

**Request for Proposals for
Project Management Services**

City Schools of Decatur

758 Scott Blvd., Decatur, Georgia 30030

**Capital
Construction Program**

February 26, 2010

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1 Introduction

Through this Request for Proposal ("RFP") City Schools of Decatur ("CSD") is seeking the services of a Program Management Consultant ("Respondent") to provide program management services for a \$13,400,000.00 capital program with projects at Decatur High School ("DHS") and Renfroe Middle School ("RMS"), 5th Ave Academy (5th Ave). CSD is a small school system with a total enrollment of approximately 2500 students. CSD administrative staff require the assistance of a program manager to administer large capital programs. The Respondent will function as the Owner's primary administrative resource for supporting all phases of this capital program.

This RFP describes the required services and requests certain qualifications and fee information. The proposal must demonstrate that the Respondent is responsible, with the capability to perform fully and reliably the services requested in the RFP. Each respondent must also demonstrate responsiveness by conforming to all proposal requirements set forth in the RFP. Consideration will be limited to firms or individuals that have demonstrated successful experience in management of large public use facilities.

The proposal must contain specific information about each of the items listed in the Proposal Requirements section of the RFP. Failure to provide accurate, up-to-date responses to any and all portions of the RFP may result in the proposal being disqualified with or without prejudice. The Owner reserves the right to reject any and all proposals and to waive technicalities and informalities, and to re-advertise. The Owner may negotiate with any Respondent to revise the scope of services and fees to address budget parameters.

The winning Respondent will prepare a written agreement with the Owner that includes terms of service, fees, and a description of the services requested in the RFP plus any additional services requested by the Owner.

A pre-proposal conference will be held on Friday, March 19, 2010 at 10:00 a.m. at the Decatur High School, 310 N. McDonough St., Decatur, Georgia 30030. Interested responders are strongly encouraged to attend and participate in the pre-proposal conference. For information regarding the pre-proposal conference, please contact Gene Ponder, Director of Facilities and Maintenance, 404-370-4408 ext. 18.

All interested parties must notify CSD by 5:00 pm, Wednesday, March 17, 2010 of their intent to submit a proposal so that addenda can be transmitted prior to the proposal deadline. See "Submittal Instructions" for contact information.

The deadline for submission of your proposal is 4:00 pm on Monday, April 19, 2010. See "Submittal Instructions" for additional directions.

Final approval to employ a program management consultant is anticipated at the May Board of Education meeting. To confirm the award date, contact Gene Ponder at 404-370-4408 after April 15, 2010. The Board of Education has final authority on scope and fees and may request adjustments. Services will begin immediately after Board approval.

2 Program Schedule

The selected Program Manager will prepare an overall program schedule that incorporates the owner’s requirements plus recommended processes and timing for program management, design and construction. A rigorous planning process is desired before the Owner issues a precise schedule.

Duration (months)	Activities)
1	Initial Program Management Services: Begin preparation of Program Management Plan, prepare preliminary overall schedule, preliminary program budget, finish design and construction contracts, prepare design and construction requests for proposals
1.5	Select Designer(s): Coordinate advertising for design services and facilitate selection process. Continue development of Program Management Plan.
7	Preliminary Design: Complete preliminary design for the entire program. Include meetings and other data collection activities needed to conclude design input from the community, school personnel and the Board of Education.
12	Final design: Prepare construction documents and secure required agency approvals.
21	Construction

Important considerations for planning the schedule and program management services include:

- Storm drainage plans and approvals for the entire program need to be completed as soon as possible.
- A finite preliminary/schematic design phase will be planned to include public input and Board of Education action to approve design decisions. Preliminary design will include all projects to ensure that all projects can be accomplished with available funding.
- Construction coordination with the school calendar should be optimized. Campus access and safety must be maintained while school is in session. Whenever possible, disruptive construction activities should be scheduled during the summer. If possible, completion of the DHS gym should be coordinated to house graduation ceremonies as soon as practical.
- CSD will use a Design-Build delivery system.

3 Program Description

The Program Management Consultant will coordinate design and construction activities for the following Capital projects:

Renfroe Middle School: HVAC retrofit, new ceilings, energy efficient lights, bathroom upgrades and technology infrastructure. Budget; \$2,000,000.00

5th Avenue Academy: New construction. Budget; \$8,400,000.00

Decatur High School; Career Tech renovation; Budget \$3,000,000.00

4 Program Management Services

The Respondent will provide the services described in this section and the resources necessary to support the requested services. The Respondent selected must have an office in the Atlanta metropolitan area. Owner will not pay direct cost for the relocation, temporary housing, or subsistence of staff assigned to this project. Transient office space will be provided by the Owner as needed.

The Respondent will report to the CSD Director of Facilities and Maintenance, who will coordinate project activities of other CSD staff and communication with the Superintendent of Schools. Project decisions will be reviewed by the Director of Facilities and Maintenance, the Superintendent of Schools, school Principals, or members of a steering committee to be established by the Owner. Direct communication with the Superintendent may be requested and the Superintendent will coordinate all communication with the Board of Education. Board action is required on funding commitments and contractual agreements.

The Respondent selected to provide program management services shall be prohibited from being awarded professional services and/or construction contracts for projects it is assigned to manage. This is considered a conflict of interest since one of the tasks of the program manager is to provide a check and oversight of Consultants doing design and construction document development for Master Plan projects.

The Respondent's services will be subject to all of the laws of the State of Georgia applicable to public works projects. All parties must adhere to all applicable federal, state and local laws, rules, and regulations. These projects are also subject to the regulations of the Georgia Department of Education, including the Facilities Services office.

4.1 General Program Management Services

Guidance and administrative support needed in all project phases, throughout the duration of the program, include the following:

- A. Identify the professional services required to execute the program and assist the Owner with acquisition of those services.
- B. Provide directions to the project team to support implementation of the Owner's goals. Monitor project team activities and communication. Notify the Owner and project team when critical performance standards must be met or are not being met.
- C. Facilitate and monitor necessary communication between project team members. Advise the Owner and all team members when communication is inadequate. Facilitate Owner's design and construction coordination meetings, anticipated every two weeks. Prepare and distribute meeting minutes. The Program Manager will establish standards for electronic distribution of project communication

- D. Provide verbal and written progress reports to the Owner, project team and school community. Reporting and record keeping should include trend analysis and forecasting in addition to project history.
- E. Attend Board of Education Meetings to deliver program updates. Prepare brief written updates for posting on the school system's web site.
- F. Notify the Owner when plans or actions by the CSD administrators, CSD staff, Board of Education, or project committees, could compromise the goals of the Master Plan program.
- G. Create and maintain schedules for all critical program activities and completion targets. Monitor and promote schedule compliance by all project participants.
- H. Maintain a task list of critical commitments and activities for all program projects and phases. Use this list to facilitate satisfactory and timely completion of critical tasks by all project participants.
- I. Facilitate selection, review and preparation of contracting or procurement documents and amendments. Recommend contract language that focuses on Owner needs. Interpret contracts and assist the Owner with enforcement of contract conditions. Monitor contract compliance by all parties during all projects and phases.
- J. Monitor the fulfillment of contractual obligations by all project participants including the Owner. Advise the Owner and other parties involved when contractual obligations are not being satisfied.
- K. Support Owner obligations to provide the project team with the information and decisions necessary for successful project execution or as required by the Owner's contractual agreements.
- L. Advise the Owner on administrative functions to be performed by the Owner's staff including creation of adequate project records, cost tracking and budget compliance monitoring.
- M. Monitor the Owner's project cost tracking and accounting to verify accuracy and completeness.
- N. Facilitate collection of information needed by the Owner to make project decisions. Create additional documentation as needed to support resolution of critical issues. Review alternatives to assist the Owner with the decisions.
- O. The Program Manager shall present all original records and documentation prepared in the course of each project to the Owner at the conclusion of the project.
- P. Prepare an initial estimate of program costs. Prepare and maintain an overall program budget.
- Q. Assist development and document procedures for planning, procuring and installing Owner bought furnishings and equipment.
- R. Assist the review of design and construction proposals and selection of the winning proposal.

- S. Facilitate budget driven design that allows all projects to be completed with available funding. Establish a process to prioritize and balance esthetic expectations, space needs, energy conservation goals and other design variables.
- T. Determine a site management plan for construction that supports safe and efficient school operations.
- U. Assist development and document operating procedures for the new facilities including event scheduling, event security, staffing, and maintenance.
- V. Coordinate pre-construction services by the Contractor.

Final Design

- 1. Provide general oversight of the development of plans and specifications.
- 2. Facilitate review of plans and specifications and necessary modifications.
- 3. Monitor and expedite regulatory approvals.
- 4. Incorporate critical design submittals and material procurement activities into the project schedule.
- 5. Facilitate selection of a consultant for construction materials testing and monitoring of National Pollutant Discharge Elimination System requirements.
- 6. Monitor development of a detailed construction schedule by the Construction Manager(s).

Construction

- 7. Coordinate temporary facilities or equipment required to maintain school operations during construction.
- 8. Prepare an updated program cost estimate to verify Contractors pricing.
- 9. Review and analyze bids.
- 10. Guide Designer's planning for preconstruction conferences and assembly mock-ups to promote quality and conformance with plans and specifications.
- 11. Establish and monitor good practices for maintaining student and staff safety during construction.
- 12. Review and monitor the Contractor's construction schedule.
- 13. Monitor execution of Designer's construction administration responsibilities. Coordinate Designer's inspections required to confirm quality of work and conformance with plans and specifications.
- 14. Monitor design submittal reviews and transmittals.
- 15. Monitor construction material testing. Coordinate material testing with related construction schedule activities. Facilitate Designer's review of test results and any remedial action required by the Contractor.

16. Analyze all requests for changes. Support change proposal processing and evaluation. Facilitate compliance with Designer's and Contractor's contractual responsibilities for change processing.
17. Coordinate preparation of contract amendments and change orders.
18. Monitor construction progress and compliance with the schedule. Facilitate remedial action needed to recover from schedule problems.
19. Review Contractor's applications for payment.
20. Schedule and monitor the selection and procurement of Owner bought furnishings and equipment.
21. Coordinate utility connections.
22. Prepare detailed completion schedules as necessary to facilitate timely substantial completion.
23. Guide the close out process for each project. Facilitate final inspections required to obtain certificates of occupancy. Facilitate preparation of adequate close-out documents and accurate as-built drawings. Establish standards for submittal of close-out documents in electronic form.
24. Coordinate completion of all punch list work.

5 Proposal Requirements

The following information is required in the proposal. Each respondent will be ranked based on the completeness and content of the information provided. Your response must be presented in the same order as the items listed below. Failure to provide the requested information may result in the proposal being disqualified.

5.1 Basic Information

- A. Firm name, address, phone number, fax number and e-mail.
- B. Type of organization (partnership, limited partnership, corporation)
- C. History of the firm, including background of firm's executive management and number of years the firm has been in business.

5.2 Program Management Services

The description of program management approach in the proposal should go beyond a verbatim copy of services requested in the RFP. Proposal evaluators will look for descriptions of how requested services will be accomplished, superior management processes, clear communication methods and added value to distinguish your firm. Proposal evaluators will compare proposed services with the requested fees to determine value.

- A. Describe how you will accomplish the "General Program Management Services" and "Specific Program Management Services". Propose deliverables that should accompany those services, including process documentation, schedules, reports, presentations and meetings. Based on the Program Description in the RFP and attached "Master Plan Final Report", recommend any revised or additional services that are desirable and explain why.
- B. Outline the proposed contents of the Program Management Plan. Identify items that may change based on project knowledge to be learned or goals that need to be determined.

5.3 Relevant Experience and Capabilities

- A. Describe experience with projects of similar construction and character completed in the last seven years. List a maximum of three projects, providing information on the size, cost, program management services, status or date of completion, and client contact information.
- B. Provide examples of capabilities to provide program management services for public education facilities. List a maximum of three projects, providing information on the size, cost, program management services, status or date of completion, and client contact information.
- C. Provide general information about your firm including: age of firm, number of employees, number of staff with professional affiliations, etc.

5.4 Project Team

- A. Identify the key members of your program management team and include a resume and a role description for each if applicable.
- B. Describe the projected workload (this and other projects) of each key team member for the duration of this project. Identify the approximate percentage of time each key team member will be dedicated to this project.

5.5 Cost of Services

The respondent shall determine fee structure and amounts necessary to accomplish all of the services requested throughout this RFP. Any questions necessary to confirm requested services or fees should be submitted to the Owner and resolved prior to submittal of your proposal. Clarify services and associated fees as necessary to prevent scope disputes and unexpected fees during execution of your services.

- A. Provide fees for your services broken down as follows.
- B. 5th Ave Academy new construction, Renfro Middle renovations, Decatur High School Career Tech:

Preliminary design (all projects)

Final Design (all projects)

Construction (all projects)

Funding of \$13,400,000.00 is available now.

Indicate how those fees will be further broken down into monthly payments. The Owner may request further breakdown of fees to plan adjustments to meet budget parameters.

- C. Please provide a comprehensive list of potential reimbursable expenses with estimated cost.
- D. Provide a list of hourly rates for services requested by the owner that exceed the scope of services requested in the RFP or described in your proposal. Provide a list of possible services that would require additional fees.

5.6 Additional Information

- A. Is your firm involved in any pending claims or lawsuits? If so, please describe.
- B. Please provide evidence of your firm's financial stability.
- C. Please provide any other information, comments, or clarifications that you think would be of interest to CSD in consideration of your firm.

6 Selection Process

Proposal information will be evaluated to determine the award based on the following factors:

1. **Project Approach & Project Management Services**
Satisfactory proposals will have a clear and complete plan of useful program management services that expresses the respondent's expertise. A copy of the program management services listed in the RFP will be considered an inadequate response.
2. **Relevant Experience and Ability**
The Respondent and its proposed personnel will be evaluated based on successful experience as project managers for similar capital building programs in Georgia.
3. **Cost of Services**
Satisfactory proposals will document a clear fee schedule with good value and flexibility to adjust the Respondent's scope services based on the Owner's needs and available funding.
4. **Responsiveness to RFP**
Satisfactory proposals will indicate a thorough understanding of the information presented in the RFP and attachments, complete responses to requested information, awareness of the Owner's capabilities and the Master Plan goals. The proposal should be well organized so that selected information requested in the RFP is easy to locate.
5. **Pre-Proposal Conference Attendance**
Participation in the conference will be considered a measure of interest in the program.
6. **General Information**
A satisfactory proposal will demonstrate adequate stability and resources in the Respondent's organization to provide the necessary services over the duration of the Master Plan program.
7. **Interviews**
Respondents deemed qualified by Owner may be required to participate in an interview with a selection committee established by the Owner. Interviews, if conducted by the selection committee, will generally consist of no more than thirty (30) minutes for Respondents' presentation, followed by questions posed by the Selection Committee. Total time of each interview will not exceed one (1) hour. Any Respondent invited to participate in the interview process shall have present at the interview key personnel for the Master Plan program.

7 Submittal Instructions

The deadline for submission of your proposal is 4:00 pm on Monday, April 19, 2010

Please submit eight (8) paper copies of the proposal and one electronic copy in a single Adobe Acrobat PDF file on a CD-R disk. Proposals may be delivered or mailed to Gene Ponder, Director of Facilities and Maintenance, City Schools of Decatur, 758 Scott Boulevard, Decatur, GA 30030. You are responsible for on-time delivery to the correct location. Faxed proposals will not be accepted.

Once the submission deadline has passed, all proposal submissions will be final. CSD may request clarification from any individual submitter relative to their qualifications submission, and reserves the right to ask for additional information from all parties that have submitted qualifications. Each firm selected for further consideration shall be notified and informed of a place and time for an interview session.

All questions regarding this project and the Request for Proposals should be directed in writing to Gene Ponder at the CSD Maintenance Department office. Questions may be emailed to “gponder@csdecatur.net”, or faxed to 404-378-9375. Communication shall clearly reference the RFP and identify a deadline for an answer. Any questions and responses that materially affect your proposal should be documented and included in your submittal. Responses to questions that would substantially affect proposals will be sent to all applicants. Please follow the outline of the Request for Proposals and organize your response as indicated in the Proposal Requirements section.

CSD reserves the right to interview any candidates or contact any references as needed to confirm qualifications. Selection and contract award is subject to final approval by the CSD Board of Education.