

**REQUEST FOR QUALIFICATIONS
FOR
CONSTRUCTION MANAGER SERVICES AT RISK
WITH GUARANTEED MAXIMUM PRICE**

**Memphis Cook Convention Center Renovation
City of Memphis, Department of Housing and Community Development
701 N. Main
Memphis, Tennessee 38107**

1. INTRODUCTION

The Board of Commissioners of the Memphis Cook Convention Center (Board) and the City of Memphis are requesting Statements of Qualifications (SOQ) from interested and qualified construction managers (Respondents) to provide construction management services with a guaranteed maximum price for preconstruction services and construction of the Project referenced above (Project).

The delivery method for this Project is commonly known as “Construction Manager at Risk” (CMAR). CMAR consists of a preconstruction phase and a construction phase with separate contracts for each phase. During the preconstruction phase, the Construction Manager (“CM”) will collaborate with the Architect on the design, constructability, cost, and schedule of the Project, and develop a Guaranteed Maximum Price (GMP) proposal to construct the Project. Upon the Boards’ acceptance of the GMP the Board will issue a contract to the CM for the construction phase. If the Board and the CM do not agree upon a GMP, the Board will not award the construction phase of the Project to the CM.

2. PROJECT DESCRIPTION

The Project generally consists of renovating the Memphis Cook Convention Center a Convention Center (the “Facility”) which was built in 1974 and subsequently upgraded and enlarged in 2003, with the addition of a Performing Arts Theatre and the addition of a Ballroom and additional meeting rooms. The Facility has accumulated considerable deferred maintenance since its opening in 1974 and the facility is now out dated and undersized for its market potential. Several studies have been undertaken to determine the needs of the Facility and the City of Memphis, the owner of the Facility, has determined that in order to retain market share, a renovation and expansion of the Facility is needed. The City has already retained an architectural team to design the renovation. The selected Construction Management firm will work directly with the architectural team to design and determine constructability, and schedule and prepare a Guaranteed Maximum Price for the Project. Substantial information is available through the design architectural team and additional information will be made available to the selected CM to assist their efforts during the design phase. The renovation will consist of a mix of addressing deferred maintenance issues as well as addressing the aesthetics of the Facility, improvements in operational efficiencies, expansion and improvement of the load-in/docking area, and renovation of ballroom/meeting room space. The construction duration is 18-36 months.

The CM is required to be licensed in the state of Tennessee with all required licenses and insurance necessary to construct a facility of the type contemplated in this project.

3. SCOPE OF CM’S WORK

The work to be performed by the CM is specified in the preconstruction phase contract and construction phase contract documents. In submitting an SOQ, the Respondent represents that it is qualified and capable to provide all the requirements of both contracts. The following is a brief overview of the services the CM will be required to perform, if awarded both the preconstruction phase contract and the construction phase contract:

1. Review the initial cost estimate and provide continuous cost management to assure the design is within the budgeted cost estimate.

2. Participate in the development of the design and provide constructability reviews and analysis. Offer suggestions to improve the quality of the Project.
3. Provide construction planning, phasing, and scheduling during design and through construction completion.
4. Develop and maintain a Project schedule that incorporates all tasks and approvals of all involved parties necessary to complete the Project within the contract durations.
5. Incorporate LEAN practices and tools into the process.
6. Incorporate integrated project management practices into the Project.
7. Provide quality assurance.
8. Bring design-assist and design-build trade subcontractors into the design phase appropriate for the Project and as approved by the Board.
9. Provide cost estimating and value engineering. Reconcile CM cost estimates with Architect's cost estimates.
10. Coordinate with and provide information as required to regulatory agencies. Schedule and monitor required agency approvals.
11. Prequalify trade contractors to comply with Boards' standards.
12. Comply with requirements to subcontract a minimum percentage of the Project to MWBE subcontractors. The specific percentage will be determined by the City of Memphis Office of Business Diversity and Compliance.
13. Develop Trade Contractor Bid Packages and receive bids in the most logical, competitive, and seamless manner.
14. Warrant the completeness and constructability of the construction documents and ensure that trade bid packages include a complete scope of work.
15. Submit a Guaranteed Maximum Price proposal.
16. Manage and administer the Project construction phase to achieve construction completion within the contract time and budget and with high quality workmanship.

4. CM SELECTION PROCESS

The Board will select the CM using a two-step process. The first step is this Request for Qualifications (RFQ) from which Respondents may submit SOQs to the Board. The Board will appoint a selection committee to review and score the SOQs, and the highest scoring three firms will continue in the selection process. Unsuccessful firms will be notified. The successful firms will be sent a Request for Proposal (RFP). The Boards' selection committee will score the responding proposals from the finalists, conduct interviews, and may conduct reference checks. The highest scoring firm will be the successful CM and will be awarded a contract for preconstruction services. The judgment of the Board in this selection process is not subject to appeal.

If the Board does not award the preconstruction phase contract or the construction phase contract, the Proposers or CM will not be entitled to recover any monetary awards of any type whatsoever. The Board reserves the right to reject all responses to this RFQ. The Board 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.

5. SELECTION PROCESS SCHEDULE:

Schedule Activities	Schedule
RFQ Advertised	Tuesday, December 27th
Last day to submit RFQ questions	Wednesday, January 11th
RFQ Addenda issued (if required)	Thursday, January 12th
Statement of Qualifications due	Tuesday, January 17th - 4:00pm cst
Proposer shortlist published by e-mail	Friday, January 20th
RFP distributed to shortlist	Friday, January 20th
RFP Site conference	Wednesday, January 25th
Last day to submit RFP questions	Thursday, January 26th
Proposals due date and time	Friday, January 27th

Proposing firms interviewed	<i>Thursday, February 9th - 4:00 pm CST</i>
Successful Proposer announced	<i>Tuesday and Wednesday, Feb 14th and 15th</i>
Preconstruction agreement executed	<i>Thursday, February 16th</i>
Preconstruction services duration	<i>TBD</i>
Construction agreement executed	<i>TBD</i>
Construction start date (per Notice to Proceed)	<i>TBD</i>

This is a proposed schedule that is subject to change. The preconstruction and construction (if awarded) contracts will identify the schedule commitments. Any changes to the schedule for the RFQ/RFP process will be issued to all Respondents/Proposers via addenda.

6. INSTRUCTIONS FOR SUBMITTING AN SOQ

Statement of Qualifications must be received in the Managing Office shown herein before the date and time shown in the Selection Process Schedule.

Respondents for this Project shall submit a Statement of Qualifications in accordance with the following instructions:

1. Provide all information requested by this RFQ.
2. Provide information as it pertains to your firm. When referencing projects that were joint ventures, indicate such and explain your firm’s role in the project.
3. The SOQ should be well organized and as concise and complete as possible while still providing the requested information.
4. Information you believe is relevant to the selection of your firm for this Project but not requested by the RFQ may be submitted as an appendix to the SOQ.
5. Where contact information is requested, include the company name, address and a company representative’s name, phone number and e-mail address.
6. Submit five copies of the SOQ in “8 ½ x 11” format and one copy as a digital file in PDF format.
7. Deliver the SOQ in a sealed package marked on the outside “SOQ for” and add the Project Name, Project No.
8. Deliver the SOQ to the Managing Office for the Selection Process prior to the date and time indicated in the Selection Process Schedule.

7. MANAGING OFFICE FOR THE SELECTION PROCESS

All communications and questions concerning the selection process should be directed to the Managing Office for the Selection Process. In e-mail communications, place Convention Center Renovation in the subject line.

The Managing Office for the CM Selection Process is:

Name	Paul Young, Director of Department of Housing and Community Development
Address (mailing):	701 N. Main Memphis, TN 38107
Telephone:	901-576-7308
E-Mail:	Paul.Young@memphistn.gov

8. SOQ REQUIRED INFORMATION AND SCORING

Provide the following information in your SOQ. Each question will be scored against an ideal response which, in the opinion of the Boards’ Selection Committee, would receive the maximum number of points possible, as indicated herein. If all information is not provided, the SOQ may not be considered. The Board may, at its discretion, call the contacts provided or others as may become known for reference checks. SOQs should be organized with numbered tabs corresponding to the following questions. Provide concise and complete responses; non-requested information and lengthy responses are discouraged.

Tab	Required Information:	Points
1.	Cover letter confirming that your firm's submittal is in response to this RFQ and agrees to enter into preconstruction and construction contracts if selected.	0 points
2.	Organization Information: <ul style="list-style-type: none"> ◦ Identify your firm's full legal name, address, phone, fax, and website. ◦ Include organization chart of the company. Give titles and names of positions. 	0 points
3.	Provide the address of the office that will manage this Project.	0 points
4.	Copy of your firm's Tennessee Contractor License.	0 points
5.	Your firm's past experience on City of Memphis projects.	0 points
6.	Your firm's present contracts on City of Memphis projects.	0 points
7.	Your firm's general qualifications and experience managing projects of similar size and type. List up to five projects and provide contact information for the owner and architect.	60 points
8.	Your firm's qualifications and demonstrated successful experience with CMAR projects in the public sector. Provide information for at least two projects that have been completed, or are 75% complete within the last five (5) years for which the Respondent has worked directly with the architect and owner on a project of similar size and scope to the Project which demonstrates the Respondent's ability to act as a CM at Risk and include: <ul style="list-style-type: none"> A. A project description in summary form showing key data for each project submitted. B. A narrative project description and include the processes that were used to: <ul style="list-style-type: none"> (1) Provide design coordination and review with the architect. (2) Address and incorporate constructability issues into the design. (3) Provide cost estimating and value engineering; explain how issues were addressed and used to revise or develop the architect's design to meet the project construction budget. C. A narrative for the delivery method and include information that details: <ul style="list-style-type: none"> (1) The manner that trade contractor bids were solicited and awarded. (2) The types and qualifications of the trade work for the project type. (3) Demonstrates the firm's ability to effectively use CMAR delivery. D. Provide reference and contact information for the project owner or the owner's representative, and architect, and their roles, responsibilities and everyday interaction with your project team. 	60 points
9.	Your firm's experience incorporating subcontractors into the design phase by methods such as design-assist or design-build. Provide contact information for owner and architect.	10 points
10.	Your firm's experience utilizing MWBE subcontractors.	10 points
11.	Provide a description of your firm's safety record. Provide your Experience Modification Rate.	30 points
12.	Your firm's unique qualifications to perform on this Project.	50 points
13.	Your firm's experience within 50 miles of the Project.	20 points
14.	Your firm's experience using Building Information Modeling (BIM) technology.	10 points
15.	Your firm's experience using LEAN tools and Integrated Project Management methods.	10 points
16.	Your firm's process for assuring the Project cost is within the scope and budget and completed on time.	50 points
17.	During the past five (5) years was your firm required to pay penalties for failure to pay prevailing wages? If yes, please explain.	30 points

18. During the past five (5) years has your firm been assessed OSHA fines in the serious, repeat, or willful category? If yes, provide circumstances, number of instances, and the amount of fine(s). 30 points
19. Response to RFQ was clear, concise and responsive. (No tab required) 30 points

TOTAL	400 points
--------------	-------------------

9. QUESTIONS

All questions regarding this RFQ for the CM selection process listed herein must be submitted in writing by e-mail to the Managing Office and received no later than the due date indicated in the Selection Process Schedule. Questions received after the due date will not be considered. Written responses to submitted questions will be sent to all registered Respondents. Clarifications may be requested verbally, however, verbal responses will not be considered binding.

End of Request for Qualifications