (Draft)
- Construction Manager At Risk Fee Proposal Form
- Statement of Services Required (Draft)

POINT OF CONTACT

The University designates the following person as its Point-of-Contact for this solicitation. Respondents shall restrict all contact with the University and direct all questions, including questions regarding terms and conditions, to the Point-of-Contact person.

Lind Jackson
Facilities Planning and Construction
743 Greene Street
Columbia, SC 29201
Phone: 803-777-3489
Fax: 803-777-7334
Email: ljackson@fmc.sc.edu

OVERVIEW OF THE PROJECT SCOPE, BACKGROUND AND CONSTRAINTS

This project will renovate the three existing buildings in the Women's Quadrangle to create a 600± bed residence hall, with a net increase of about 50 beds. The residence floors will be fully renovated to include pairs of bedrooms that have shared bathrooms as well as community living spaces and study rooms where possible. To create the living and learning center experience provided in other USC student housing, the ground floors of each building will have public spaces including common gathering areas, laundry facilities, lounges and other common space functions. Classrooms, staff apartments, and staff offices for the resident life staff as well as the Academic Center for Excellence will be located in the ground floor of Sims. The three buildings will be connected via small enclosed additions which will improve the safety, flow and sense of community in the Women's Quadrangle. Additions to McClintock and Sims will help provide new entrance lobbies as well as the additional beds. The basements of the two Sims additions will be used for new mechanical and electrical services. The total square footage of the completed project will be approximately 160,000 square feet, an increase of approximately 24,000 square feet.

The general scope of the renovation in each building includes the demolition of existing interior non-load bearing CMU partition walls to improve the resistance to seismic ground motion. Asbestos and lead materials will be removed from the buildings as part of the CM-R contract. Exterior walls will remain but will be insulated as part of the LEED certification effort. Windows in McClintock will be replaced and windows in Sims and Wade Hampton will be evaluated and replaced if necessary. Roofing on McClintock

and Wade Hampton will be replaced. The copper roof on Sims will remain. The project will include renovation of finishes and installation of new mechanical, plumbing, electrical, and fire protection systems throughout, including new fan coil units in the resident rooms. New elevators will be installed in the lobbies of each building. Interior modifications will conform to University policies for ADA compliance and student security systems and procedures.

The site design includes preserving and protecting the mature specimen trees, while renovating the central courtyard area into more functional space by changing the walkway pavers, removing the low landscaping and low walls, and creating more sitting and gathering areas. Accessibility for the disabled will be provided. New walkways will be provided along Pickens Street to improve pedestrian safety and aesthetics. A new service courtyard will be provided along Pickens for handling of trash, electrical generator, etc. New electrical service will be routed to the Women's Quad from the vault at Bull/Green Streets and will enter the complex in the basement of the south addition to Sims. New chilled water and steam lines will be routed from existing vaults in Bull Street to the basement in the west addition to Sims.

The history of this site helps create a portrait of the construction and architecture of this space, and its significance to the development of the University. The original **Wade Hampton** was the first women's housing facility built on campus, built in 1924 (after WWI), following a long controversy over whether women should be allowed to live on campus. It burned to the ground in 1957 and was rebuilt in 1959. It was named for Wade Hampton, class of 1836 and former Governor and Confederate General. **Sims** was constructed in 1939 by the Works Progress Administration as part of the New Deal, and was designed in the Georgian Revival style. Overall, Sims is the most decorative and detailed of the three buildings. The other two were clearly influenced by the details on Sims, just less detailed. It was named for Mr. James Marion Sims, class of 1833, who was at the forefront of the development of women's medicine. **McClintock** was constructed in 1955, and was named for Miss Euphemia McClintock, who headed the College of Women in Columbia, where women attended college prior to being accepted which preceded women being allowed to attend USC. While these three buildings will be completely renovated, the significance of the historic character will be preserved. The additions to the buildings, which are needed to increase the total bed counts as well as improve the security and flow of students, will be respectful of the architectural context. The courtyard that these buildings surround was originally conceived to emulate the character of the historic Horseshoe, but over time, the open feel has been crowded out by shrubs and landscape walls. While the large specimen trees will be preserved, the remainder of the courtyard will be renovated and opened up to restore that sense of open space and to create more areas for sitting and gathering.

As shown in Figure 1, the Women's Quadrangle is located in heart of the campus at the corner of Greene and Pickens Streets. They are separated from the Russell House, the main Student Union, by Bull Street. Bull and Greene Streets are major student traffic corridors and Pickens Street is a busy north-south corridor for both vehicular and pedestrian traffic. The buildings and grounds occupy approximately one-half of the blocks bounded by Greene Street to the north, Bull Street on the east, Blossom Street to the south and Pickens Street to the west. Patterson Hall (a recently renovated women's residence) shares a small parking lot with Sims. Space for construction trailers and lay down of materials is severely limited. Pedestrian and vehicular traffic is heavy and building access is limited. Careful coordination of construction to create minimal disruption on the site and to access roads and walks is mandatory.

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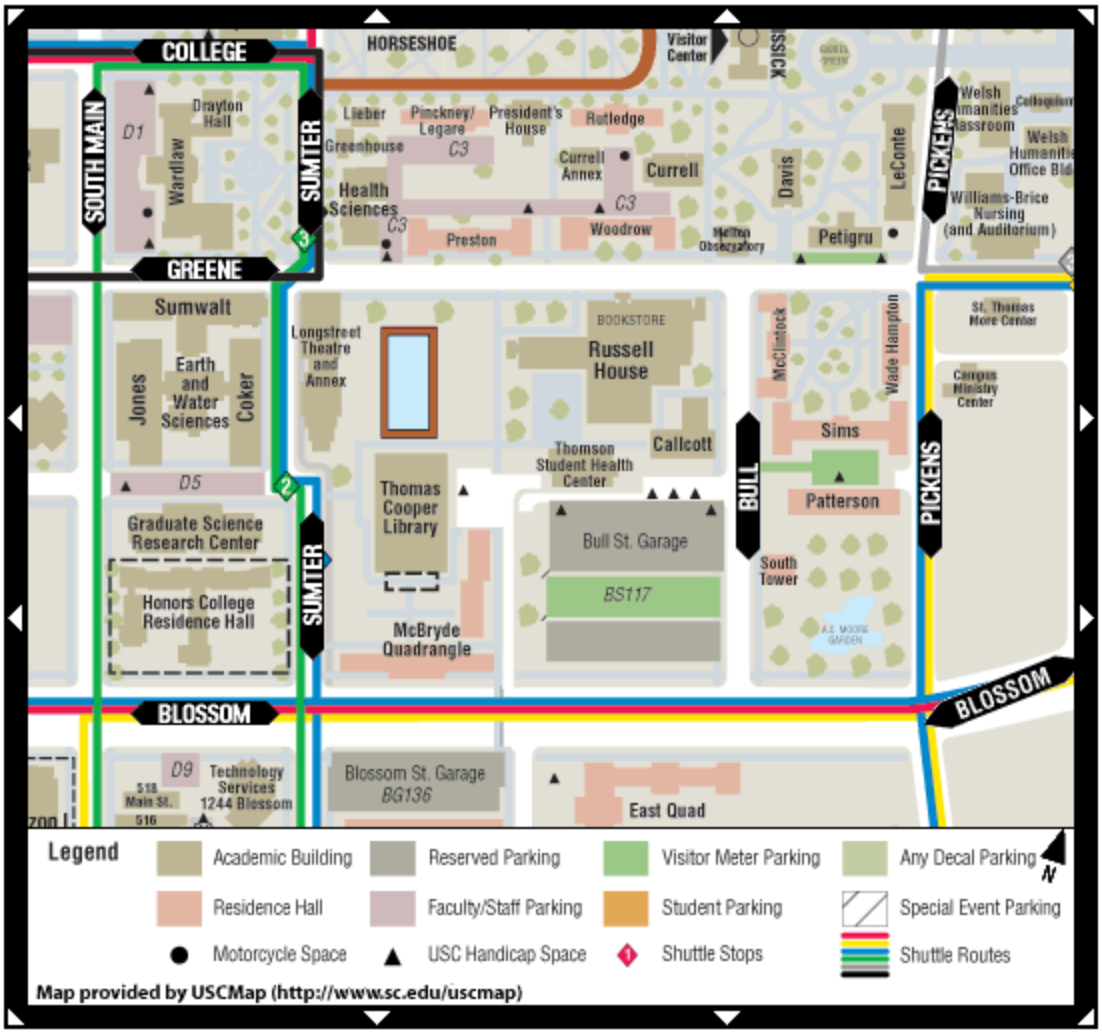

FIGURE 1

Design and construction for this project must comply with the Office of State Engineer's *Manual for the Execution of State Permanent Improvements—Part II* (http://procurement.sc.gov/PS/agency/PS-agency-construction.phtm) and all applicable codes and regulations (see the Related Resources link on the web page above). Construction documents, comprehensive specifications and project schedules must be provided to the University for its review and approval and for submission to the Office of State Engineer and regulatory agencies or authorities prior to the commencement of construction. The CM-R will be responsible for means and methods of construction, safety, and the scheduling and coordination of the work of all construction and miscellaneous contracts required for completion of the project within its predetermined budget and schedule. The CM-R will be expected to work closely with the Designer to develop final documents and separate bid packages as required by the approved project master schedule.

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BUILDING PROGRAM

General: The project will be designed and constructed to a level of quality and timeliness that reflects the long-term use of a State-owned facility. The architectural integrity of the Women's Quadrangle must be preserved and enhanced.

Construction Milestone Dates: The current approved timeline for the project is that actual construction may start no earlier than **May 13, 2013** and must be substantially complete by **June 30, 2013**. Full completion must be achieved by **July 31, 2014.** Although the detailed Baseline Master Schedule will be established as part of Preconstruction Services, the University must have full occupancy of the Women's Quadrangle no later than the Full Completion date given above. The CM-R, working with the University and the Designer, will be responsible for developing the detailed Master Schedule to include all required activities from the date of Contract Award to Final Completion and coordinating both Contractor and Owner activities during the Preconstruction, Mobilization and Construction Phases to accomplish the completion of the project in accordance with the Baseline Master Schedule.

Project Funding Limit: The current approved budget for the Project is such that the Total Project Cost, as defined herein, cannot exceed $27.2 million. The Total Construction Cost is estimated to be in the range of $20 to $22 million.

University-CM-R Agreement

The CM-R shall generally provide the complete scope of services outlined in the AIA A133—2009 and A201—2007, with supplementary conditions and modifications as determined by the University and the OSE. The final contract will be Actual Cost Plus a Fixed Fee not to exceed the Guaranteed Maximum Price (GMP). The Project will be Open Book as described more completely in the Contract Documents. All savings, including unused contingency, will be returned to the University, unless otherwise provided in the final Agreement between the University and the CM-R. Firms invited for interviews will receive the form of contract the University intends to use, along with more detailed instructions for submitting a Cost and Fee Proposal.

SELECTION PROCESS

The selection of the CM-R will comply with the guidelines of the South Carolina Procurement Code (Title 11 Chapter 35) and Regulations, including the Office of State Engineer (OSE) *RFP Handbook* and the *Manual for Planning and Execution of State Permanent Improvements – Part II* (OSE Manual). Hyperlinks to these resources are provided above. **The procurement process will follow a two-step sequence that will result in the selection of the proposer who offers a technically superior combination of demonstrated performance, relevant experience, technical and professional qualifications, provided that the proposer offers a fair and reasonable price.**

The University will receive and review the Technical Proposals as submitted in response to this solicitation. The Technical Proposals will be evaluated against a set of criteria to determine those firms most qualified and suited for this project. Once the review of the Technical Proposals is complete firms within the competitive range will be asked to make a presentation to the Selection Committee, at a place

and time specified by the University, which will further define the firm's qualifications to undertake and complete the Project successfully. The Selection Committee may choose to ask individual firms to address specific areas or questions that arise during the review of the Technical Proposals. The time allotted to each firm for the presentation and interview shall not exceed 90 minutes (5 minutes for setup, 50 minutes for presentation, 30 minutes for questions, and 5 minutes for knockdown). The format of the firm's presentation during the interview session is at the discretion of the proposer; however, firms should be wary of complex electronic presentations. Any time beyond your five minutes for setup **will be subtracted from your presentation time.** All members of the Selection Committee will be present during the formal interview. Firms shall address any questions, prior to the interview, to the University's Point of Contact. Firms shall not contact any members of the Selection Committee.

At the conclusion of the interviews the firms will be ranked on technical merit. The Cost Proposals will be opened and will be evaluated for cost reasonableness. Based on that review the University may choose to proceed directly with award or enter into discussions or negotiations with the highest ranked firm as allowed by the Consolidated Procurement Code and Regulations.

In the event a satisfactory fixed fee cannot be reached with the highest ranking firm, the University will enter into discussions or negotiations in turn with the second ranking firm or the third ranking firm until a mutually agreed-upon fixed fee is established with one of the finalists, or the solicitation is terminated.

EVALUATION CRITERIA

The Technical Proposal. The services being sought under this RFP are considered to be professional in nature. Consequently, the evaluation of the proposals will be based upon consideration of the demonstrated qualifications and capabilities of the proposers that will result in an award that are in the best interest of the University. The Technical Proposal requirements include a combination of mandatory pass-fail criteria and technical qualifications that will be evaluated by the Selection Committee. Absent written notice to the short-listed firms affected, factors to be considered in the evaluation of the Technical Proposals shall be as given below.

THE PREREQUISITE CRITERIA. Firms must meet the criteria in the bullet points immediately below. Any firm that does not meet these criteria is **automatically disqualified** from further evaluation. Firms are advised to familiarize themselves with current requirements for licensing and bonding of public projects in South Carolina.

- Firm MUST have proper licenses at the time of submission to perform construction management services and general contracting in the state of South Carolina. Copies of licenses must be provided.
- Firm MUST demonstrate that appropriate worker's compensation and liability insurance coverage for this project can be obtained from a firm or firms licensed in the state of South Carolina.
- Firm MUST demonstrate that a Builder's Risk Insurance Policy and other insurance as required for this project can be obtained from a firm or firms licensed in the state of South Carolina.
- Firm MUST demonstrate that a payment and performance bond for the total cost of the work

can be obtained from a firm or firms licensed in the state of South Carolina.

- Firm MUST demonstrate a sustained and superior commitment to workplace safety in all activities. Firm shall provide its OSHA incidence rates for recordable injuries and illnesses for the previous three years and shall relate those rates to current industry averages. Firm shall also provide its Experience Modification Rates for the previous five years. Rates which exceed industry averages by more than 10% may be grounds for disqualification from further consideration.
- Firm or any component firm of a joint venture MUST NOT appear on the Federal Government's Excluded Parties List System or in any debarment list maintained by any State or entity of South Carolina. A notarized affidavit to this effect shall be provided.

THE TECHNICAL MERIT CRITERIA. For those responses that have met the Prerequisite Criteria, the Selection Committee will evaluate the submittals based upon the criteria listed below. The University has established the relative importance of each element and sub-element of the criteria and has listed them in descending order of importance.

I. Personnel Experience [sub-criteria are equal in importance]
   a. Depth of Personnel Resources with relevant experience
   b. Qualifications and Experience of the Proposed Project Team
II. Firm Experience [sub-criterion (a) is twice sub-criterion (b)]
   a. Specific CM-R Project Experience
   b. General CM-R Project Experience
III. Project Management Plan
IV. Services
V. Financial Information
VI. Responsiveness of Submittal
VII. M/WBE Participation
VIII. Location of Project Office

Within the Criteria, Criteria I, II and III are considered equal in importance. Criterion IV is one-half as important as the first three. Criteria V, VI, VII and VIII are equal in importance and half of Criterion IV.

TECHNICAL MERIT CRITERIA	
MAJOR CATEGORY	**CRITERIA ELEMENTS**
I. PERSONNEL EXPERIENCE	Elements are equal in importance
A. Depth of Resources/Personnel Capability with Relevant Experience	As demonstrated by the proposer's: • Depth of resources with experience and ability, qualified and available for the Project Superintendent's role. • Depth of resources with experience and ability, qualified and available for the Project Manager's role. • Depth of resources with experience and ability, qualified and available for the Project Executive's role.

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TECHNICAL MERIT CRITERIA	
MAJOR CATEGORY	**CRITERIA ELEMENTS**
B. Qualifications and experience of the proposed project team	As demonstrated by the proposer's: • Experience of the project manager and superintendent working together on past projects. • Quality of references as to the proposed project director's commitment and project leadership. • Quality of references for the proposed team. • Past experience of the team working together with the selected Designer and/or Program Manager (if any). • Availability of the proposed team for this project. • Assigned team's experience with projects of similar facility size and type. • Assigned team's experience with effective budget control. • Assigned team's experience with effective schedule control.
II. FIRM EXPERIENCE	
A. Firm's Specific CM-R Project Experience and Statement of Why the Firm Should be Selected for this Project	As demonstrated by the proposer's: • Experience with projects similar to this Project. • Unique ability to provide CM-R services for this project. • Experience in the use and application of building information modeling (BIM) systems.
B. Firm's General CM-R Project Experience	As demonstrated by the proposer's: Experience with preconstruction and construction services. Experience on State and public University projects. Claims record.
III. MANAGEMENT PLAN	As demonstrated by the proposer's: • Firm's demonstrated ability to solve complex project issues. • Effectiveness of firm's cost management plan during design and construction. • Firm's approach for managing changes within the stated cost and schedule limitations. • Firm's approach for competitively administering and evaluating bid packages. • Effectiveness of firm's schedule management plan during design and construction. • Effectiveness of firm's subcontractor management plan. • Firm's approach to implementing an effective M/WBE and Local contractor outreach program. • Effectiveness of quality assurance program and plan. • Effectiveness of close-out plan. • Effectiveness of plan for administering other services

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TECHNICAL MERIT CRITERIA	
MAJOR CATEGORY	**CRITERIA ELEMENTS**
	identified by firm and demonstrable value to project. • Effectiveness of the site logistics plan and safety plan.
IV. SERVICES	As demonstrated by the proposer's: • Quality of firm's proposed services and how well services address proposed project needs. • Demonstrated ability to apply in-house services to solving project issues. • Experience in the use and application of building information modeling (BIM) systems.
V. FINANCIAL INFORMATION	As demonstrated by the proposer's: • Financial stability based on its ratio of current assets to current liabilities ("Current Ratio") and other evidences given.
VI. RESPONSIVENESS OF SUBMITTAL	As demonstrated by the proposer's: • Extent to which the instructions were followed and information is clearly presented.
VII. M/WBE PARTICIPATION AND NONDISCRIMINATION	As demonstrated by the proposer's: • Firm's affirmative action plan concerning its work force and procurement practices and approach for implementing on proposed project. • Firm's record on policies of nondiscrimination on the basis of race, creed, color, sex, or national origin in its employment or procurement practices.
VIII. LOCATION OF FIRM'S PROPOSED OFFICE FROM PROJECT SITE	As demonstrated by the proposer's: • Ability of project team to respond to project needs during preconstruction and construction.

The Formal Interview. The purpose of the interview will be to meet the proposed Project Team, to become familiar with key personnel, and to gain a full understanding of the proposer's project approach and ability to meet the stated objectives for the Project. Firms should be prepared to discuss with specificity the firm's capacity to conduct this work in compliance with the University's timetable, scope and budgetary goals. Firms should focus their presentations on the detailed plan for managing the cost, schedule, and quality on the project and any unique characteristics or services the firm offers and their value to the University ***for this specific project*.**

Firms are discouraged from reviewing company history and experience presented in the Technical Proposal unless this information is relevant to the project-specific management plan. All key personnel should be present at the interview, including at a minimum the project superintendent, project manager,

project director, lead cost estimator, minority outreach coordinator and project executive. Firms should plan the allotted interview time to address all criteria elements listed below:

Interview Criteria	
Major Category	**Criteria Elements**
Interview	As demonstrated by the proposer's: Overall impression of key team members (project manager, superintendent, project director, cost estimator, project executive, etc.) Methodology presented to assure success. Ability of principals to engender confidence in the ability of the firm to complete the project within the time and cost budgeted. Ability of team members to communicate during the interview process. Ability to effectively answer questions and problem solve in meeting. Overall impression of the firm.

THE FEE PROPOSAL

Fee proposals shall be submitted by the conclusion of the interview session in a sealed envelope. The fee proposal form, Exhibit A with specified attachments as created by the proposer, shall be used.

THE FINAL EVALUATION

Once interviews are complete all responses will be evaluated for technical merit and ranked using the above criteria, the Committee will then review the cost proposals. Provided that the cost proposal of the highest-ranked offeror conforms to the requirements of the RFP and presents a fair and reasonable price for the services required, the Committee will proceed with the award process. The Committee's determination of technical merit and cost reasonableness may involve clarifications and negotiations as described below. The basis and records for the Committee's determinations will be included in its final report.

***Clarification of the Technical and Cost Proposals*.** The Committee will review the technical and cost proposals to determine whether there are aspects of each proposal that are unclear or contain errors, omissions or misunderstandings to the extent that the Committee is in doubt as to the precise meaning of the proposer. In that event the Committee will seek written clarification from the proposer. The purpose of clarification is not to remediate, but to understand. During the clarification process the Committee will not engage in negotiations related to price or potential improvements in the technical proposals as originally presented.

Determination of the Competitive Range and Cost Reasonableness. Following clarifications the Committee may determine that a firm's proposal is so lacking in technical merit or cost reasonableness so

as to render it non-competitive in comparison of the other proposals. Such proposals shall be determined to be outside the competitive range and excluded from further consideration.

Negotiations. The Committee reserves the right to award a contract without further negotiations. To the extent necessary to reach an award decision, the Committee will conduct negotiations with the highest-ranked offeror, or lower-ranked offerors in turn.

DEFINITIONS

For the purposes of this solicitation the following definitions apply:

Total Project Cost: The sum of all charges to the project funding account, including the following major cost elements.

- Owner's Furnishings, Fixtures and Equipment
- Other Owner Costs (deign fees, field investigations, inspections, etc.)
- Owner's Overall Project Contingency
- Design Phase Contingency (Owner-controlled)
- Total Construction Cost

Total Construction Cost (TCC): The negotiated sum of all direct and indirect charges for project construction, including the following major cost elements. This amount must be fully bonded as a contractual obligation.

- General Conditions Cost
- CM-R Costs and Fees (both preconstruction and construction)
- Maximum Allowable Construction Cost

Maximum Allowable Construction Cost (MACC): A negotiated amount that includes the following elements. This amount will be a contractual obligation.

- Cost of the Construction (the Construction Buy-Out)
- Buy-Out Contingency (unspent Buy-Out Contingency reverts to the Owner at the conclusion of the Buy-Out phase)
- Construction Contingency (unspent Construction Contingency reverts to the Owner at Substantial Completion)

Guaranteed Maximum Price (GMP): The MACC less the unspent Buy-Out Contingency.

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SUBMITTAL CONDITIONS, REQUIREMENTS AND INSTRUCTIONS

1. Conditions
   1.1. The University makes no guarantee that an award will be made as a result of the solicitation, and reserves the right to accept or reject any or all submittals; waive any informalities, irregularities or minor technical inconsistencies; or delete any item or requirement from this RFP or any resultant contract when deemed to be in the University's best interest. Any and all representations made in response to this solicitation shall be binding on the Respondent.
   1.2. The University reserves the right to reject any or all responses received. The University is not obligated to request clarifications or additional information but may do so at its discretion. The University reserves the right to extend the deadline for submittals.
   1.3. All submissions shall become the property of the University without compensation to Respondent for disposition or usage by the University at its discretion. Subject to the provisions of the Open Records Act, the details of the proposal documents will remain confidential until final award.
   1.4. The University assumes no responsibility or obligation to the Respondents and will make no payment for any costs associated with the preparation or submission of responses to this solicitation.
   1.5. During the performance of any contract resulting from this solicitation, the CM-R agrees as follows: The CM-R will not discriminate against any employee or applicant for employment because of race, creed, color, sex, age, national origin, place of birth, or physical handicap. CM-R must have a history of being non-discriminating and will not discriminate on the basis of race, creed, color, sex, or national origin in any of its employment practices, or procurement practices with respect to the work force of the firm, or procurement services in connection with this project. An affirmative action plan must be maintained for both work force and procurement practices.
   1.6. Failure to fully comply with all requirements contained in this solicitation may result in rejection of the submission and disqualification from further consideration.

2. General Instructions
   2.1. It is the University's intent to limit the cost of responding to this solicitation, so you are encouraged to be organized and succinct in your submissions. Page limits are identified below. Thick volumes of background and general marketing material are not desired and will not be evaluated. Respondents shall carefully read the information contained in this solicitation and submit a focused and complete response to all requirements and questions as directed. Incomplete responses will be considered non-responsive and subject to rejection. Submissions should be thoughtful, tightly focused submittals that clearly document your firm's suitability for this Project, your responsiveness to the evaluation criteria, your understanding of the Project requirements and your proven ability to contribute to achieving the goals of the University.
   2.2. Please indicate, by firm, those certified by the Governor's Office of Small and Minority Business Assistance.

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2.3. Only individual firms or formal joint ventures may apply. Two or more firms may not apply as a team unless they have formed a formal joint venture. Any associations will be disqualified. This does not preclude a Respondent from having sub consultants.

2.3.1. **"Prime-Sub" teams are bound by the requirements and limitations of this solicitation. Each firm must describe its experience and qualifications within the overall page limit.**

2.3.2. **For joint venture entities that have not completed at least two relevant projects as a joint venture, each firm should submit its qualifications separately within the overall page limit.**

2.4. The services being sought under this solicitation are considered to be primarily professional in nature. Consequently the evaluation of all submissions will be based primarily upon consideration of the demonstrated qualifications and capabilities of the Respondents such that any award will be in the best interest of the University. Submission of a Technical Proposal indicates the Respondent's acceptance of the evaluation techniques and a recognition that subjective judgments must be made by the University during the evaluation process.

2.5. Except for the submission of clarification questions as discussed herein, Respondents shall not contact any members or employees of the University, the Office of State Engineer, or the Designer regarding any aspect of this procurement until after the award of the contract. Contact with the organizations mentioned above could be grounds for elimination.

2.6. Questions relating to the solicitation may be asked at the pre-submission conference or at any time up to the deadline set forth herein. All questions must be submitted in writing (by email is acceptable) to the designated Contact Person. Answers to all questions will be communicated in writing to all firms without identifying the firm which submitted the question.

2.7. It is the responsibility of each Respondent to examine the entire solicitation; to seek clarification in writing; and to review its submittal for accuracy before submitting the document. Once the submission deadline has passed, all submissions will be final. The University may, in its sole discretion, request clarification from any individual Respondent relative to their submission, and reserves the right to ask for additional information from all parties that have submitted responses.

2.8. Any clarifications or interpretations of this solicitation that materially affect or change its requirements will be addressed by formal addendum. It is the responsibility of all respondents to obtain this information in a timely manner. All such addenda issued by the University before the proposals are due are part of the solicitation, and respondents shall acknowledge receipt of such addenda and incorporate each addendum in its response.

2.8.1. Respondents shall consider as binding only those clarifications and interpretations that the University issues by addenda at least one hundred twenty (120) hours prior to the submittal deadline. Interpretations or clarifications in any other form, including oral statements, will not be binding on the University and should not be relied on in preparing responses.

2.9. The evaluation of the Technical Proposals shall be based on the requirements described in this solicitation. All properly submitted Technical Proposals will be reviewed and evaluated by the University. The respondents determined to be within the competitive range will be asked to participate in a formal interview and to submit a Cost Proposal.

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2.10. Responses other than the Cost Proposal shall not include any information regarding Respondent's fees, pricing, or other compensation. Inclusion of such information shall result in disqualification from further consideration.

2.11. The University may evaluate responses based on the anticipated completion of all or any portion of the Project. The University reserves the right to divide the Project into multiple parts; to reject any and all responses and re-solicit for new Technical Proposals; or to reject any and all proposals and to temporarily or permanently abandon the Project. The University makes no representations, written or oral, that it will enter into any form of agreement with any Respondent to this solicitation for any project and no such representation is intended or should be construed by the issuance of this solicitation.

3. Specific Instructions

3.1. The University will receive Technical Proposals at the time and location given below. The number of copies to be provided will be specified in writing from the University.

3.1.1. Date and Time as specified in *South Carolina Business Opportunities* or in writing by the University.

3.1.2. University of South Carolina
Facilities Design and Construction
743 Greene Street
Columbia, SC 29201

3.2. Page Size, Binding, Dividers and Tabs

3.2.1. Technical Proposals shall be printed on letter-size (8-1/2" x 11") paper and assembled with spiral-type bindings. DO NOT USE METAL-RING HARD COVER BINDERS.

3.2.2. Technical Proposals shall be a **MAXIMUM OF SEVENTY-FIVE (75) PRINTED PAGES.** Sheets may be single or double-sided (preferred). Fold-outs up to 11" x 17" are acceptable, but will count as two (2) pages. Fonts shall be a minimum of 10 point and margins shall be at least 1".

3.2.3. Number each side of a printed page consecutively, including the Letter of Commitment, brochures, licenses, resumes, supplemental information, etc. The covers, table of contents and divider sheets do not count as printed pages, provided no additional information is included on those pages. Provide the number of copies specified in the advertisement. **Any submittals exceeding the 75-page limit will be disqualified from further consideration.**

3.2.4. **The front cover must clearly identify the Project Name, Project Number, and the Date of Submission and the Name of Proposer.**

3.2.5. Separate and identify each criteria response by use of a divider sheet with an integral tab identified as follows:

- Letter of Commitment
- Prerequisite Criteria
- Personnel
- Firm Experience
- Management Plan
- Services

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- Financial Information
- M/WBE Participation Plan
- Location

3.3. The University desires to contract with those firms whose recent experience clearly and succinctly demonstrates the superior abilities of the firm and its personnel to perform the work required by this project. When a criterion defines a specific number of items (e.g., number of projects) to be listed or described, then only that number of items shall be provided. The University reserves the right to consider any and all information available in evaluating the experience of the respondent as a firm and the project team as individuals. References will be checked at the University' discretion. It is the respondent's responsibility to ensure that it has listed current contacts with a correct phone numbers. Incorrect, difficult-to-reach or out-of-date reference contact information may result in the exclusion of that project from consideration of the respondent's qualifications to perform this Project.

4. Responses to Evaluation Criteria

4.1. Letter of Commitment

4.1.1. Basic company information

Company name
Address & Zip code
Name of primary contact (authority for binding negotiations)
Telephone number
Fax number
Email address
South Carolina Construction-Manager License Numbers
South Carolina General Contractor's License Number

4.1.2. Provide a statement of disclosure, which will allow the University to evaluate possible conflicts of interest. This disclosure requirement is not about giving the University permission regarding our contacting your references. It is about revealing relationships that your company may have with persons not of your company who are directly involved in the decision-making regarding this project. If your company has no conflicts of interest, your statement should affirm that as fact, and you may do so succinctly. The signer of this statement of disclosure should anticipate the following pledge that will be required by the CM Contract: **"The CM-R covenants that it currently has no interest and shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance required under this Contract. The CM-R further covenants that, in the performance of this Contract, it shall not employ or contract with any person whose employment or contracting would create a conflict of interest."**

4.1.3. Provide the following certification and acknowledgement statement.

"The undersigned hereby affirms that regarding information furnished by the applicant herewith, and as may be provided subsequently (including information presented at interview, if a finalist):

- All information of a factual nature is certified to be true and accurate.

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- All statements of intent or proposed future action (including the assignment of personnel and the provision of services) are commitments that will be honored by the applicant if awarded the contract.

It is further acknowledged that:

- If any information provided by the applicant is found to be, in the opinion of the Selection Committee or the State of South Carolina, substantially unreliable, this application may be rejected.
- The Selection Committee may reject all applicants and may stop the selection process at any time.
- The award of any contract will be made on the University's evaluation of information provided herein, including the results of the reference checks."

4.1.4. Notarized signature of Corporate Executive or equivalent with authority to bind the firm to its submission.

4.2. Prerequisite Criteria

4.2.1. Provide documents, including affidavits from insurance and surety agents, attesting to your firm's compliance with the prerequisite criteria listed herein.

4.3. Personnel

4.3.1. Provide general information about the firm's personnel resources, including skill groups and numbers of employees for the proposed office location and the firm.

4.3.2. Name all key personnel which will be part of the construction management team for this project and provide their current cities of residence. Describe in detail the experience and expertise of each team member. The key personnel, at a minimum, are the project superintendent, project manager, project director, estimator or preconstruction manager, MWSBE Outreach Director and the executive in charge. (Note: Key personnel must be committed to this project for its duration unless excused by the University.)

4.3.2.1. Identify the proposed team members (including consultants) who worked on the Projects listed in the Relevant Projects section of this solicitation, and describe their responsibilities.

4.3.2.2. Provide a matrix of the proposed Team members and the projects listed in the Relevant Projects section, indicating the position(s) performed by the team members on those projects. Compare those responsibilities to those proposed for this project.

4.3.2.3. If the team as a whole provided construction management services for any of the relevant projects listed, so indicate.

4.3.3. Describe, in graphic and written form, the proposed Project assignments and lines of authority and communication for each team member to be directly involved in the Project.

4.3.4. Indicate the estimated percent of time these team members will be involved in the Project for Preconstruction and Construction Services.

4.3.5. Name any consultants which are included as part of the proposed team. Describe each consultant's proposed role in the project and its related experience. Identify on which of the relevant projects your firm has worked with the consultant.

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4.4. Firm Experience

4.4.1. **General CM-R Project Experience**

4.4.1.1. List up to ten (10) projects with photos and floor plans for which your firm has provided or is providing construction management services which are most related to this project. In determining which projects are most related, consider the following: similar use, size and complexity; facilities achieving LEED certification or projects where sustainable building strategies were implemented; renovation or expansion of existing structures; how many members of the proposed team (and their roles) worked on the listed project and how recently the project was completed. List the projects in priority order, with the most related project listed first.

4.4.1.2. For each of the listed projects, provide the following information: construction cost (original GMP and final construction cost), current phase of development, estimated (or past) completion date, type of construction services provided (CM at risk with GMP, CM-agency, design/build, general contractor-low bid, negotiated general contract, subcontractor to prime), owner's contact person and telephone number and the name and telephone number of the project architect. List any active or pending legal claims and explain. It is the respondent's responsibility to provide accurate and current contact information.

4.4.1.3. Describe how your firm's approach to project management establishes clear lines of authority, responsibility and communication to achieve success.

4.4.1.4. Describe conflicts or potential conflicts with the owner or with trade contractors and describe the methods used to prevent and/or resolve those conflicts.

4.4.1.5. Describe the types of records, reports, monitoring systems and information management systems which your firm used in the management of those projects.

4.4.1.6. Describe your cost control methods for the preconstruction and construction phases. How do you develop cost estimates and how often are they updated? Provide examples of how these techniques were used and what degree of accuracy was achieved. Include examples of successful value engineering to maintain project budgets without sacrificing quality.

4.4.1.7. Describe the way your firm maintains quality control during the preconstruction and construction phases. Provide specific examples of how these techniques were used.

4.4.1.8. Describe the way in which your firm develops and maintains project schedules. How often do you update schedules? Provide examples of how these techniques were used. Include specific examples of scheduling challenges, and how your firm helped solve them.

4.4.1.9. Beyond the work examples submitted, describe your firm's experience with LEED certification, or with projects where sustainable building strategies were implemented. Describe how your firm can bring alternative construction methods proven to be cost-effective and appropriate for this project.

4.4.1.10. The University, the Designer and the selected CM-R are expected to use Building Information Modeling (BIM) systems in connection with the design, engineering,

coordination and construction of the Project, with all design and engineering of the Project being provided in one or more integrated BIM models. Describe your firm's experience in the use of BIM systems during both preconstruction (e.g., systems analysis, cost estimating and scheduling) and construction (e.g., trade coordination and configuration control).

4.4.2. **Specific CM-R Experience**

4.4.2.1. Relevant Projects. Identify and describe the **proposed Team's** past project experience for providing Construction Manager at Risk Services that **are MOST RELATED TO THE SCOPE OF THIS PROJECT** completed within the last five (5) years. List up to five (5) projects in order of priority, with the most relevant project listed first. Projects listed shall be considered relevant based on the scope of the work relative to this project and the specific project participation and experience of the proposed project team.

4.4.2.2. Information Required**.** Provide the following information for each project listed:

- Project name, location, contract delivery method, and description
- Color images (photographic or machine reproductions)
- The Owner's name and representative who served as the day-to-day liaison during the design and construction phases of the project, including telephone number
- Architect/Engineer's name and representative who served as the day-to-day liaison during the construction phase of the project, including telephone number.
- Length of business relationship with the Owner.
- Final construction cost
- Final project size in gross square feet
- Type of construction (new, renovation, or expansion—if a mixture of types, provide a percentage of each type of construction)
- Notice To Proceed date for Preconstruction Phase Services
- Notice To Proceed, Initial and Final Substantial Completion, and Final Payment dates for Construction Phase Services
- Name of Project Manager (individual responsible to the Owner for the overall success of the project)
- Name of Project Superintendent (individual responsible for coordinating the day to day work)
- Names of Mechanical, Plumbing and Electrical subcontractors

4.4.3. **Statement of Why Firm Should Be Selected**

Provide a summary statement, on three (3) pages or fewer, which differentiates your firm from others offering similar services and which uniquely establishes the firm's capacity and capability to perform this project.

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4.5. Management Plan

4.5.1. **Approach to CM at Risk**. Describe your management philosophy for the Construction Manager at Risk project delivery method and how that philosophy will be implemented on this Project to achieve superior results.

4.5.1.1. Describe your understanding of the administrative challenges and opportunities associated with providing Preconstruction and Construction services for the University of South Carolina **on this project**, and your strategy for resolving these issues successfully.

4.5.1.2. Describe your understanding of the technical challenges and opportunities associated with providing Preconstruction and Construction services for the University of South Carolina **on this project**, and your strategy for resolving these issues successfully.

4.5.2. **Communication.** Understanding the planning schedule, procedural constraints and unique aspects of this project, describe your plan for communicating constructability, phasing, value engineering and other budget options in a form that will quickly facilitate the University's decision making.

4.5.3. **Conflict Resolution.** For any combination of three (3) projects listed in response to Section 4.4.2 of this solicitation, describe any conflicts with the Owner, Consultants, Architect/Engineer, or subcontractors and describe the methods used by the Respondent to resolve those conflicts.

4.5.4. **Budget and Cost Control.**

4.5.4.1. Describe your fiduciary responsibility as a Construction Manager at Risk using Guaranteed Maximum Price contracts for publicly funded projects.

4.5.4.2. Describe your cost estimating methods. From any three (3) relevant projects listed in response to Section 4.4.2 of this RFP, describe how the estimates were developed, how often they were updated and the degree of accuracy achieved from initial estimate to final billing.

4.5.4.3. Describe your cost control methods during construction and how you procure subcontracts; confirm scope and value; and ensure proper payment. From any three (3) relevant projects listed in 4.4.2 of this RFP, provide descriptions of how these techniques were used and the degree of accuracy achieved.

4.5.4.4. Describe your methodology for working with the Project Designer and their consultants to deliver a Guaranteed Maximum Price and to maintain the GMP throughout the design and construction process.

4.5.4.5. Provide a sample of a cost estimate used to establish a GMP contract amount from one of the relevant projects listed in Section 4.4.2 of this solicitation. **THE COST ESTIMATE DOES NOT COUNT AGAINST THE PAGE LIMIT FOR THE TECHNICAL PROPOSAL.**

4.5.4.6. The University has established a Total Project Cost (TPC) as defined herein on the basis of Design Development level documents. Describe: (1) your process for working with the University and the Designer to ensure that the preconstruction phase services provide the information necessary to arrive at a complete TCC, including all requirements with reasonable contingencies; and (2) your process for

subsequently ensuring that the TCC is maintained through the completion of preconstruction services.

4.5.4.7. The University intends to accept a Guaranteed Maximum Price prior to the final completion of Construction Documents. Describe: (1) your process for ensuring that the Design Documents provide the information necessary to arrive at a complete GMP, including all Owner requirements with reasonable contingencies; and (2) your process for subsequently ensuring that the 100% Construction Documents align with the project scope defined in the previously accepted GMP proposal documents.

4.5.5. **Schedule Management.**

4.5.5.1. The University has established a Project Baseline Schedule on the basis of the University's academic calendar. Describe your process for working with the University and the Designer to ensure that the preconstruction phase services provide the information necessary to arrive at an achievable detailed Baseline Schedule, including all Owner requirements with reasonable contingencies.

4.5.5.2. Describe how you will develop, maintain and update the detailed project schedule during design and construction.

4.5.5.3. Describe your approach to assuring timely completion of this project, including methods for schedule recovery, if necessary. From any three (3) of the projects listed in response to Section 4.4.2 of this RFP, provide descriptions of how these techniques were used, including specific scheduling challenges or requirements and actual solutions.

4.5.5.4. Describe how you develop and maintain work schedules during design and construction to coordinate with the University's's project schedule. From any three (3) projects listed in response to Section 4.4.2 of this RFP, provide examples of how these techniques were used.

4.5.5.5. Describe your experience with CPM scheduling. From any of the projects listed in response to Section 4.4.2 of this solicitation, provide a sample of the monthly schedule reports, including identified milestones and schedule recovery plans. **THE SCHEDULE REPORT DOES NOT COUNT AGAINST THE PAGE LIMIT FOR THE TECHNICAL PROPOSAL.**

4.5.6. **Use of Best Practices**

4.5.6.1. Describe your quality assurance program. Explain the methods used to ensure quality control during the Construction phase of a project. Provide specific examples of how these techniques or procedures were used from any three (3) projects listed in response to Section 4.4.2 of this RFP.

4.5.6.2. Describe your procedures for implementing industry's "best practices" as defined by the Construction Industry Institute and similar organizations for:

- Establishing and tracking project objectives
- Using project scope definition resources (i.e. Project Definitions Rating Index (PDRI)) in order to obtain complete and accurate design and construction documents from the A/E
- Partnering
- Cost tracking

- Change (order) management systems
- Total quality management for each phase, including close-out and commissioning

4.5.6.3. Effective Constructability Review and Value Engineering services during Preconstruction will be critical to the success of the Project. Provide specific examples of how these techniques or procedures were used to maintain project budgets without sacrificing quality from any three (3) projects listed in response to Section 4.4.2 of this RFP.

4.6. Services

4.6.1. Provide an overview of the services offered by your firm. Relate those services to the needs of this Project and specifically how those services will contribute to success.

4.6.2. For any three (3) of the projects listed in Section 4.4.2 of this solicitation, describe the types of records, reports, monitoring systems and information management systems that your firm used in the management of those projects and how those systems and procedures will contribute to success on this Project.

4.6.3. For any three (3) of the projects listed in Section 4.4.2 of this solicitation, describe how you have maintained security during the construction phase of the work and how those policies and procedures will contribute to success on this Project.

4.6.4. Describe your past experience dealing with congested campuses or site conditions for any project listed in Section 4.4.2 of this solicitation. Describe how those policies and procedures will contribute to success on this Project.

4.6.5. For any three (3) of the projects listed in Section 4.4.2 of this solicitation, describe your experience in providing preconstruction services and constructing MEP systems on major renovation or historic buildings and how those experiences will contribute to success on this Project.

4.6.6. For any three (3) of the projects listed in Section 4.4.2 of this solicitation, describe your experience in Building Information Modeling systems during preconstruction and construction and how you propose to use BIM on this Project. Provide examples of how BIM was used to improve quality, save time or control costs.

4.6.7. Provide any other details regarding special services, products, advantages or other benefits offered to the University by your firm.

4.7. Financial Information

If the firm has multiple offices, the qualification statement should include financial information about the parent company and branch office separately. Parent company (or general office) financial information as totals will be acceptable IF "parent" (or "general office") means that it is financially responsible for the liabilities of the branch office. If the parent company is not so responsible, meaning that its financial resources are not available to the office that will perform the contract, it will be misleading to the University to offer the financials of any office other than the one with the prospect of a contract with the University.

4.7.1. List your total annual billings for each of the past five (5) calendar years.

4.7.2. Has the firm ever failed to complete any work awarded to it or been removed from any project awarded to the firm? If yes, provide an explanation and contact information for the owner's project manager.

4.7.3. List the contact persons, addresses, and phone numbers for your insurance carrier and agent.

4.7.4. List the contact persons, addresses, and phone numbers for the firm's bonding company and agent.

4.7.5. What percentage of your firm's work during the past five (5) years has been negotiated?

4.7.6. Supply firm's Current Ratio (Current Assets/Current Liabilities) experience for the last five (5) years, with a signed affidavit.

4.8. Local, Small and M/WBE Participation Plan

4.8.1. As the prospective Construction Manager at Risk, describe your knowledge of and relationship with the local subcontracting community.

4.8.2. Describe your methodology for advertising, evaluating and selecting trade contractors for major **public institutions of higher education** as a Construction Manager at Risk.

4.8.3. Describe your firm's approach to promoting the use of small, disadvantaged and minority businesses. Provide specific examples of how these techniques or procedures were used and the success achieved from any three (3) of the projects listed in response to Section 4.4.2 of this solicitation.

4.9. Location

Provide the location of your proposed project office(s) for preconstruction and construction phase services. Describe how any proposed off-site resources will be integrated into the Management Plan to ensure project success.

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ATTACHMENTS

THE FOLLOWING DOCUMENTS ARE INCLUDED IN THIS REQUEST FOR TECHNICAL PROPOSAL AND MAY BE DOWNLOADED FROM THE UNIVERSITY WEB SITE LISTED IN THE SOUTH CAROLINA BUSINESS OPPORTUNITY'S ANNOUNCEMENT OF THE PROJECT

- Design Package
- Facility Assessment Reports
- Statement of Services Required
- Exhibit A—Fee Proposal
- AIA A133—2009, Standard Form of Agreement Between Owner and Construction Manager as Constructor
- OSE Form 00502, Standard Modifications to the Standard Form of Agreement Between Owner and Construction Manager as Constructor
- AIA A201—2007, General Conditions of the Contract for Construction
- OSE Form 00811—Standard Supplementary Conditions.
- "Open Book" Accounting (OBA) Requirements