



Emanuel Medical Center

Request for Qualifications

To Provide

***Construction Management at-Risk Services
(CM/GC)***

For

“Emergency Department Addition and Renovation”

Swainsboro, Emanuel County, Georgia

Solicitation Issue Date: March 1, 2024
Qualifications Packages Due: March 29, 2024

TABLE OF CONTENTS

STEP I - REQUEST FOR QUALIFICATIONS (RFQ)

1. GENERAL PROJECT INFORMATION
2. CONSTRUCTION MANAGEMENT AT-RISK SERVICES REQUIREMENTS
3. QUALIFICATIONS REVIEW PROCESS
4. SCHEDULE OF EVENTS (STEP I)
5. SUBMITTAL OF QUESTIONS AND REQUESTS FOR CLARIFICATION
6. INSTRUCTIONS FOR PREPARING *STATEMENT OF QUALIFICATIONS*
7. SUBMITTAL OF *STATEMENTS OF QUALIFICATIONS*

STEP II - REQUEST FOR PROPOSALS (RFP) from Qualified Finalists

1. CONTRACT INFORMATION
2. SCHEDULE OF EVENTS (STEP II)
3. PRE-PROPOSAL SITE VISIT
4. SELECTION PROCESS
5. INSTRUCTIONS FOR PREPARING *PROJECT PROPOSALS*
6. SUBMITTAL OF QUESTIONS AND REQUESTS FOR CLARIFICATION AND EXTENSIONS
7. SUBMITTAL OF *PROJECT PROPOSALS* AND *FEE PROPOSALS*
8. PRESENTATION / INTERVIEW INFORMATION
9. ADDITIONAL TERMS AND CONDITIONS
10. Exhibit "A" - GM/GC Fee Proposal Form
11. Exhibit "B" – Contractor Affidavit
12. Exhibit "C" – Sub-Contractor Affidavit
13. Exhibit "D" – Sub-Sub-Contractor Affidavit
14. Sample RFQ and RFP Evaluation Forms
15. Exhibit "E" – Cost Matrix
16. Sample Contract - Owner/Construction Manager Contract AIA133
17. Project Program – "Construction Documents and Written Specifications dated February 14, 2024 and prepared by DPR Architecture"



REQUEST FOR QUALIFICATIONS

Construction Management at-Risk (CM/GC) Services

“Emergency Department Addition and Renovation” Swainsboro, Emanuel County, Georgia

The Emanuel Medical Center (EMC) As (“Owner”), is soliciting statements of qualifications from firms interested in providing construction management at-risk services for the construction of a project known as, “Emergency Department Addition and Renovation” at 117 Kite Road, Swainsboro, GA 30401. This Request for Qualifications (RFQ) seeks to identify potential providers of the above-mentioned services. Some firms that respond to this RFQ, who are determined by the Owner to be especially qualified, may be deemed eligible and may be invited to interview and offer proposals for these services. All respondents to this RFQ are subject to instructions communicated in this document, and are cautioned to completely review the entire RFQ and follow instructions carefully. EMC reserves the right to reject any or all statements of qualifications or proposals, and to waive technicalities and informalities at their discretion.

1. GENERAL PROJECT INFORMATION

Project Background

The intent of this project is to renovate the existing ER space to improve the flow, to add specific functions, to increase the examination and triage space, to update the finishes and equipment and to increase the square footage as needed to accommodate anticipated future usage.

Project Description

The project will consist of roughly 5,700 s.f. of renovated interior space, 655 s.f. of new construction, new exterior decontamination showers and additional ambulance bays with equipment storage. There are to be one new treatment room, with three beds, and a new airborne infection room. New fast track, triage and registration spaces will be provided in the renovated lobby space along with miscellaneous staff, work and support areas. These support areas include medication room, break room, toilets and new work areas. Two existing treatment rooms will be converted into dedicated mental health rooms and one will be converted into a second airborne infection room. The majority of the remainder will receive new flooring, ceiling and lighting along with other upgrades. **It is the Owners intention that the ER will remain open for business throughout the construction process and CM firms with similar experience will be given preference.** There will be a number of Owner provided systems such as notification, security, medical monitoring, communications, etc. which will require coordination on the part of the CM. Many of the products and equipment specified are specific to medical environments and hospital/ER construction experience will be a major factor in the selection process.

Sustainable Approach

In the interest of creating an environment that is healthful and comfortable for its various occupants, reducing operating cost, and minimizing the impact on the site, the proposed Emergency Department Additions and Renovations should adopt recommendations of the United States Green Building Council Leadership in Energy and Environmental Design (LEED) when economically feasible to do so. **However, LEED rating will not be included in the scope of work and commissioning will not be required.**

Project Delivery Method

The delivery method for this Project will be CM @ Risk (CM/GC).

Project Budget

The preliminary stated cost limitation (SCL) or construction cost of the Project is estimated at **\$1,800,000**. The final SCL may be revised by the Owner due to final programmatic requirements, funding availability or other circumstances.

Design Professional

The Design Professional firm will provide design and construction documents for the project. Construction documents are currently available and will be provided upon request. The start of construction is anticipated to begin in Spring, 2024. *(All of the dates above are estimates and are contingent on the availability of funding and unforeseen impacts to the construction schedule).*

2. CONSTRUCTION MANAGEMENT AT-RISK SERVICES REQUIREMENTS

The CM/GC will be expected to work collaboratively with the Design Professional to develop component bid packages during the course of construction. The prospective CM/GC will provide preconstruction services which may include, without limitation, technical review, cost verification, cost evaluation, value engineering, schedule development, and schedule evaluation, in addition to management of the construction. In addition, CM/GC will be responsible for 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 successful CM/GC will be required to work collaboratively with the Owner's consultants. **The CM/GC will also be responsible for providing a phasing schedule, prior to the GMP amendment, to show how the project can be completed without undue disruptions to the ER's normal operation. This schedule should include specific dates.**

3. QUALIFICATIONS REVIEW PROCESS

Selection of the CM/GC will be a multi-step process as follows:

Step I- Qualifications Review This RFQ is issued for the purpose of acquiring Statements of Qualifications from prospective CM/CG firms. A selection of finalist firms will be made by a Selection Committee. The Selection Committee will receive and review Statements of Qualifications submitted in response to this RFQ. To be deemed eligible for evaluation, firms must meet the following minimum qualifications:

Minimum Qualifications Required (evaluated on a pass/fail basis by the selection committee)

- The firm or its principals are not currently ineligible, debarred, suspended, or otherwise excluded from bidding or contracting by any local, state or federal agency, department, or authority.
- Firm must have sufficient bonding capacity for anticipated total cost of work. Provide a letter or other supporting documentation from a bonding company indicating the firm's capacity to bond the project.
- Firm must have a current Contractor's Public Liability Insurance policy, and must be insurable in the following amounts: Bodily injury, including death- limits of \$1,000,000 for each accident. Property damage- limits of \$2,000,000 for each accident and \$10,000,000 for the aggregate of operations. (The Owner reserves the right to require additional limits and/or coverage for actual contract.) Provide your current insurance certificate.
- Firms must have all necessary, valid and current licenses to do business in the State of Georgia. Provide a copy of your GC license, business license and Georgia Certificate of Existence.
- Firm must demonstrate sufficient cash flow to undertake the project as evidenced by a current ratio (assets/liabilities) of 1.0 or higher.
- The firm must demonstrate a commitment to safety with regard to Worker's Compensation by having an Experience Modification Rate (EMR) over the past three years of 1.2 or less.
- The firm or its principals have not been terminated for cause or currently in default on any public works contract.

The firms must provide a sworn statement attesting to compliance with the minimum criteria listed above and provide supporting documentation as requested further in the process in accordance with deliverable (A) A-1 below in this RFQ.

The Selection Committee will then evaluate the submittals which have met the above minimum qualifications. Criteria for the evaluation are listed below:

Criteria for Evaluation of Statements of Qualifications

- 30% Factor:* Stability of the firm, including the firm's corporate history, resources, form of ownership, litigation history, financials, etc.
- 30% Factor:* Firm's relevant project experience and qualifications, including the demonstrated ability of firm in effective management of construction of facilities comparable in complexity, size, and function, for public owners.
- 40% Factor:* Firm's suitability to provide services for this project, including the firm's apparent fit to the project type, delivery method, any unique qualifications for the project, current and projected workloads, describe your firm's plan for competitively selecting subcontractors. Additional factors for a firm's suitability will include the construction manager's office location/proximity to the project site and ability to demonstrate a commit to using local materials and labor whenever reasonable.

Step II- CM/CG Selection, will be initiated by invitation to finalists to submit Project and Fee Proposals as instructed in the Owner's RFP. Short listed firms will be issued a notice to finalists and invited to do a presentation/interview. The successful CM/GC will be determined based on the evaluation factors in the request for proposal.

4. SCHEDULE OF EVENTS (STEP I)

The following Schedule of Events represents the Owner’s best estimate of the schedule that will be followed. All times indicated are prevailing times in Swainsboro, Georgia. The Owner reserves the right to adjust the schedule as the Owner deems necessary.

| STEP I (RFQ) Estimated Time Line | | |
|--|---------------------------|--------|
| a. Owner issues public advertisement of RFQ | 03/01/24 | ----- |
| b. Deadline for written questions/requests for clarification (see section 6). | 03/15/24 | 2:00pm |
| c. Deadline for submission of Statements of Qualifications | 03/29/24 | 2:00pm |
| d. Owner completes evaluation, post results, and issues notification to finalist firms | 04/03/24 — 04/08/24 | ----- |

5. SUBMITTAL OF QUESTIONS AND REQUESTS FOR CLARIFICATION

It is the responsibility of each respondent to examine the entire RFQ and RFP, seek clarification in writing, and review its submittal for accuracy before submitting the document. Questions about any aspect of the RFQ, or the project, shall be submitted in writing (e-mail is preferable) to:

T. Kevin Palmer- Architect of Record
 DPR Architecture
 12A East Grady Street
 Statesboro, Georgia 30458
e-mail: kevin@dprarch.com
phone: 912-764-6288

The deadlines for submission of questions relating to the RFQ are the times and dates shown in the (*Schedule of Events- Section 4*). ***All relevant questions and requests for clarification received by the Architect and the corresponding responses will be posted on the Georgia Procurement Registry as an addendum to the original solicitation for services.*** From the issue date of this solicitation until a successful proposer is selected and the selection is announced, respondents are not allowed to communicate for any reason with any members or employees of the EMC except for submission of questions as instructed in the RFQ, or as provided by any existing work agreement(s). For violation of this provision, the Owner shall reserve the right to reject the proposal of the offending proposer.

6. INSTRUCTIONS FOR PREPARING STATEMENTS OF QUALIFICATIONS

Each submittal shall be identical and include a transmittal letter. Submittals must be typed on standard (8-1/2” x 11”) paper. The pages of the qualification submittals must be numbered. A table of contents, must be included to identify each section. Responses are limited to twenty (20) double-sided pages or less using a minimum of an 11-point font. Any exhibits, affidavits or other enclosure information called for may be included in an appendix and will not count toward the limit. Each Statement of Qualifications shall be prepared simply and economically, providing straightforward, concise delineation of respondent’s capabilities. Spiral bound submittals in lieu of ring-bound binders are

preferred but not required. Emphasis must be on completeness, relevance, and clarity to content. To expedite the review of submittals, it is essential that respondents follow the format and instructions outlined below. **The content of all Statement of Qualifications must be categorized and numbered as outlined below and be responsive to all requested information:**

**STATEMENT OF QUALIFICATIONS
(DELIVERABLES “A”, “B”, and “C” FOR ALL FIRMS)**

A. Stability

- A1- Provide basic company information: Company name, address, name of primary contact, telephone number, fax number, e-mail address, and company website (if available). If the firm has multiple offices, include information about the parent company and branch office separately. Identify the office from which project will be managed and proximity to the project site. Provide form of ownership, including state of residency or incorporation, and number of years in business. For joint venture entities that have not undertaken at least *two* projects together, each firm should submit its qualifications separately. Joint submittals are subject to the same submittal page limit.
- A2- Briefly describe the history of your firm(s). Provide general information about the firm's establishment, personnel resources, including disciplines and numbers and classifications of employees, and locations and staffing of offices that will be directly involved with this Project.
- A3- Please disclose whether or not the firm has been involved in any litigation with an Owner or Architects during the past five (5) years. List any active or pending litigation and provide a thorough explanation of its scope. List any claims against your firm or against Owners where your firm is named.
- A4- List the firm's annual average gross revenue for each of the past 3 years. Supply main financial and banking references.
- A5- Please provide information as to whether or not your firm has ever been removed from a contract for cause OR failed to complete a contract as awarded?
- A6- The firm, in order to be deemed eligible for further evaluation, will issue the following statement asserting that the firm meets the minimum qualifications required for this project (supporting information is requested and can be included as an Appendix in the Statement of Qualifications). The SIGNED statement shall read as follows:
 - a. We certify our firm or its principals are not currently ineligible, debarred, suspended, or otherwise excluded from bidding or contracting by any local, state or federal agency, department, or authority.
 - b. *We certify that our firm has sufficient bonding capacity for anticipated total cost of work.* Provide a letter or other supporting documentation from a bonding company indicating the firm's capacity to bond the project.
 - c. We certify our firm has a current Contractor's Public Liability Insurance policy, and our firm is insurable in the following amounts: Bodily injury, including death- limits of \$1,000,000 for each accident. Property damage- limits of \$2,000,000 for each accident and \$10,000,000 for the aggregate of operations. (The Owner reserves the right to require additional limits and/or coverage for actual contract.) Provide your current insurance certificate.

- d. We certify our firms has all necessary, valid and current licenses to do business in the State of Georgia. Provide a copy of your GC license, business license and Georgia Certificate of Existence.
- e. Firm must demonstrate sufficient cash flow to undertake the project as evidenced by a current ratio (assets/liabilities) of 1.0 or higher.
- f. The firm must demonstrate a commitment to safety with regard to Worker's Compensation by having an Experience Modification Rate (EMR) over the past three years of 1.2 or less. Firm must provide a letter or other supporting documentation.
- g. We certify the firm or its principals have not been terminated for cause or are currently in default on any public works contract.

B. Experience and Qualifications

B1- Provide information on the firm's experience on projects of similar, size, function, and complexity (similar type of construction and a contract dollar amount equal to 60% or more of the anticipated amount of the incumbent project). Describe 3-5 projects, in order of most relevant to least relevant, which demonstrate the firm's capabilities to perform the project. **Emphasis should be given to hospital and ER projects.** For each project, provide the following information:

- a. Project name, location and dates during which services were performed.
- b. Brief description of project and physical description (delivery method, cost, square footage, number of stories, type of foundation, structural system, envelope, site area).
- c. Services performed by your firm.
- d. Provide any Owner-written letters of reference/recommendation about the firm's performance on the project.
- e. Owner/User/Architect contact information.

C. Statement of Suitability

C1- Provide any information that may serve to differentiate your firm from other firms regarding suitability for the project. Suitability may include, but is not limited to, the firm's fit to the project and/or needs of the Owner, any special or unique qualifications for the project, current and projected workloads, the proximity of office to project location along with experience working with local (within 45 miles of the project site) materials, suppliers and labor. List any techniques or methodologies offered by the firm that may be particularly suitable for this project type. **Experience providing construction services in an occupied space is desired.**

7. SUBMITTAL OF STATEMENTS OF QUALIFICATIONS

All responses must be sealed in an opaque envelope or box, and reference to the **Emanuel Medical Center ER Renovation and Addition (CM)** on envelopes or boxes and addressed to the addresses below. Statements of Qualifications **must be physically received by the Owner** prior to the deadline indicated in the Schedule of Events (*Section 4 of RFQ*) at the exact addresses below:

Proposers should deliver **two (2) hard copies and one (1) electronic copy** (.pdf format on a jump drive) of their Qualifications submittal to the Emanuel Medical Center to:

Mr. Damien Scott
Chief Executive Officer
Emanuel Medical Center
117 Kite Road
Swainsboro, Georgia 30401

It is the sole responsibility of the Proposers to assure delivery to the noted locations by the specified deadlines; the Owner cannot accept responsibility for incorrect delivery, regardless of reason. No Qualifications submittals will be accepted after the time stipulated above. Qualifications submittals will not be accepted via facsimile or e-mail.

It is the responsibility of the Proposers to examine the entire Request, seek clarification in writing, and review their qualifications for accuracy before submitting a response. Once the deadline has passed, all submittals will be final.

All expenses for preparing and submitting responses are the sole cost of the party submitting the response. The Owner is not obligated to any party to reimburse such expenses. All submittals upon receipt become the property of the Owner. Labeling information provided in submittals “proprietary” or “confidential” or any other designation of restricted use will not protect the information from public view. Subject to the provisions of the Open Records Act, the details of the proposal documents will remain confidential until final award.

STEP II
REQUEST FOR PROPOSALS
 (From Qualified Finalists)
Construction Management at-Risk Services for
Emergency Department Addition and Renovation
 Swainsboro, Georgia

Note: The information in this Section, Step II (Request for Proposals) is provided for firms who have been issued notification as having been deemed eligible and are shortlisted for the project.

To firms who have been issued notification as having been deemed eligible, the EMC as “Owner”, issues this Request for Proposals (RFP), for those firms to offer proposals for construction management at-risk services for the specific project.

1. CONTRACT INFORMATION

This is a CM-At-Risk Contract. The contract format will be an *Actual Cost plus a Fixed Fee not to exceed the Guaranteed Maximum Price (GMP) Agreement*. The Project will be *Open-Book*. During Pre-Construction, the CM/GC will be responsible for pricing, value engineering, and maintainability and constructability issues as well as project phasing. Construction will commence with the release of distinct work packages based on the design documents. The CM/GC shall select all construction subcontracts by competitive selection using cost and other factors. The CM/GC shall not be eligible to bid or enter into contract or subcontract for any of the construction or other services of any nature on the project. The contract will have liquidated damages. All savings, including unused contingency, will be returned to the Owner. The Owner is open to discussions about profit sharing savings.

2. SCHEDULE OF EVENTS (STEP II)

The following Schedule of Events represents the Owner’s best estimate of the schedule that will be followed. All times indicated are prevailing times in Swainsboro. The Owner reserves the right to adjust the schedule as the Owner deems necessary.

| STEP II (RFP) Estimated Time Line | | |
|---|-----------------------|-----------------------|
| Event | Projected Date | Projected Time |
| a. Owner issues notice to finalist firms to propose as instructed in RFP | 04/05/24 | ----- |
| b. Owner conducts Mandatory Pre-Proposal Site Visit for finalists | 04/12/24 | TBD |
| c. Deadline for finalist submission of written questions and requests for clarification | 04/19/24 | 2:00 PM |
| d. Deadline for submission of Project Management Proposals | 04/24/24 | 2:00 PM |
| e. Owner interviews finalist firms and Fee Proposals due | 04/29/24 | TBD |

3. PRE-PROPOSAL SITE VISIT

A pre-proposal site visit will be conducted by the Owner, and attendance of finalist firms is mandatory. The date for the conference and site visit will be as listed above. The site visitors will convene at a time

and location to be determined and communicated in the Notice to Finalists. Additional information, possibly including some plans and drawings, may be available at the site visit for finalist review. ***The Owner reserves the right to disqualify a proposer from the selection process due to a failure by a proposer to arrive for the site visit by the scheduled time. Failure to attend a mandatory site visit will automatically result in disqualification from the selection process.***

4. SELECTION PROCESS

Step II- CM/CG Selection, will be initiated by the invitation to the qualified finalists by the Selection Committee (determined in Step I from evaluation of Statements of Qualifications) to submit **Project Proposals** and **Fee Proposals** as instructed in this RFP. **Finalist interviews** will also be conducted by the Owner. The successful CM/GC will be determined based on the evaluation factors in the request for proposal.

Criteria for the evaluation of Project Proposals and Interviews:

- 15% Factor: Previous Performance of the firm including level of quality of the services of the firm to previous customers, customer's statements of that quality, the firm's ability to meet established time requirements, the firm's response to project needs during preconstruction and construction, the firm's control of construction quality and budget. The Owner will use references from stakeholders of the Owner's choosing from previous projects of the finalists, among other information as necessary. This information will be collected by the selection committee from project references provided in the phase I (RFQ) submittal.

- 20% Factor: Relevant Experience and Qualifications of the Proposed Project Team. Experience of the project manager and superintendent on completed projects of similar size, type, and complexity; Assigned team's experience with effective budget and schedule control plans for this project.

- 15% Factor: Quality of Proposed Management/Phasing Plan: The firm's cost and schedule management plans; Firm's approach for managing changes within the stated cost and schedule limitations; Firm's approach for competitively administering and evaluating bid packages; The firm's subcontractor management plan; The firm's quality assurance program and plan; The firm's close-out plan; The firm's work force plan; The firm's safety plan and site logistics plan for proposed project. The firm's proposed phasing plan.

- 15% Factor: Interview: The firm's presentation of the proposed management plan, and the committee's overall impression of the firm and the overall impression of key team members (project manager, superintendent, project director, cost estimator, project executive, etc.)

- 20% Factor: Team Communications/Project Solutions: The effectiveness in communication of the team members during the interview process, and the firm's ability to effectively answer project questions and provide solutions during the interview.

- 15% Factor: Fee Proposal

5. INSTRUCTIONS FOR PREPARING PROJECT PROPOSALS

Provide two (2) hard copies and one (1) electronic copy of the Project Proposal on Jump Drive in .pdf format to EMC for a total of three (3) sets of responses. All copies of the proposal must be submitted in a sealed, opaque envelope or box, and reference to the **Emanuel Medical Center ER Renovation and Addition (CM) and the words “SEALED PROPOSAL”**, must be indicated on the outside of all of the envelopes or boxes.

Each submittal shall be identical and include a transmittal letter. Submittals must be typed on standard (8½” x 11”) paper. The pages of the Project Proposal must be numbered. A table of contents, must be included to identify each section. Responses are limited to twenty (20) double-sided pages or less using a minimum of an 11-point font. Any, exhibits, affidavits, or other enclosure information called for may be included in an appendix and will not count toward the page limit. Submittals that include proposals of more than one firm shall not exceed the page limit. Such submittals shall be prepared with careful consideration to the limit. Each Project Proposal shall be prepared simply and economically, providing straightforward, concise delineation of respondent’s services. Fancy bindings, colored displays, and promotional materials are not desired or encouraged. Emphasis must be on completeness, relevance, and clarity of content.

To expedite the review of submittals, it is essential that respondents follow the format and instructions outlined below. The content of all Project Proposals must be categorized and numbered as outlined in the following “PROJECT PROPOSAL DELIVERABLES”, and must address in a responsible and responsive manner all requested information:

PROJECT PROPOSAL (DELIVERABLES “D”, and “E” FOR FINALIST FIRMS ONLY)

D. Qualifications and Experience of Proposed Project Team

- D1- Describe your firm's proposed organization for the construction management team including, project executive, project director, project manager, superintendent, cost estimator, etc., who will manage the project. Please designate the specific individuals to fill the following key roles on your team:
- a. Superintendent
 - b. Project Manager
 - c. Cost Estimator
 - d. Other (please describe, if applicable)
- D2- Please provide, for each of the above personnel, current resumes listing relevant project experience and percentage of the person’s time to be committed to this project.
- D3- Please identify the individual who, from project start to finish, will be the leader of your construction team and the principal point of contact between your firm and the Owner, the Architect, and other consultants. Provide detailed information on the qualifications of this individual and the direction, authority, and management tools that will be provided to the individual by the firm. This individual’s competence, his/her leadership, and his/her ability to achieve *customer satisfaction* will be heavily considered in the selection of a construction management firm.

- D4- Provide an organizational chart showing the lines of responsibility and accountability for your team and proposed sub-consultants. If a joint-venture, identify responsibility relationships, where there may be past experience at such relationships, and levels of experience.
- D5- Provide examples of your recent experience as CM or GC in constructing facilities similar to this project, including the following information:
- a. Provide photographs, size and cost of similar projects your firm/team completed in the past five (5) years.
 - b. Provide a written reference from the Architect/Owner/User (with current contact information) familiar with your performance on each of the above projects. Provide a Program Manager reference (if applicable).
 - c. List the individuals who served as the Project Manager, Superintendent, and Cost Estimator on the projects. Please note whether these individuals are still employed with your firm.
 - d. Indicate those projects where an architect, engineering consultant, and contractor served a corporate or public client as a team.
 - e. Provide information about the two most recent similar projects your firm has completed. Include the total quantity of change orders and net total cost increase of change orders to the project. Summarize the actual schedule performance relative to the initial project schedule. For each project, provide the name of an Owner's representative (with a current phone number) who is most familiar with your performance on the project.

E. Management Plan

- E1 Describe your process for efficiently resolving issues and maintaining the project commitments while working collaboratively with the Architect, Owner, User, and other stakeholders as applicable.
- E2- Describe your firm's approach to providing pre-construction services on this project, with emphasis on cost estimating and value engineering during design.
- E3- Provide your detailed cost management plan for controlling costs on this project within the GMP during construction. Describe your systems and procedures for controlling costs during construction.
- E4- Provide your detailed management plan for managing cost and schedule exposures, within the stated limitations, as they relate to satisfying design intent during pre-construction services.
- E5- Provide your procurement and workforce plan including details on your plan to assure local contractor opportunity. Describe how your firm intends to arrange the construction into bid packages in order to maintain the schedule and budget objectives.
- E6- Provide your detailed schedule management plan for this project during construction. Describe systems and procedures your firm uses to manage the project schedule. Describe alternatives that may be explored to shorten the schedule.

- E7- Provide your quality assurance plan for this project. Describe your firm's approach for validating compliance with the construction documents. Explain your process for ensuring quality workmanship.
- E8- Provide your safety and site logistics plan for this project. Describe your plan for working around existing operations and for site access.
- E9- Provide your detailed plan for applying any services not specifically mentioned herein. Explain the relevance of these services to this project and how they benefit the project.

6. SUBMITTAL OF QUESTIONS AND REQUESTS FOR CLARIFICATION, AND EXTENSIONS

It is the responsibility of each respondent to examine the entire RFP, seek clarification in writing, and review its submittal for accuracy before submitting the document. Questions about any aspect of the RFP, or the project, shall be submitted in writing (e-mail is preferable) to:

T. Kevin Palmer- Architect of Record
DPR Architecture
12A East Grady Street
Statesboro, Georgia 30458
e-mail: kevin@dprarch.com
phone: 912-764-6288

7. SUBMITTAL OF PROJECT PROPOSALS AND FEE PROPOSALS

Project Proposals

Construction Management Team Proposal responses are limited to twenty (20) double-sided pages or less using a minimum of an 11-point font. Any exhibits or other enclosure information called for may be included in an appendix and will not count towards the page limit.

The proposals must be sealed in an opaque envelope or box, and clearly reference the **Emanuel Medical Center ER Renovation and Addition (CM)** and the words "**CONSTRUCTION MANAGEMENT TEAM PROPOSAL**" must be clearly indicated on the outside of all of the envelopes or boxes. The Construction Management Team Proposals must be physically received by the EMC prior to the deadline in the Estimated Time Line at the exact addresses below:

Proposers should deliver **two (2) hard copies and one (1) electronic copy** (.pdf format on a jump drive) of their Qualifications submittal to Emanuel Medical Center to:

Mr. Damien Scott
Chief Executive Officer
Emanuel Medical Center
117 Kite Road
Swainsboro, Georgia 30401

Fee Proposals

Fee Proposals must be submitted at the conclusion of the interview session in a sealed envelope. **Firms must use “CM Fee Proposal” form Exhibit A per the attached cost matrix.** Fee proposals will be considered during the selection process and will account for 15% of the evaluation criteria.

8. PRESENTATION/ INTERVIEW INFORMATION

Interview Format

Firms selected to make presentations shall be notified by the Invitation to Interview letter issued by the Selection Committee Manager. The Invitation to Interview letter shall designate a place and time for the interview session. The Invitation letter will specify the manner in which the presentations will be conducted.

- Electronic presentations, such as PowerPoint presentations, are allowed but may not comprise more than 30 minutes of the 45 minute presentation.
- The EMC will typically have a screen, projector and a computer available in the interview room. Nevertheless, presenters must be prepared with their own projector and computer in case unforeseen technical difficulties are encountered.
- The presentation may involve flip charts or boards along with the oral presentation.
- All members of the Selection Committee will be present during all of the presentations and interviews.

Interview Requirements

The primary intent of the formal interview process is to provide the Selection Committee with in-depth and clarifying information about the firm. The Selection Committee will make a recommendation for award to the Emanuel Medical Center. Information provided should assist the Selection Committee in making an informed recommendation as to the proposer best suited for the work.

Firms should focus their presentations on:

- Describing their detailed plan for managing the construction, cost, schedule, and quality on the project; and
- Unique characteristics or services the firm offers; and,
- Firm’s concepts or plans for the division of the project into separate packages for award.

Firms are discouraged from reviewing general company history and past experience as submitted in Statements of Qualifications or Project Proposals unless this information is particularly relevant to the presentation. All key personnel should be present at the interview including at a minimum, the project superintendent, cost estimator and project manager.

Final Selection

Once the Selection Committee has made a determination as to the proposer the Committee believes is best suited to the work, the Committee will make a final recommendation. The CM/GC services contract will be awarded by the Emanuel Medical Center. The actual Form of Contract will be AIA A133-2019 Standard Form of Agreement Between Owner and Construction Manager as Constructor where the basis of payment is the Cost of Work Plus a Fee with a Guaranteed Maximum Price.

9. ADDITIONAL TERMS AND CONDITIONS

Deadlines

The deadline for submission of questions relative to the RFP is the time and date shown in the Schedule of Events (Section 3). All relevant and significant questions that have been submitted in writing prior to the deadline will be compiled and answered in writing, and issued directly to all proposers via E-mail. Any proposer exceptions to the RFP requirements or requests for deadline extensions must also be communicated to the Owner by the deadline to be properly considered. Any requests for proposal deadline extensions must include the reason(s) for such a request. The Owner reserves the right to approve or reject such requests as the Owner deems necessary

Restriction of Communication

From the issue date of this (RFQ) solicitation until a successful proposer is selected and the selection is announced, proposers are not allowed to communicate about this solicitation or this Project for any reason with any members of the Selection Committee, or EMC, except for submission of questions as instructed in the RFQ/RFP, or as provided by any existing work agreement(s). For violation of this provision, the Owner reserves the right to reject the proposal of the offending proposer.

Submittal Costs and Confidentiality

All expenses for preparing and submitting responses are the sole cost of the party submitting the response. The Owner is not obligated to any party to reimburse such expenses. All submittals upon receipt become the property of the Owner. Labeling information provided in submittals “proprietary” or “confidential”, or any other designation of restricted use will not protect the information from public view. Subject to the provisions of the Open Records Act, the details of the proposal documents will remain confidential until final award.

Award Conditions

This request is not an offer to contract or a solicitation of bids. This request and any statement of qualifications or proposal submitted in response, regardless of whether the proposal is determined to be the best proposal, is not binding upon the Owner and does not obligate the Owner to procure or contract for any services. Neither the Owner nor any party submitting a response will be bound unless and until a written contract mutually accepted by both parties is negotiated as to its terms and conditions and is signed by the Owner and a party containing such terms and conditions as are negotiated between those parties. The Owner reserves the right to waive non-compliance with any requirements of this Request for Proposal and to reject any or all proposals submitted in responses. Upon receipt and review of responses, the Owner will determine the party(s) and proposal that in the sole judgment of the Owner is in the best interest of the Owner (if any is so determined), with respect to the evaluation criteria stated herein. The Owner then intends to conduct negotiations with such party(s) to determine if a mutually acceptable contract may be reached.

Joint-Venture Proposals

The Owner does not desire to enter into “joint-venture” agreements with multiple firms. In the event two or more firms desire to “team up” it is strongly recommended that one incorporated firm propose and maintain status as the contracted lead firm with the remaining firms participating as major consultants to the lead firm.

Minority and Small Business Enterprise

It is the policy of EMC that minority-owned business enterprises (MBE), woman-owned business enterprises (WBE), and small business enterprises (SBE), have a fair and equal opportunity to participate in the purchasing process. Therefore, the Owner encourages all MBE, WBE, and SBE to compete for contracts to provide goods, services, and construction, and encourages contractors to solicit MBE, WBE, and SBE in procuring subcontractors and suppliers. This desire on the part of the Owner is not intended to restrict or limit competitive bidding or to increase the cost of the work. The Owner supports a healthy free market system that seeks to include responsible businesses and provides ample opportunity for business growth and development.

Immigration Reform Compliance Requirement.

In order to comply with immigration requirements under Georgia law as set forth in OCGA 13-10-91, proposers must include in their proposals a completed and executed “Contractor Affidavit Under OCGA 13-10-91(b)(1)” in the form included herein as Exhibit B. Proposals that are not accompanied by a completed and executed “Contractor Affidavit Under OCGA 13-10-91(b)(1)” cannot be considered pursuant to Georgia law. In addition, the successful proposer shall not enter into any subcontract unless the subcontractor registers and participates in the federal work authorization program and submits, at the time of the subcontract, a completed and executed “Subcontractor Affidavit Under OCGA 13-10-91(b)(3)” in the form included herein as Exhibit C. Furthermore, the successful proposer shall require subcontractors not to enter into any contracts with sub-subcontractors unless the sub-subcontractor registers and participates in the federal work authorization program and submits, at the time of the contract with the sub-subcontractor, a completed and executed “Sub-subcontractor Affidavit Under OCGA 13-10-91(b)(4)” in the form included herein as Exhibit D.

Statement of Agreement

With submission of a proposal, the Proposer agrees that he/she has carefully examined the Request for Qualifications (RFQ) & Request for Proposals (RFP), and the Proposer agrees that it is the Proposer’s responsibility to request clarification on any issues in any section of the RFQ/RFP with which the Proposer disagrees or needs clarified. The Proposer also understands that failure to mention these items in the proposal will be interpreted to mean that the Proposer is in full agreement with the terms, conditions, specifications and requirements in the therein.

EXHIBIT A

Emanuel Medical Center Emergency Department Addition and Renovation

CM/GC FEE PROPOSAL (Submit In a Sealed Envelope with Attachment A and B at Interview)

1. CM/GC'S FEE:

Basis of Fee. The CM/GC's fee is the amount, established by and agreed to by both parties, which is the full amount of compensation due to the CM/GC as gross profit, and for any and all expenses of the Project not included and identified as a Cost of the Work, provided that the CM/GC performs all the requirements of the Contract Documents within the time limits established.

A. PRECONSTRUCTION FEE including all overhead:

Pre-Construction Fee. Representing the gross profit for the pre-construction consulting services provided by CM/GC as set forth in Section 2, Parts 1 and 2 of the Owner and CM Contract AIA Document A133, and as described in Section 4, Owner shall pay to CM/GC a Preconstruction Fee:

| | TOTAL |
|----------------------------------|-------|
| Pre-Construction Fee (fixed fee) | \$ |

B. CONSTRUCTION FEE including all overhead:

Construction Fee. Representing the gross profit for the construction services provided by CM/GC as set forth in Section 2, Part 3 of the Owner and CM Contract AIA Document A133, and as described in Section 5, Owner shall pay to CM/GC a Construction Fee.

| | TOTAL |
|--|-------|
| Construction Fee (percentage of construction cost) | % |

Note: See Project Cost Matrix for all items to be included in the Construction fee above for Construction Management Services.

By signing, contractor agrees to honor the fee proposal for a period of 30 days from the date of submission.

CM/GC Name

By: _____
Signature of CM/GC Officer

Title of CM/GC Officer

Exhibit B

Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of (name of public employer) has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Federal Work Authorization User Identification Number

Date of Authorization

Name of Contractor

Name of Project

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ____, 201__ in _____(city), _____(state).

Signature of Authorized Officer or Agent

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE _____ DAY OF _____, 201__.

NOTARY PUBLIC

My Commission Expires:

Exhibit C

Subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(3)

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with (name of contractor) on behalf of (name of public employer) has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five business days of receipt, a copy of the notice to the contractor. Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Federal Work Authorization User Identification Number

Date of Authorization

Name of Subcontractor

Name of Project

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ____, 201__ in _____(city), _____(state).

Signature of Authorized Officer or Agent

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE _____ DAY OF _____, 201__.

NOTARY PUBLIC

My Commission Expires:

Exhibit D

Sub-subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(4)

By executing this affidavit, the undersigned sub-subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract for (name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract) and (name of contractor) on behalf of (name of public employer) has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned sub-subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned sub-subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the sub-subcontractor with the information required by O.C.G.A. § 13-10-91(b). The undersigned sub-subcontractor shall submit, at the time of such contract, this affidavit to (name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract). Additionally, the undersigned sub-subcontractor will forward notice of the receipt of any affidavit from a sub-subcontractor to (name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract). Sub-subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Federal Work Authorization User Identification Number

Date of Authorization

Name of Sub-subcontractor

Name of Project

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____, ____, 201__ in _____(city), _____(state).

Signature of Authorized Officer or Agent

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE _____ DAY OF _____, 201__.

NOTARY PUBLIC
My Commission Expires:

REQUEST FOR QUALIFICATIONS

**EVALUATION FORM
EMC Emergency Department Addition and Renovation**

Selection Team Member Name: _____

Date: _____ Time: _____

Construction Management Firm Name: _____

RFQ Received by the Deadline: YES____ NO____

Statement of Qualification Deliverables Submitted: A1-A6____ B1____ C1____

Evaluation:

30% Stability of the firm, including the firm’s corporate history, resources, _____ of 30
form of ownership, litigation history, financials, etc.

30% Firm’s relevant project experience and qualifications, including the _____ of 30
demonstrated ability of firm in effective management of construction
of facilities comparable in complexity, size, and function, for public owners.

40% Firm’s suitability to provide services for this project, including the firm’s _____ of 40
apparent fit to the project type, delivery method, any unique qualifications
for the project, current and projected workloads, describe your firms
plan for competitively selecting subcontractors. Additional factors
for a firm’s suitability will include the construction manager’s office
location/proximity to the project site and ability to demonstrate a
commit to using local materials and labor whenever reasonable.

100% Total Score _____ of 100

Notes: _____

Signed: _____

REQUEST FOR PROPOSALS

**EVALUATION FORM
EMC Emergency Department Addition and Renovation**

Selection Team Member Name: _____

Date: _____ **Time:** _____

Construction Management Firm Name: _____

RFP Received by the Deadline: YES___ NO___

Firm Attended Mandatory Site Visit: YES___ NO___

Statement of Qualification Deliverables Submitted: D1-D5___ E1-E9___

Fee Proposal Received: YES___ NO___

Immigration Affidavit Received: YES___ NO___

Evaluation:

15% Previous Performance of the firm including level of quality of the services _____ of 15
of the firm to previous customers, customer’s statements of that quality, the firm’s
ability to meet established time requirements, the firm’s response to project needs
during preconstruction and construction, the firm’s control of construction quality
and budget. The Owner will use references from stakeholders of the Owner’s choosing
from previous projects of the finalists, among other information as necessary.
This information will be collected by the selection committee from project references
provided in the phase I (RFQ) submittal.

20% Relevant Experience and Qualifications of the Proposed Project Team. Experience _____ of 20
of the project manager and superintendent on completed projects of similar size, type, and
complexity; Assigned team’s experience with effective budget and schedule control plans
for this project.

15% Quality of Proposed Management Plan: The firm’s cost and schedule management _____ of 15
plans; Firm’s approach for managing changes within the stated cost and schedule
limitations; Firm’s approach for competitively administering and evaluating bid packages;
The firm’s subcontractor management plan; The firm’s quality assurance program and plan;
The firm’s close-out plan; The firm’s work force plan; The firm’s safety plan and site
logistics plan for proposed project.

15% Interview: The firm’s presentation of the proposed management plan, and the committee’s _____ of 15
overall impression of the firm and the overall impression of key team members (project
manager, superintendent, project director, cost estimator, project executive, etc.)

20% Team Communications/Project Solutions: The effectiveness in communication of the team _____ of 20
members during the interview process, and the firm’s ability to effectively answer project
questions and provide solutions during the interview.

15% Fee Proposal _____ of 15

100% Total Score _____ of 100

Signed: _____

Exhibit E

**EMC Emergency Department Addition and Renovation
Project Cost Matrix**

All items marked Pre-Con or Const. Services must be included in your fee if you seek payment for these items. However, it is not required that you provide each item. The GM/GC will use its common practices to determine which items are necessary for the execution of the work.

Project No. 2235

| Office Expense | Construction Management Services within Fee | Cost of Work | Owner |
|--|--|---------------------|--------------|
| CM Field Office, Furniture and Furnishings | X | | |
| Office Supplies | X | | |
| Field Office Equipment & Maintenance | X | | |
| Jobsite Radios/Beepers/Cell Phones | X | | |
| Copy Machine & Maintenance | X | | |
| Computers, Usage, Software & Maintenance | X | | |
| Fax Machine & Service | X | | |
| Field Office Telephone | X | | |
| Long Distance/Local, all | X | | |
| Office Janitorial | X | | |
| Postage & Overnight deliveries, unless authorized by Owner | X | | |
| Plans and Specifications (All printing of plans and specifications). Owner will provide 4 sets | X | | |
| Scheduling Expenses | X | | |
| Construction Photos & Supplies | X | | |
| Personal Relocation Expenses and Temporary Housing | X | | |
| Job Travel, All | X | | |
| Project meetings | X | | |
| Construction Trade Training Programs | X | | |
| Record Drawings (As Built) | X | | |
| Messenger/Runner/Courier | X | | |
| Audit (If Required) | | | X |
| Records Storage | | | X |
| | | | |
| | | | |
| | | | |

**EMC Emergency Department Addition and Renovation
Project Cost Matrix**

All items marked Pre-Con or Const. Services must be included in your fee if you seek payment for these items. However, it is not required that you provide each item. The GM/GC will use its common practices to determine which items are necessary for the execution of the work.

Project No. 2235

| Testing, Inspection & Quality Control | Construction Management Services Within fee | Cost of Work | Owner |
|--|--|---------------------|--------------|
| Testing Laboratory Services | | | X |
| Soils Testing & Inspection | | | X |
| Concrete Testing & Inspection | | | X |
| QC/QA Manager | X | | |
| Provide NPDES storm water monitoring and maintenance of sediment control associated with construction activity. Include all fines incurred from authorities having jurisdiction. | | X | |

**EMC Emergency Department Addition and Renovation
Project Cost Matrix**

All items marked Pre-Con or Const. Services must be included in your fee if you seek payment for these items. However, it is not required that you provide each item. The GM/GC will use its common practices to determine which items are necessary for the execution of the work.

Project No. 2235

| Taxes/Insurance/Fees | Construction Management Services Within fee | Cost of Work | Owner |
|---|--|---------------------|--------------|
| File and obtain permits from authorities having jurisdiction. Coordinate and schedule inspection. (Fees to authorities having jurisdiction shall be paid by the Owner) | X | | |
| Building Permit Fees | | | X |
| Special Permits, Licenses, Fees | | X | |
| Utility Connection Fees | | X | |
| Operational Permits | | X | |
| Easements | | | X |
| Impact Fees | | | X |
| Builder's Risk Insurance | X | | |
| Insurance Deductibles | X | | |
| General Liability & Umbrella Insurance for Project | X | | |
| Miscellaneous Insurance | X | | |
| Sales, Use and Gross Receipts Taxes | | X | |
| Cost of temporary services. Cost if temporary and permanent services. Includes electrical, water, sanitary, and security until owner takes beneficial occupancy. | | X | |
| OSHA, Fines and Penalties Incurred | X | | |
| Construction Managers own legal fees and expenses | X | | |
| | | | |

**EMC Emergency Department Addition and Renovation
Project Cost Matrix**

All items marked Pre-Con or Const. Services must be included in your fee if you seek payment for these items. However, it is not required that you provide each item. The GM/GC will use its common practices to determine which items are necessary for the execution of the work.

Project No. 2235

| Construction Management Labor | Construction Management Services within fee | Cost of Work | Owner |
|--|--|---------------------|--------------|
| Construction Management Labor | X | | |
| General Conditions Labor | | X | |
| Coordinate post-completion activities, including the assembly of guarantees, manuals, closeout documents, training and the Owner's final acceptance. | X | | |
| Conduct, record, and complete preliminary deficiency list prior to issuance of Architect's deficiency list. Coordinate and monitor the resolution of all deficiency items. | X | | |
| Coordinate, monitor and resolve all warranty complaints and latent deficiencies to the satisfaction of the Owner and the Using Agency during the one-year general warranty period. | X | | |

**EMC Emergency Department Addition and Renovation
Project Cost Matrix**

All items marked Pre-Con or Const. Services must be included in your fee if you seek payment for these items. However, it is not required that you provide each item. The GM/GC will use its common practices to determine which items are necessary for the execution of the work.

Project No. 2235

| Fees | Construction Management Services within fee | Cost of Work | Owner |
|--|--|---------------------|--------------|
| Legal Fees | X | | |
| Engineering equipment including transits and levels | | X | |
| Field engineering | | X | |
| Layout crew, and exterior | | X | |
| Engineering Supplies | | X | |
| Layout/Batterboards | | X | |
| Licensed Survey Layout, Baseline and benchmarks | | X | |
| Site Surveys & Soils Reports | | | X |
| Temporary Sanitation Facilities | | X | |
| Temporary storage and protection of materials including Owner purchased items with approved purchase orders | | X | |
| Dump trucks, rubber tire loaders, sweeps, including dump fees for site clean up. General site and on-going site and job cleanup. | | X | |
| Provide portable construction heat and lighting as required. | | X | |
| Financially responsible for all utilities to the project until the authority having jurisdiction provides temporary permit/certificate of occupancy. | | X | |

**EMC Emergency Department Addition and Renovation
Project Cost Matrix**

All items marked Pre-Con or Const. Services must be included in your fee if you seek payment for these items. However, it is not required that you provide each item. The GM/GC will use its common practices to determine which items are necessary for the execution of the work.

Project No. 2235

| Permanent Construction | Construction Management Services within fee | Cost of Work | Owner |
|---|--|---------------------|--------------|
| Trade Contract Cost | | X | |
| Self-Perform Labor & Materials | | X | |
| Materials incorporated into the Work | | X | |
| Corrective Work: Punch list work and warranty work within the “cost of work” coordinating all corrective work during construction and after Owner’s acceptance shall be within construction management services. It is the CM/GC responsibility within the fee to complete any item not performed by subcontractor. | X | | |