



REQUEST FOR PROPOSALS

**Construction Management Services
At Risk**

**City of Oakdale
Public Works Facility NEW**

CONSTRUCTION MANAGEMENT at RISK

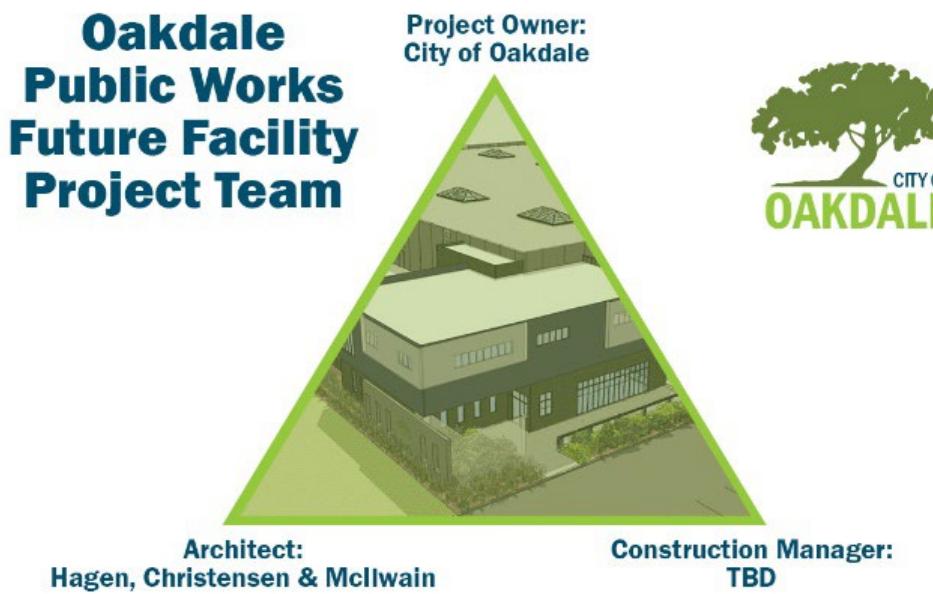
REQUEST FOR PROPOSALS

Oakdale Public Works Facility NEW

City of Oakdale
1584 Hadley Avenue North
Oakdale, MN 55128

Background

The City of Oakdale (“City”) is requesting proposals from selected construction firms for the pre-construction and construction services for the new construction for the public works facility located at 32nd and Granada, Oakdale. The need for a Construction Manager (“CM”) has been identified by the City. The CM will facilitate cost exploration, project scheduling, and proper allocation of funds. The CM will be an important member to the three-pronged team for ensuring the scope of work and project goals are met. Prong One is the owner, the City of Oakdale. Prong Two is the Architect – Hagen, Christensen & McIlwain Architects (“HCM”) has been selected as the project architect for this project. Prong 3 is the Construction Manager at Risk.



Invitation

The Request for Proposals consist of this document and the attachments included. Three paper copies and an electronic file of the proposal are to be delivered in person or by certified mail to City of Oakdale, Attn: Christina M. Volkers, 1584 Hadley Avenue North, Oakdale, MN 55128. To be considered, proposals must be received by 3:00 p.m. on Monday April 3, 2023. The City intends to review submitted proposals to shortlist three firms which will be interviewed in early to mid-April. Instructions are contained in the Request for Proposals which shall be carefully followed by Proposers. Responses to the Request for Proposal received after the submission deadline will be rejected and returned unopened to

the sender. The City of Oakdale reserves the right to waive technicalities and accept or reject any or all proposals in the best interest of the City and the project.

Services

The services to the City may include multi-phased or multiple bid packages, and have complicated scheduling and coordination issues and the construction management method at risk is best suited for this project. The Construction Manager will assist the City and Architect to determine the best process for the project, to include scheduling and bid packaging opportunities.

The overall fees and pricing are a factor for this project. However, this is not a lowest price bid or competition. The City will evaluate qualifications, experience with similar projects, and references to assist with the selection process. The City intends to review proposals and enter into negotiations with the preferred Construction Manager based on the evaluation of the proposals.

TABLE OF CONTENTS

1.0 PROJECT INFORMATION
1.1 Project Overview
1.2 Project Contact Information
1.3 Project Team
1.4 Project Schedule
1.5 Addenda
2.0 SCOPE OF SERVICES AND DELIVERABLES
2.1 Pre-Construction Services
2.2 Construction Services
2.3 Post-Construction Services
3.0 PROPOSAL PROCESS, CONTENT AND SUBMISSION REQUIREMENTS
3.1 Website for Communications for Project/RFP
3.2 Proposal Timeline
3.3 Project Team
3.4 Other
4.0 EVALUATION, INTERVIEWS, AND CONTRACT AWARD
4.1 Evaluation Criteria
4.2 Interviews
4.3 Contract
4.4 Fee Proposal
APPENDIX A – Proposed Schedule(s) dated February 17, 2023
APPENDIX B – Concept Package dated February 17, 2023
APPENDIX C – Additions and Deletions Report for AIA Document A133-2019

1.0 PROJECT INFORMATION

1.1 Project Overview

The City of Oakdale is seeking Construction Management services for the new public works facility project located at 32nd and Granada.

The public works department secured the services of Hagen, Christensen & McIlwain Architects (HCM) for space assessment and design services. Dating back to 2020, the design development plans were started. The project has had many iterations as funding sources were sought and secured. During the 2021 MN Legislative session, approval was granted to the City of Oakdale for Local Option Sales Tax (L.O.S.T.) funding authority subject to voter approval. On November 8, 2022, Oakdale voters approved \$22,000,000 maximum L.O.S.T. for a new Public Works Facility. In early 2023, the Oakdale City Council approved another (up to) \$6,000,000 in project costs for a total of \$28,000,000 maximum. This project budget amount is inclusive of construction costs and all project soft costs related to this project that is incurred by the City of Oakdale.

The proposed project will consist of the following elements:

- A 2-story portion of the facility of approx. 9,000 SF that will provide office areas, conference rooms, a break room/training room, and crew areas including locker rooms.
- A Vehicle Storage portion of the facility of approx. 37,600 SF that will provide tempered storage of City vehicles and equipment. There will also be a mezzanine of approx. 3,200 SF in the NE corner of this space that will provide storage and facility support spaces.
- A Fleet Maintenance portion of the facility of approximately 17,400 SF that will provide (4) maintenance bays and associated offices, a welding bay, wood shop, forestry and park work bays, sign shop, and a full wash bay with associated drying bay. There will also be a mezzanine at the east end of the area of approx. 4,600 SF for storage and support rooms.
- There will be a salt storage fabric structure with concrete base (shown in the SW portion of the site) of approx. 5,000 SF that will be included in the project. Location and orientation will develop as the design progresses.
- Other site features and scope of project include a fuel island, security fencing and gates into the yard area, and storage areas for yard materials.

1.2 Project Contact Information

Prospective responders may direct inquiries/questions **in writing only** (no oral questions will be entertained) to:

Christina M. Volkers via email at chris.volkers@oakdalemn.gov

All questions are due no later than **4:00 PM on March 27, 2023**. Responses to the questions will be posted by 4:00 PM on March 29, 2023. These responses will be posted on City's website at <https://www.oakdalemn.gov/975/New-Public-Works-Facility>

The contact persons listed above are the only individuals who can be contacted about the project before proposals are submitted. Responding firms are prohibited from communicating in any other manner about this project with any other City Council members or City employees. Other means of communications or contact may disqualify the submitting firm.

City of Oakdale
Attn: Christina M. Volkers, City Administrator
1584 Hadley Avenue North
Oakdale, MN 55128
Email: chris.volkers@oakdalemn.gov

1.3 Project Team

The City's project team will include the policy makers (Mayor and City Council) as needed. Day to day administrative guidance and oversight will be the responsibility of the City Administrator, Christina M. Volkers. On site operational leadership to be provided by Public Works Manager Jim Romanik.

1.4 Schedule

Schedule	
Design	See attached proposed schedule(s) in Appendix A
Construction	Anticipated in late 2023/2024/2025

1.5 Addenda

If any addenda are issued for this Request for Proposal, it will be posted on City's website at: <https://www.oakdalemn.gov/975/New-Public-Works-Facility>. Final Addendum information will be posted by 4:00 PM on March 29th.

2.0 SCOPE OF SERVICES AND DELIVERABLES

2.1 PRE-CONSTRUCTION SERVICES

- 2.1.1 The Construction Manager (CM) will review the material provided by the City and understand the requirements of the project and arrive at a mutual conclusion and understanding with the requirements of the City.
- 2.1.2 The CM will provide an evaluation of the current plans and status of the project, schedule, and project budget and one-year warranty period expected.
- 2.1.3 With respect to the design drawings prepared by the architect, the CM will prepare estimates of construction cost via volume, are, or other acceptable estimating measures. The CM should provide critical thought for alternative materials, systems, and cost evaluations.
- 2.1.4 The CM will review all design documents during the development and provide advice on proposed site use and improvements, selection of materials, building systems and equipment, and methods of project delivery. The CM will provide recommendations on relative feasibility of construction methods, availability of materials and labor, time requirements for procurement, installation and construction, and factors related to construction including, but not limited to, costs of alternative designs or materials, preliminary budgets, and possible cost saving solutions.

- 2.1.5 The CM will prepare and periodically update a project schedule for the architect's review and the City's acceptance. The CM will obtain the architect's approval for the portion of the project schedule relating to the performance of the architect's services. With respect to the project schedule, the CM will coordinate and integrate the CM's services, the architect's services, and the City's responsibilities with the anticipated construction schedules, highlights critical and long lead time items.
- 2.1.6 The CM will conduct regular meetings to show progress at least twice a month, or as directed by the City. Minutes for each meeting will be recorded, transcribed and distributed by the CM to all attendees and all other involved parties within two (2) working days of the meeting.
- 2.1.7 The CM will be responsible for preparing and updating, as agreed by the City, CM, and Architect, estimates of construction cost of increasing detail and refinement. These estimates shall be made available to the entire team and include detailed line items of all work by specification section based on quantity, unit of measure, and unit cost at minimum. The estimated cost of each contract shall be indicated with supporting detail. Such estimates shall be provided for the architect's review and City approval. The CM shall advise the City of any changes, errors, and make recommendations for correcting any issues in writing. Estimates based on the preliminary design shall be performed at the end of the schematic design, design development, and 95% construction documents, Constructability, sequencing and contractability reviews shall be performed at each phase of design.
- 2.1.8 The CM shall consult with the City and architect regarding the construction documents and make recommendations whenever the design details adversely affect constructability, cost, or schedules. The value engineering, life cycle cost analysis, evaluations for alternative materials and systems shall be performed prior to the beginning of the construction document phase.
- 2.1.9 The CM will closely monitor and manage the project to assure sustainability goals are being met. The City will not be pursuing formal documentation programs such as LEED, Green Globes, etc. The City is a member of MN GreenStep Cities in partnership with Minnesota Pollution Control Agency. <https://greenstep.pca.state.mn.us/>. The City is an Xcel customer and will be pursuing the Xcel Energy EDA (Energy Design Assistance Program).
- 2.1.10 Throughout this RFP, reference to Construction Manager at Risk is assumed to include the construction manager firm and any other firms and/or personnel with which the CM firm has elected to partner for purposes of the Project. CM engagement will be direct between City and the CM firm. CM team will be responsible for all communications, contracting, payment, and other matters with partner firms.

2.2 CONSTRUCTION SERVICES

- 2.2.1 Ongoing, the CM will evaluate all systems, components, and materials for constructability, economy, long-term performance for use intended and schedule impacts, and provide recommendations for preferred options consistent with cost and schedule goals.
- 2.2.2 The CM will identify long lead items requiring early bid packages and recommend issue dates for same to meet required completion date.

2.2.3 Work with Project Team to develop a project communication system that is effective for the participants and meets the schedule requirements of the project.

2.2.4 Project Management Team

- a. CM to provide competent, experienced full-time staff, including an experienced construction field superintendent and project management team to coordinate the work, maintain the progress of the subcontractors, coordinate with ongoing activities and operations, and provide overall direction to the project during the construction phase. Establish on-site organization and levels of authority to carry out the overall plans of the construction team.
- b. Demonstrate high levels of effective, proactive project leadership.
- c. Work cooperatively and constructively with members of the Project Team to foster positive relationships that support positive outcomes for the team members and the project.
- d. CM will be contractually obligated to not reassign key staff members to other projects without City's prior written consent. City will have approval rights of any and all new personnel assigned to this project.

2.2.5 Cost Management

- a. Periodically review the Construction Documents during the development of those documents to assist the AE to align the Construction Documents with GMP.
- b. Implement and maintain cost control methods with "open book" sharing of cost information.
- c. CM to inform City of pending cost issues within five (5) business days of identifying potential issues.
- d. Implement and maintain a current log of pending cost issues impacting the final cost of the project and review no less than monthly with the City of Oakdale.
- e. Provide drawdown and cash flow projections for the project during construction and update as necessary.
- f. Work with City and HCM to develop and implement a change management process for the project.

2.2.6 Procurement

- a. CM to manage bidding process, utilizing either the competitive bidding or best value process, whichever is in the best interests of the City. The City will utilize any of the following methods for awarding contracts for portions of the work: competitive bid, best value, or negotiated terms. For those prime contracts to be awarded on a competitive bid or best value basis, CM to obtain a minimum of three (3) bids for each sub-trade category unless otherwise authorized by City. CM to provide a written award recommendation to City with respect to the awarding of each prime contract.

2.2.7 Coordination Meetings

- a. Conduct weekly job site meetings that include appropriate subcontractors, City representatives, and HCM representative to review open issues, schedule work, and resolve pending or upcoming issues. CM to prepare a written agenda in advance of each meeting. CM to maintain a list of action items with identification of responsible party and due dates for each item. CM to distribute written meeting minutes and action item lists

within 48 hours of each meeting.

2.2.8 Schedule Management

- a. CM to prepare and manage a logic-based project schedule indicating key milestone events, dates and responsibilities. Project Schedule to include design efforts, preconstruction activities, procurement of goods and construction activities. CM to provide regular monitoring of the actual progress versus the scheduled progress, identify any variances and prepare a written action plan along with an updated schedule to maintain the scheduled completion dates.
- b. CM to determine the adequacy of the subcontractors' personnel and equipment and the availability of materials and supplies to meet the schedule. Report status no less than weekly in regular weekly coordination meetings.
- c. CM to prepare a short-term (3 to 4-week look-ahead) schedule on a weekly basis.
- d. Coordinate the installation of existing or City-purchased and/or third party provided shop and storage equipment, furniture with construction of the project.

2.2.9 Project Reporting

- a. CM to prepare a monthly report with each progress billing that details a project work status report, buy-out to schedule of value analysis, contingency status, schedule status and project progress commentary with applicable job-site photos. Provide other formal communications as requested by City.

2.2.10 Quality Management

- a. CM to complete a quality/coordination/constructability review of each bid package prior to issuing bid documents to subcontractors.
- b. Complete construction of the work in strict conformance with the quality requirements established by the contract documents.
- c. All testing and independent inspection services required will be secured and paid for by City. CM to cooperate and coordinate with testing and inspection service agencies. CM will be responsible for the cost of excessive additional testing due to failed tests.
- d. Develop an initial CM punch list to subcontractors prior to formal punch list issued by HCM. CM to ensure completion of CM's initial punch list prior to HCM's punch list walk thru.
- e. Work cooperatively with the Project Team to develop and implement an effective commissioning plan.

2.2.11 Safety

- a. Implement a formal project safety plan.

2.3 POST-CONSTRUCTION SERVICES

2.3.1 Project Closeout - Timely submission of operation and maintenance manuals completed punch lists, coordination of training, submission of as-built field documents, BIM model and financial close-out of project. CM to actively support and participate in soliciting and securing g activities.

3.0 PROPOSAL PROCESS, CONTENT AND SUBMISSION REQUIREMENTS

3.1 WEBSITE FOR COMMUNICATIONS REGARDING RFP/PROJECT
<https://www.oakdalemn.gov/975/New-Public-Works-Facility>

3.2 PRE-CONSTRUCTION TIMELINE

CM selection is expected to track the following schedule but may be revised if necessary.

RFP Release Date	March 10, 2023
RFP Questions Due in writing to Proposal Contact	March 27, 2023
RFP Questions Answered (posted on City's website)	March 29, 2023
Deadline for RFP Proposal Submissions (delivered to City)	April 3, 2023
Shortlist Candidates for Interviews (anticipated date)	April 7, 2023
Interviews Conducted (anticipated date) *	Week of April 10, 2023
Anticipated Agreement Approval (subject to City Council Approval)	May 9, 2023

*CM personnel who interview must include the same key personnel who will be in charge of the project during pre-construction and construction phases.

3.3 PROJECT TEAM

- 3.3.1 Include an organizational chart showing your proposed staff for both the preconstruction and construction phases of the project. Specifically identify project executive, project manager and on-site day-to-day project superintendent for the construction phase, the availability of each person during the term of the project, and their history of working together on previous projects. Indicate experience of key team members working together on past similar projects.
- 3.3.2 Provide résumés or a listing of information for each person included in the proposed project team. State the educational background of each team member, years of experience, length of employment with the firm, and previous project experience. For each person, list specific responsibilities on this project, experience on projects of similar sizes and types, specific qualifications applicable to this project, and current work assignments and availability for this project.
- 3.3.3 List other assignments the Project Manager will be handling during the period of assignment to this project.
- 3.3.4 For the Project Manager, Superintendent, and other “key” staff members proposed, provide client references from three of their most recent projects and three architect/engineer references (including contact person and telephone number).
- 3.3.5 Proposers must have a MN headquarters

3.4 OTHER

Core Challenges for the CM to address (not all-inclusive)
<ul style="list-style-type: none">- Timing of site availability and impact on schedule once Brownfield clean up done and remediation are complete.- Staying within proposed budget- Delivering services and long lead items in line with project schedule- Construction site safety and security

The CM scope of services includes (not all-inclusive):
<ul style="list-style-type: none"> - Budget: development, analysis, development, estimating, and tracking - Overall project management including on-site job superintendent(s) - Coordination of project, permits, and approvals - Value engineering, safety, and quality standards review - Review design plans, coordinate, schedule development - Project development and implementation - Bidding: bid analysis and recommendation - Contract administration and construction inspection - Coordinating final set up, testing, and occupancy

4.0 EVALUATION, INTERVIEWS, AND CONTRACT AWARD

4.1 RFP EVALUATION CRITERIA AND REQUIRED RFP RESPONSE

The intent of this request is to establish a process that will encourage candidate firms to assign top talent to this Project. The City and HCM will evaluate the proposals, and select a short list of firms to interview, after which it will select based upon the skillsets, experience, and the professional backgrounds of the proposed team members submitted and in the interviews.

Evaluation Criteria

To be considered for interview selection, the firm must demonstrate the ability to provide a performance and payment bond in the amount of not less than the Construction budget (approx. \$25-26 million).

The evaluation will be conducted by the City and HCM. Upon receipt of the proposals, a shortlist of no more than three firms will be selected. Shortlisted firms will be interviewed in Oakdale the week of April 10th. All proposals will be treated as closed records until a contract award. The City will make a recommendation to the Oakdale City Council for their approval.

Selection Criteria

The evaluators will rely on the qualitative information contained and presented in the proposals, interviews, and reference checks in making the decision to select the most qualified firm to provide services for this project. Selection criteria will be based on:

- A.** Experience, qualifications, and availability of proposed team leaders (45 %)
- B.** Broader team structure (5%)
- C.** History of project team working together (5%)
- D.** Technical work process (10%)
- E.** Proposal, interview and response (10%)
- F.** General Conditions and Fee (25%)

Upon completion of the interviews, the shortlisted firms will be ranked. The City will start negotiations of the contract with the highest-ranking firm. If an agreement for services cannot be reached with the highest ranked firm, the City will move to the second ranked firm. The same process will be repeated with the other ranked firms if no such agreement can be reached. The City reserves the right to not select a firm as part of this process if an agreement cannot be reached with the interviewed firms.

Acceptance of a proposal shall be by written notice to the construction manager submitting the accepted proposal, and by simultaneously notifying in writing the other construction managers that their proposals were not accepted.

Excluding proprietary information, the proposal and the professional service contract of the CM awarded the contract are deemed public records and shall be available to the public upon request.

4.1.1. Your proposal and interview presentation should be a demonstration of your ability to communicate concisely and succinctly. Proposals are to be organized in the same sequence as outlined below and sections should be tabbed and clearly identifiable. Failure to include requested information may have negative impact on the evaluation of the proposal. The minimum contents of a proposal are as follows:

4.1.2 Transmittal Cover Letter

- 4.1.2.1 Identify all materials being forwarded collectively as a response to the RFP.
- 4.1.2.2 Provide the name, title, address, email, and phone number of the person(s) authorized to make representations for the CM team.
- 4.1.2.3 Signed by an individual authorized to commit proposed team to the scope of work proposed. Consortiums, joint ventures, or teams submitting proposals must establish contractual responsibility solely with one company or one legal entity. Each submittal should indicate the entity responsible for execution on behalf of the proposal team.

4.1.3 Project Approach and Management Capabilities: Provide a description of the project approach and management capabilities as it relates to the following areas.

- 4.1.3.1 Commitment to building positive team working relationships.
- 4.1.3.2 Preconstruction services: Describe firm's approach to preconstruction services. Provide an estimate of the number of total anticipated hours for the assigned personnel.
- 4.1.3.3 Identify the dedicated Team Members for the project, specifically the Project Manager and Superintendent(s).
- 4.1.3.4 Cost management: Describe the level of detail included in the cost estimates as various phases of design.
- 4.1.3.5 Change Management: Describe the change management process and reporting during construction.
- 4.1.3.6 Submit a preliminary overall project schedule for the key activities from the date of the notice to proceed through project construction.
- 4.1.3.7 Safety: Submit a description of your organization's approach to managing safety on construction projects. Also include an overview of your company's recent safety record, and your company's experience modification rate (EMR) for the last three (3) years.

4.1.4 Relevant Project Experience: Describe a minimum of two (2), but no more than five (5), projects that are the most similar in size and scope that were constructed within the past ten (10) years. Provide information on each project that will allow the Selection Committee to evaluate your work against the selection Criteria noted in the RFP. Indicate for each project the following minimum Information:

- 4.1.4.1 Name and description of the project, location, value of construction contract and construction end date.
- 4.1.4.2 Name of project manager and superintendent responsible for project.

- 4.1.4.3 Type of construction delivery method (general contractor, design build, construction manager – agency, construction manager at risk, etc.).
- 4.1.4.4 Preconstruction services provided.
- 4.1.4.5 Client and architect contact information. Include phone number and email address.

Proposers may provide preprinted brochures or other literature you feel will be helpful in understanding your firm's unique capabilities and experience. Do not include this material in the body of your proposal.

- 4.1.5 Statement of financial strength/stability and insurance coverage. Provide the following information about your firm.
 - 4.1.5.1 Name and contact of your organization's surety, and description of bonding capability available. Additionally, provide a statement from a surety company authorized to do business in Minnesota indicating the firm(s) ability to obtain a performance and payment bond in the amount of not less than the Construction budget (anticipated in the \$25-26 million range).
 - 4.1.5.2 Name of your insurance carriers and a description of the insurance coverage your firm could provide.
 - 4.1.5.3 Name and contact information for your primary bank.
- 4.1.6 Special Resources: A description of special resources, or capabilities your organization could employ on the project which would enhance the value your organization would bring to the project.
- 4.1.7 Describe what steps your company has taken during recent years to be innovative and progressive in the development of your business, and state how these activities serve your clients.

This request for proposals is being sent to invited construction management firms and posted online publicly at <https://www.oakdalemn.gov/975/New-Public-Works-Facility>.

HCM is the architectural firm; Matt Lysne is assigned this project.

The City will engage the Construction Manager at-risk model. As such, respondents should be prepared to discuss their experience with similar public works/public facility projects.

4.2 CONTRACTS

The City and the selected firm will enter into the standard AIA A133-2019 contract subject to the Additions and Deletions Report set forth in Appendix D

4.3 FEE PROPOSAL

CM Fee shall be submitted with proposal based on a percentage of total construction costs.