

**STATE OF COLORADO
OFFICE OF THE STATE ARCHITECT
STATE BUILDINGS PROGRAMS**



**REQUEST FOR PROPOSALS
FOR AN
INTEGRATED PROJECT DELIVERY METHOD
UTILIZING
CONSTRUCTION MANAGEMENT/GENERAL CONTRACTING
PRECONSTRUCTION SERVICES**

FOR THE

COLORADO STATE UNIVERSITY

FOR THE

NEW MULTI-PURPOSE STADIUM ON MAIN CAMPUS

**REQUEST FOR PROPOSALS FOR AN
INTEGRATED PROJECT DELIVERY METHOD UTILIZING
CONSTRUCTION MANAGEMENT/GENERAL CONTRACTING
PRECONSTRUCTION SERVICES**

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REQUEST FOR PROPOSALS
Construction Management/General Contractor (CM/GC)
State of Colorado
COLORADO STATE UNIVERSITY
Notice Number: B300776

Project No: 11-059

Project Title: New Multi-Purpose Stadium On Main Campus

Settlement Notices

For all projects with a total dollar value above \$50,000 Notice of Final Settlement is required by C.R.S. 38-26-107.

Final Settlement: Coloradoan (Fort Collins) & Daily Journal (Denver)

Project Description

Colorado State University ("Owner") is requesting interested firms to submit their proposals to serve as the lead construction contractor and provide preconstruction services for the development of a new multi-purpose stadium ("Project") in Fort Collins, Colorado to be the home field of the Colorado State University Rams, and to host other sports, entertainment, civic, cultural and commercial events, and infrastructure to support the New Stadium (the "Related Infrastructure", and together with the New Stadium, the "Project"). In addition to being the home venue for the Colorado State University Rams, the Project shall be flexible, multi-functional, and designed to comply with the applicable standards of the National Collegiate Athletic Association ("NCAA"), however seating capacity will be determined through the design process.

The Owner seeks to hire a general contractor/construction manager experienced in the preconstruction and construction of sports stadiums to provide preconstruction services for the Project as described in this Request for Proposals ("RFP"). The Owner will be represented by ICON Venue Group, LLC ("Project Manager"). The Owner is finalizing its selection of a lead architect ("Architect") that will work with the Owner to assemble a team of consultants to provide comprehensive design and engineering services. It is anticipated that this process will be concluded and a selection of the CM/GC made in September 2013.

The Owner has established a total Project budget of approximately \$243M with hard construction costs budgeted between \$150-160M for the Project ("Fixed Limit of Construction Cost") for a facility designed to be approximately 670,000 square feet. The Owner's schedule for the Project is to commence preconstruction services in September 2013 and construction in October 2014 in order to achieve substantial completion in May 2016 and Final Completion July 2016 ("Project Schedule"). Respondents to this RFP must demonstrate their willingness and ability to meet both the Fixed Limit of Construction Cost and Project Schedule. The firm ultimately selected is hereinafter referred to as the "Contractor."

Scope of Services

Upon selection, the Contractor must be prepared to begin immediately providing the Preconstruction Phase services described below. The terms and conditions on which the Contractor will be retained are more fully set forth in the form of CM/GC Agreement and General Conditions attached hereto as Appendix B.

Preconstruction Phase Services. During the Preconstruction Phase, the Contractor will work cooperatively with the Project Manager, Architect, and Owner to provide cost estimating, constructability review, scheduling, preconstruction planning and such other preconstruction services as are reasonably requested by the Owner. In

addition, an integral element of the Contractor's Preconstruction Phase services will be assisting the Owner in determining when the Contractor will be required to establish the GMP for the Project to provide the Owner with the best value and cost certainty, while still meeting the Fixed Limit of Construction Cost and Project Schedule. The Contractor shall deliver detailed cost estimates at the completion of the Conceptual Design Documents, and at the 50% and 100% stages of both the Schematic Design and Design Development Documents, and a GMP at 50% Construction Documents, as discussed below. The Owner requests that these estimates be formatted using the CSI Master Format divisions and clearly illustrate the application of your proposed fees and general conditions within the format. Furthermore, specific studies to understand cost implications of particular design solutions and/or material selections will be required throughout the Preconstruction Phase. It is currently anticipated that Contractor will be required to establish the GMP based on partially complete Construction Documents. At any time that the Contractor's estimate exceeds the Fixed Limit of Construction Cost, the Contractor will be required to participate in value engineering with the Project Manager, Architect, and Owner to collaboratively bring the design of the Project within such budget. The Contractor's responses to this RFP must clearly describe the Contractor's access to and use of actual market pricing in the preparation of detailed cost estimates and value engineering. To the extent that the Contractor would require the participation of trade contractors in its estimating or value engineering efforts in order to provide such actual market pricing, then the Contractor must include the cost of those third party trade contractors in its fees and expenses.

Construction Phase Services. If the project is approved by the CSU System Board of Governors and funding secured, the Contractor may be further engaged to perform Construction Phase services at the sole discretion of the Owner. The Construction Phase Services would require the Contractor to cause the Project to be constructed pursuant to the final Construction Documents for each phase of the construction and in accordance with the GMP and the Project Schedule. The Contractor shall be fully responsible for the means and methods of construction, Project safety and for Project completion within the Project Schedule. To assist you in responding to this RFP with respect to fees and general conditions for Construction Phase services, the Preliminary Project Draft Program is attached as Appendix D, a Preliminary Project Site Plan is attached as Appendix E, and a Preliminary Design Schedule is attached as Appendix F.

Minimum Requirements: Notice is hereby given to all interested parties that all teams will be required to meet all minimum qualifications to be considered for this project. To be considered as qualified, interested teams shall have, as a minimum:

1. Provided Construction Management/General Contracting services within the last five (5) years for at least two (2) projects each in excess of \$100M (hard costs), utilizing the expertise present in their Colorado Office; and
2. Demonstrated specific Construction Management/General Contracting experience in projects of similar scope and complexity; and
3. Demonstrated bonding capability up to \$160M for an individual project coincidentally with current and anticipated workloads; provide letter from surety that affirms this capacity.

Teams meeting the minimum qualification requirements stated above may request the RFP. The RFP will be available **August 7, 2013** on the web at <https://www.bidscolorado.com/> & www.fm.colostate.edu/cmd/.

Questions concerning this project should be emailed to Mike Rush at Mike.Rush@ColoState.EDU and Mike Harms at mharms@iconvenue.com

All questions will be answered collectively within the timeframe allotted in the schedule defined herein.

Preference shall be given to Colorado resident bidders and for Colorado labor, as provided by law.

Submittals Due

Submittals are due no later than **August 23, 2013 at 2:00pm.**

Please forward Twelve (12) hard copies and one (1) Electronic copy (electronic copy in PDF format captured on a USB thumb drive) to:

Physical Drop-Off Address

Mike Rush
Facilities Services North
251 Edison Drive
Fort Collins, CO 80523-6030

UPS Next Day Express or FEDEX send to:

Colorado State University
Mike Rush
200 West Lake Street
6030 Campus Delivery
Fort Collins, CO 80523-6030

Email: Mike.Rush@colostate.edu

Phone: 970-491-0080

Late submittals will be rejected without consideration. Colorado State University, the State of Colorado and ICON Venue Group assume no responsibility for costs related to the preparation of submittals.

Other Information

Questions concerning this project should be directed by email to Mike Rush (see Point of Contact information above).

Firms will be evaluated for interviews immediately after receipt.

**REQUEST FOR PROPOSALS FOR AN
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CONSTRUCTION MANAGEMENT/GENERAL CONTRACTING
PRECONSTRUCTION SERVICES**

Colorado State University

I. GENERAL INFORMATION

A. INTRODUCTION/DESCRIPTION OF PROJECT

Colorado State University ("Owner") anticipates using a Construction Manager/General Contractor ("CM/GC") approach to project delivery. A Guaranteed Maximum Price ("GMP") and an updated project duration schedule will be established by the Architect/Engineer and the Construction Manager/General Contractor in conjunction with the Owner. The CM/GC will evaluate, among other things, availability of materials and labor, project schedule, project costs as they relate to the established budget, constructability, and will work closely with the Architect/Engineer and the Owner throughout the planning, design and construction phases of the project. Construction is estimated to commence in October 2014.

The Owner is requesting interested firms to submit their proposals to serve as the lead construction contractor and provide preconstruction and construction services for the development of a new multi-purpose stadium ("Project") in Fort Collins, Colorado to be the home field of the Colorado State University Rams, and to host other sports, entertainment, civic, cultural and commercial events. The Project shall be flexible, multi-functional, and designed to comply with the applicable standards of the National Collegiate Athletic Association ("NCAA"). Seating capacity will be determined through the design process.

The Owner seeks to hire a GM/GC experienced in the preconstruction and construction of sports stadiums to provide preconstruction and construction services for the Project as described in this Request for Proposals ("RFP"). The Owner will be represented by ICON Venue Group, LLC ("Project Manager"). The Owner is finalizing its selection of a lead architect ("Architect") that will work with the Owner to assemble a team of consultants to provide comprehensive design and engineering services. It is anticipated that this process will be concluded and a selection of the CM/GC made in September 2013.

The Owner has established a total Project budget of approximately \$243M with hard construction costs budgeted between \$150-160M for the Project ("Fixed Limit of Construction Cost") for a facility designed to be approximately 670,000 square feet. The Owner's schedule for the Project is to commence construction in October 2014 in order to achieve substantial completion in May 2016 and Final Completion in July 2016 ("Project Schedule"). Actual construction period is anticipated at twenty months with two months of fit-out and commissioning. Respondents to this RFP must demonstrate their willingness and ability to meet both the Fixed Limit of Construction Cost and Project Schedule.

The Owner envisions a successful design resulting in a stadium for NCAA football games, including luxury suites and other premium seating opportunities, as more fully described in the Preliminary Project Draft Program attached hereto as *Appendix D*. In addition to NCAA football games, the Project will be designed to host other sporting events as well as concerts and other general public assembly events. The Project will be designed and constructed to attain a LEED Gold certification.

Furthermore, the Project will be in compliance with the Americans with Disabilities Act ("ADA") and all state and local laws, codes, regulations and/or ordinances, and provide sufficient circulation space on concourses to minimize congestion while serving capacity or near-capacity

crowds. Functionality will be factored into the design of the Project along with ease of maintenance. The Project will also contain the features and amenities expected by a University as well as the spectators, luxury suite-holders, and premium seat purchasers for these and similar events. In addition, the Project, its systems, fixtures, and furnishings will be designed for durability while maintaining the overall quality and aesthetics expected for modern venues of this nature.

The Owner's expectation for the Project Schedule is that the CM/GC services shall be provided in two phases:

- a. Preconstruction Phase - Commencing immediately following the selection and completion of contract negotiations with the CM/GC, targeted to be on or about September 2013, and concluding upon the execution of a mutually acceptable GMP Amendment to the CM/GC Agreement prior to start of the Construction Phase.
- b. Construction Phase - Commencing upon the execution of the GMP Amendment and construction mobilization in October 2014 and concluding upon achieving substantial completion in May 2016 with Final Completion in July 2016.

Respondents to this RFP must demonstrate their willingness and ability to meet both the Fixed Limit of Construction Cost and Project Schedule.

The process to be used in the selection of the CM/GC is comprised of two steps. STEP I is the Submittal of Prequalification as described in Section II (D). STEP II is the Oral Interview/Cost Proposal as described in detail in Section III. A Jury Panel of individuals who will be involved in the project and/or understand the required services associated with CM/GC will evaluate responses to this RFP for both STEPS. Upon completion of the evaluation of the Submittals of Prequalification, a limited number of firms will be invited to the oral interviews. Sealed fee proposals will be required only from those firms who are interviewed and are to be submitted as indicated in this RFP. Both qualifications and cost will be considered in the final ranking of firms with qualifications given 70% of the value of the weighted criteria and fees for the Cost/ Proposal given 30%.

Selection and award of this project will be based on a combination of qualifications and costs that represents the best overall value to the State.

B. MINIMUM QUALIFICATIONS

Notice is hereby given to all interested parties that all firms will be required to meet all minimum qualifications to be considered for this project. To be considered as qualified, interested firms shall have, as a minimum:

1. Provided Construction Management/General Contracting services within the last five (5) years for at least two (2) projects each in excess of \$100M (hard costs), utilizing the expertise present in their Colorado Office; and
2. Demonstrated specific Construction Management/General Contracting experience in projects of similar scope and complexity; and
3. Demonstrated bonding capability up to \$160M for an individual project coincidentally with current and anticipated workloads; provide letter from surety that affirms this capacity.

C. SCOPE OF SERVICES

The scope of services will include assistance to the State during the process of assessment, design, construction, and warranty period. Specific tasks to be performed by the CM/GC include those generally performed by the CM/GC construction community where the Construction Manager is also the Contractor. The terms and conditions on which the Contractor would be retained are more fully set forth in the form of Construction Services Agreement and General Conditions attached hereto as Appendix B. A GMP will be required at the 50% Construction Documents phase.

Preconstruction Phase Services. Upon selection, the CM/GC must be prepared to begin immediately providing the Preconstruction Phase services. During the Preconstruction Phase, the CM/GC will work cooperatively with the Project Manager, Architect, and Owner to provide cost estimating, constructability review, scheduling, preconstruction planning and such other preconstruction services as are reasonably requested by the Owner. In addition, an integral element of the CM/GC's Preconstruction Phase services will be assisting the Owner in determining when the CM/GC will be required to establish the GMP for the Project to provide the Owner with the best value and cost certainty while still meeting the Fixed Limit of Construction Cost and Project Schedule. The CM/GC shall deliver detailed cost estimates at the completion of the Schematic Design Phase, and at the 50% and 100% stages of Design Development Documents, and a GMP at 50% Construction Documents, as discussed below.

The Owner requests that these estimates be formatted using the CSI Master Format divisions and clearly illustrate the application of your proposed fees and general conditions within the format. Furthermore, specific studies to understand cost implications of particular design solutions and/or material selections will be required throughout the Preconstruction Phase. It is currently anticipated that CM/GC will be required to establish the GMP based on partially complete Construction Documents. At any time that the CM/GC's estimate exceeds the Fixed Limit of Construction Cost, the CM/GC will be required to participate in value engineering with the Project Manager, Architect, and Owner to collaboratively bring the design of the Project within such budget. The CM/GC's responses to this RFP must clearly describe the CM/GC's access to and use of actual market pricing in the preparation of detailed cost estimates and value engineering. To the extent that the CM/GC would require the participation of trade contractors in its estimating or value engineering efforts in order to provide such actual market pricing, then the CM/GC must include the cost of those third party trade contractors in its fees and expenses.

It is the Owner's expectation that the Preconstruction Phase services will result in an acceptable GMP price and schedule based upon an agreed upon set of design documents ("GMP Documents"), which are expected to be available in mid-2014. Within sixty (60) days after the GMP Documents are issued, the CM/GC will be required to submit to the Owner its proposed GMP and its qualifications and assumptions based upon the GMP Documents ("GMP Proposal"). The Project Manager, Architect (along with certain engineers and consultants), and Owner (in certain defined capacities) will meet to reconcile any questions, discrepancies or disagreements relating to the GMP Proposal and the GMP Documents. The reconciliation will be documented by an addendum to the GMP Proposal that would be approved in writing by the Owner and the CM/GC. The CM/GC will then submit to the Owner, for the Owner's approval, the CM/GC's proposed final GMP Amendment including price and schedule based upon the GMP Documents and the approved GMP qualifications and assumptions.

In establishing the GMP, the CM/GC will be required to engage in an "open book" process in which the Project Manager, Architect, and Owner (in certain defined capacities) and the CM/GC will review all information provided by Contractor or potential subcontractors on trade work, the costs proposed for general conditions/overhead of the CM/GC and the fee of the CM/GC. The final negotiated GMP Amendment cannot exceed the Fixed Limit of Construction Cost or be contrary to the Project Schedule. If the GMP exceeds the Fixed Limit of Construction Cost or is not in compliance with the Project Schedule, then the Owner may, in its sole discretion,

terminate the agreement with the CM/GC without any additional cost or obligation not specifically set forth as preconstruction fees and expenses, and any fees and expenses incurred to the extent that Construction Phase services, as outlined below, may have been provided and agreed to prior to such termination.

Construction Phase Services. If the project is approved by the CSU System Board of Governors and funding secured, the Contractor may be further engaged to perform Construction Phase services at the sole discretion of the Owner. The Construction Phase services would require the CM/GC to cause the Project to be constructed pursuant to the final Construction Documents for each phase of the construction and in accordance with the GMP and the Project Schedule. The CM/GC shall be fully responsible for the means and methods of construction, Project safety and for Project completion within the Project Schedule. To assist you in responding to this RFP with respect to fees and general conditions for Construction Phase services, the Preliminary Project Draft Program is attached as Appendix D a Preliminary Project Site Plan is attached as Appendix E, and a Preliminary Design Schedule is attached as Appendix F.

II. PREQUALIFICATION SUBMITTALS (STEP I)

A. SCHEDULE

The schedule of events for the RFP process and an outline of the schedule for the balance of the project are as follows:

Advertisement	8/7/2013, 8/14/2013
RFP Document Release	8/7/2013
Written Questions (Clarifications)	8/15/2013 @ 4pm
Written Responses Issued	8/19/2013
Submittals Due (Prequalification: Step I)	8/23/2013 @ 2pm
Interview Short List Announced	9/4/2013
Sealed Proposal Due (Evaluation and Award: Step II)	9/18/2013
Oral Interviews	9/18/2013
Selection Announced	9/23/2013
Construction Commencement	October 2014
Substantial Completion	May 2016
Final Completion	July 2016

The above schedule is tentative. Responding firms shall be notified of revisions in a timely manner by email. Respondents may elect to verify times and dates by email, but no earlier than 36 hours before the schedule date and time.

Submittals are due no later than **August 23, 2013 at 2:00pm.**

Please forward Twelve (12) hard copies and one (1) Electronic copy (electronic copy in PDF format captured on a USB thumb drive) to:

Physical Drop-Off Address

Mike Rush
Facilities Services North
251 Edison Drive
Fort Collins, CO 80523-6030

UPS Next Day Express or FEDEX send to:

Colorado State University
Mike Rush
200 West Lake Street
6030 Campus Delivery
Fort Collins, CO 80523-6030

Email: Mike.Rush@colostate.edu
Phone: 970-491-0080

Late submittals will be rejected without consideration. Colorado State University, the State of Colorado and ICON Venue Group assume no responsibility for costs related to the preparation of submittals.

B. CLARIFICATIONS/ADDENDA

1. Owner initiated changes to this RFP will be issued under numerically sequenced email addenda. Addenda generally consist of the following items:
 - a. Clarifications
 - b. Scope Changes
 - c. Time and/or Date Changes

Respondents must acknowledge all issued addenda in their submittal and proposal.

2. Respondent initiated requests for clarification will be received any time prior to **4:00 pm, August 15, 2013**. Facsimile transmission is an acceptable means of correspondence in this matter. All State responses will be issued by written addenda on or before **August 19, 2013**.

C. GENERAL INFORMATION

1. All respondents accept the conditions of this RFP, including, but not limited to, the following:
 - a. All submittals shall become the property of the State of Colorado and will not be returned.
 - b. Late submittals shall not be evaluated. Facsimile submittals shall not be accepted.
 - c. Any restriction as to the use of submitted materials must be clearly indicated as proprietary. The requested limitation or prohibition of use or release shall be identified in writing on a cover sheet. Blanket claims of proprietary submittals will not be honored. Fee proposals will be considered proprietary.
 - d. The State reserves the right to reject any or all proposals on the basis of being unresponsive to this RFP or for failure to disclose requested information.
 - e. The State shall not be liable for any costs incurred by respondents in the preparation of submittals and proposals nor in costs related to any element of the selection and contract negotiation process.
 - f. The respondent has reviewed Appendix B and by responding has agreed that the terms and conditions of the sample Construction Management/General Contracting Agreement are expressly workable without reservation.
 - g. After issuance of this RFP, firms considering responding to this RFP are strictly prohibited from initiating communications with any officer or staff member of the Project Manager, Architect, and Owner, except for any questions to be directed to the person identified herein. After evaluation of the responses to this RFP by the Owner and any meetings or discussions that the Owner may elect to conduct, the Owner expects to interview a short list of firms. The purpose of such interviews will be to meet and become familiar with the proposer's key personnel and to understand the proposer's approach and ability to meet the Owner's stated objectives for the Project. The Owner reserves the rights to cancel this solicitation at any time for any reason and reject all

proposals. The Owner shall have no liability to any proposer arising out of such cancellation or rejection.

D. PREQUALIFICATION SUBMITTALS (STEP I)

1. Respondent must comply with the following items, a through f. The State retains the right to waive any minor irregularity or requirement should it be judged to be in the best interest of the State. **(Note that the primary focus of the Prequalification evaluation will be the firm(s) capabilities).**
 - a. Submit **twelve (12)** complete copies of all material and one electronic copy.
 - b. Submittals shall be formatted and tabbed in the exact form and alphanumeric sequence of the Evaluation Form, Appendix A. Additional information, if provided, shall appear at the end of the submittal under its own tab(s).
 - c. Submittals shall be evaluated in accordance with criteria as indicated in SECTION IV. A. PREQUALIFICATION SUBMITTAL CRITERIA and ranked on the corresponding evaluation form in Appendix A.
 - d. Response to all items shall be complete.
 - e. All references shall be current and relevant.
 - f. Complete and execute the appropriate Acknowledgment and Attestation Form as provided in Section VI and submit with the Prequalification Submittal.

III. ORAL INTERVIEWS/COST PROPOSALS (STEP II)

A. SHORT LIST

From the submittals received, a short list of qualified respondents shall be identified using the scoring indicated on the enclosed Evaluation Form, Appendix A.

Firms failing to meet the minimum required qualifications will not receive further consideration.

B. ORAL INTERVIEW

1. Mandatory oral interviews shall be conducted for the short listed firm(s) only. Interview times and location, will be arranged by the Owner and all short listed firms will be notified in advance. At the option of the State, a visit to the short listed firm(s) managing home office and/or representative field office may be required. **(Note that the Oral Interview evaluation in addition to the Cost Proposal will include without limitation the proposed Project Management Team members' capabilities).**

C. COST PROPOSALS

1. Only those firms short listed for interview are required to submit their sealed proposals. Cost Proposals will remain sealed until after the qualitative scoring and will then be opened. The Cost Proposal will then be considered (equivalent to 30% of the weighted criteria) in conjunction with the qualitative score from the response and interview (equivalent to 70% of the weighted criteria).
1. Cost Proposals shall be submitted on the form provided in Section VII, without modification. A Cost Proposal shall be accompanied with sufficient detail to clearly identify the fee for service

and include a detailed schedule of estimated (not-to-exceed) reimbursable and non-reimbursable costs. Percentage of the cost of work is not an acceptable value. The Cost Proposal should be prepared independently in accordance with the following:

- a. Any specific services requested in the RFP and its appendices that are not included should be clearly identified. Exclusion of any required service may result in the proposal being found non-responsive.
 - b. Provide a CM/GC staff schedule with staff by name, position and man-hours (assume 8 hour days) per month estimated on the project.
 - c. Provide a detailed estimate of reimbursable costs including breakdown of direct salaries and payroll fringes (DPE) for on-site CM/GC personnel associated with the services. Not-to-exceed reimbursable expenses shall be provided at direct cost.
 - d. Provide a detailed estimate of non-reimbursable expenses (included in fee).
 - e. The State reserves the right to reject any Cost Proposal not prepared in the above manner. Proposals that exceed the available funds may be rejected outright but the State reserves the right to negotiate a reasonable fee for service within the available funds. The CM/GC contract will be a bonded lump sum contract including not-to-exceed reimbursables with a Guaranteed Maximum Price to encompass all construction work; some not-to-exceed allowances may be included as directed by the State.
2. This Fee Proposal is a binding offer to perform the services associated with the Scope of Services described in this RFP and the Designated Services and Method of Payment Matrix in Appendix B. The State reserves the right to negotiate a cost adjustment based on scope clarification subsequent to selection and prior to contract execution.

D. METHOD OF SELECTION AND AWARD

The Jury Panel shall complete a combined evaluation of qualifications and fee in accordance with the criteria as indicated in SECTION IV, B. ORAL INTERVIEWS/COST PROPOSALS/EVALUATION CRITERIA. Numerical ranking and selection of the most qualified firm (including fee) will then occur on the corresponding evaluation forms in Appendix A1.

The final fee amount and scope of services may be negotiated at the State's discretion. Award and contract will be contingent on availability of key proposed Project Management Team staff.

IV. EVALUATION CRITERIA

A. PREQUALIFICATION SUBMITTAL CRITERIA

(Note that the primary focus of the Prequalification evaluation will be the Firm(s) capabilities).

1. QUALIFICATIONS OF THE FIRM(S)

- a. Please justify that your firm meets the Minimum Qualifications for this project listed listing within this RFP.
- b. Provide a description of the composition and management structure of your firm. Identify the firm's roles and responsibilities and relevant experience with projects of similar scope and complexity and similar fast track project delivery methods. Describe how the firm's experience will relate to the success of this project.
- c. Identify the business form of contracting entity. If the proposed form of entity is a joint venture, please identify each venture partner and their respective percentage of participation.

- d. Provide a copy of your firm's certificate of insurance showing your firm's current limits of liability for commercial general liability, employer's liability, business automobile liability and professional liability.
- e. Provide names, addresses, telephone numbers and contact persons of owners for projects where your firm (or top firm principal or officer) has led or managed construction of a project similar in scope and complexity as the Project. In particular, (a) identify all major sports stadiums projects either completed or under construction within the last ten (10) years in which your firm was the construction manager or general contractor, including a description of your performance for those projects to help demonstrate that you have the minimum qualifications required to submit a response to this RFP, (b) identify specific projects either completed or under construction Colorado that demonstrate that you have the minimum qualifications to submit a response to this RFP. References may be checked at the discretion of the Owner at any time.
- f. Provide a detailed description of the process of how your firm selects qualified sub-contractors and manages them effectively on complex multi-phased projects.
- g. Provide a summary of your approach to maintaining a safe work environment on the Project, and describe in particular how you would address any unique safety issues that this Project presents. Please state your firm's Experience Modification Rating ("EMR") and specifically discuss your firm's safety record, environmental compliance record and OSHA incident rates on projects comparable the Project.

2. QUALIFICATIONS OF THE MANAGEMENT TEAM MEMBERS

- a. Provide a project organizational chart containing the names and titles of your proposed staff for the Project. At a minimum, the chart should include the names of specific employees (e.g., Principal-in-Charge, Project Executive, Project Manager, Project Superintendent, MEP Supervisor, Safety Manager, Preconstruction Staff, or similar designation) who will be committed for work on the Project. For every person listed on the chart, (a) provide a one-page resume highlighting relevant experience, (b) provide a chart of such individual's current and committed assignments, and an indication (in terms of percentage of time) of his/her time commitment to each current or committed assignment, and (c) identify whether the individual will be assigned to the Preconstruction Phase and/or Construction Phase of the Project, and the percentage of that individual's time to be devoted to the relevant phase.
- b. Identify all current office locations of the assigned staff and any other resident expertise intended to be provided under this RFP.

3. PROJECT MANAGEMENT APPROACH

- a. Provide a strategic project approach summary: Include discussion of your firm's approach in providing successful Construction Management/General Contracting services based on prior experience in cost, schedule and quality effectiveness.
 - i. Describe the record keeping, reporting, monitoring and other information management systems that your firm would propose to use for the Project during both Preconstruction and Construction to provide the Owner with a clear picture of the status of the project. Describe the scheduling and cost control systems that your firm would propose to use for the Project, and your ability to provide reports to Owner electronically in Excel format.

- ii. Describe your capability and approach to providing preconstruction services, including cost estimating, constructability review, phasing, scheduling, value engineering and other preconstruction planning. With respect to cost estimating during Conceptual Design, Schematic Design, Design Development and Construction Document design phases, describe your experience in providing estimates for projects comparable to the Project, and how those estimates compared to the eventual construction costs or GMPs.
- iii. Describe the respondent's capabilities and experiences in use of state-of-the-art preconstruction and construction service technologies, including Building Information Modeling.
- iv. Indicate whether your firm would propose to self-perform any work on the Project and, if so, the nature of the work and your capability to self-perform. If your firm intends to propose to self-perform any work on the Project, please review the competitive process that your firm will be required to participate in for the procurement of such work, and the limitations on how the GMP general conditions and contingency may be utilized in connection with this work as described in the attached form of CM/GC Agreement.
- v. Describe respondent's practices and processes in monitoring and managing construction activities and subcontractor performance so as to minimize requests for change orders from the Contractor or subcontractors and avoid or mitigate construction related disputes.
- vi. Provide a detailed description of your process for closing out the Project, specifically addressing the amount of time that you would anticipate for the necessary inspections to confirm Final Completion, as defined in the form of CM/GC Agreement, and the resources that would be dedicated to the close-out process.

4. PRIOR PROJECT EXPERIENCE/SUCCESS

Select your three (3) most relevant projects and provide, at a minimum, the following:

- o The project/contract name
- o Description of services provided
- o Overall construction cost of project, as applicable, including initial contract value and change orders including reasons for change orders
- o Organizational structure of service delivery under the contract (include the owner's organization as it interfaced with the respondent's contract)
- o Key assigned in-house staff (name and title)
- o Subcontracts (service) used in the performance of the contract
- o Schedule history
- o Reference(s) for Owner and Architect as described in IV.E
- o Continuing services, if any

a. Timeliness

In general, Construction Management/General Contracting work is seen as successful if it is on time, on budget, and of high quality of workmanship. Timeliness is generally based on completion by the originally scheduled date and is indicated by a Certificate of Occupancy. Please demonstrate for each of the above projects how timely delivery occurred.

b. Budget Considerations

Similar to timeliness, being on budget historically means the work was completed within the originally identified available budget. For purposes of this RFP, the State is interested not

only in being within budget but also in the respondent's ability to address and implement the following issues as well:

- Conceptual estimating
- Value analysis
- Alternate solutions
- Scope reduction that maintains project function
- Cost/benefit analysis

Demonstrate for the above projects examples of how you accomplished the above cost control services.

c. Quality

Construction quality has the obvious traditional connotations (workmanlike, in compliance with the specifications, normal standard of care, etc.). Demonstrate for the above project examples how a high quality of workmanship was achieved.

d. Services Disruption

Demonstrate how your services on the above project examples dealt with issues of disruption at existing facilities, etc. if applicable.

e. Project Acceptability

Please discuss how your Construction Management/General Contracting services helped achieve owner satisfaction with regard to project quality and acceptability on your project examples.

f. Compliance

Provide information on how compliance with industry standards of care, building codes, etc. was achieved.

5. BEST VALUE CONSIDERATIONS

- a. As you may be aware, a major portion of the funding for this specific project is intended to come from private donations. Given this consideration demonstrate your ability to donate to the project either in the form of direct monetary contributions and/or in-kind, (material and/or labor) donations.
- b. Clearly describe the value of your proposed donation to the project. This section will be given equal weight when compared to the other qualification based selection criteria identified in Appendix A and A1.

6. MISCELLANEOUS CONSIDERATIONS

a. Claims/Litigation History of Firm

Provide information on any past, current or anticipated claims (i.e., knowledge of pending claims) on respondent contracts; explain the litigation, the issue, and its outcome or anticipated outcome. Detail any and all mediation, arbitration, or litigation results or proceedings in process in which the respondent or any of the personnel proposed on your team over the past five (5) years.

b. Apprenticeship Training Program (Optional for Step I)

Where an Apprentice Training Program certified by the Office of Apprenticeship located in the Employment and Training Administration in the United States Department of Labor exists in the State, or a comparable program for the training of apprentices is available in the State:

- i. Each submitter shall demonstrate access to the certified program or a comparable alternative (Note that it is the responsibility of the submitter to demonstrate the comparability of a non-certified program) and,
- ii. Each submitter's subcontractor at any tier with a contract value of two hundred fifty thousand dollars or more shall demonstrate access to the certified program or a comparable alternative.

c. LEED Certification

The Project will be designed and constructed to attain a LEED Gold certification. Please describe any relevant experience that your firm has on projects that obtained, or attempted to obtain, LEED certification and specify how your firm would contribute to the LEED certification of the Project.

d. CM/GC Agreement

Carefully review the CM/GC Agreement contract sample (Appendix B) in conjunction with your response submittal. Identify any exceptions to the proposed form of agreement within this section of your response. Should a detailed list of exceptions not be included, proposer shall execute the proposed form of agreement without modification. Identification of exceptions beyond the date of your response shall be grounds for termination of negotiations. In this event, proposer shall not be reimbursed for any costs incurred to date.

e. Other

This category is included for other items provided by the submitter. Inclusions may include standard firm promotional literature, testimonials, awards, corporate memberships in professional organizations or sponsorships, additional project/contract histories, etc., intended to demonstrate why your firm is uniquely qualified for this project.

B. ORAL INTERVIEWS/COST PROPOSALS EVALUATION CRITERIA

(Note that the Oral Interview evaluation in addition to the Cost Proposal will include without limitation the proposed project management team members' capabilities).

1. QUALIFICATIONS OF THE FIRM

- a. Explain the composition and structure of your project management team and how the firm will support their efforts in the field throughout this project.
- b. Are the lines of authority, responsibility and coordination clearly identified?

2. QUALIFICATIONS OF THE MANAGEMENT TEAM MEMBERS

- a. Explain the prior experience with projects of similar scope and complexity and similar fast track project delivery methods of the superintendent and all other project management team members. Explain their roles and responsibilities and authority and why they are the right team members for this project.
- b. Explain anticipated project management team staff current and projected workload.

3. PROJECT MANAGEMENT APPROACH

- a. Explain the strategic project approach for this project in summary: Include discussion of your team's approach in providing successful CM/GC services based on the needs of this specific project utilizing the team's prior past experience including cost, schedule, and quality control.
- b. Based upon your review of the CM/GC Agreement, the Project Draft Program, the Preliminary Project Site Plan and the Preliminary Design Schedule, provide a preliminary site utilization plan and construction schedule with a description of the proposed bid packages and the plan to secure performance on a timely basis. Identify long-lead items and proposed materials that may be difficult or costly to procure and describe your approach to the management of these procurements.
- c. Demonstrate the preconstruction capabilities of your firm and explain your experience and results on similar projects. Identify the structure of your preconstruction team and how the construction team is integrated into the performance of pre-planning and cost estimating.
- d. Explain the construction work the project management team has the capability to competitively bid and self-perform including qualifications to do such work.
- e. Provide a detailed description of how your project management team will select qualified sub-contractors and manage them effectively on this project.
- f. Confirm that based upon your review of this RFP and its attachments, taking into consideration your preliminary estimate of construction cost required in the cost proposal provided you believe that a final GMP can be achieved within the Fixed Limit of Construction Cost, taking into account your proposed fees, general conditions and contingency as requested above, and completed in accordance with the Project Schedule. If relevant to your confirmation, please describe your preliminary site logistic plan and preliminary construction schedule.

4. PRIOR PROJECT EXPERIENCE/SUCCESS

- a. Explain the most relevant projects the team members have completed together and/or separately and what their role was. Owner may at its discretion contact references and/or conduct independent performance analysis on projects on which the team member has worked).
- b. Provide descriptions of other related experience of key project team personnel.

5. MISCELLANEOUS CONSIDERATIONS

a. Craft Labor Capabilities

Describe the availability of resources that will be utilized to successfully complete the project.

b. Apprenticeship Training Program (Mandatory for Step II)

Describe access to federal or state-approved apprenticeship programs, as available.

c. Other

This category is included for other items provided by the presenter. Inclusions may include testimonials, awards, corporate memberships in professional organizations or sponsorships, additional project/contract histories, etc., intended to demonstrate why this management team is uniquely qualified for this project.

V. CM/GC CONTRACT INFORMATION

- A.** Carefully review the CM/GC Agreement contract sample (Appendix B) before initiating your response submittal. Any exceptions to the contract must be communicated formally in accordance with the above.
- B.** The State reserves the right to make non-material changes to the appended model agreement, including additions and /or modifications that may be necessary to more completely describe the services defined or implied herein.
- C.** Any approved reimbursable expenses made under the terms of the final agreement shall be a direct pass-on cost with no adjustment to the fee described therein.
- D.** Any and all products, systems, methods, and procedures developed, as a result of this agreement shall remain the exclusive property of the State.

VI. ACKNOWLEDGEMENT AND ATTESTATION FORM

- A.** Several versions of the Acknowledgment and Attestation Form follow this section. Proper completion of the appropriate form is a mandatory requirement for a respondent to be considered responsive to this RFP Prequalification Submittal.
- B.** Qualifications made by a respondent in executing this form may render a submittal non-responsive as determined by the State.

VII. COST PROPOSAL FORM

- A.** Immediately following the Acknowledgement and Attestation Form is a Cost Proposal Form to be utilized to summarize the fee proposal for the services. Only those firms short-listed will be required to submit fee proposals as directed by the Owner.
- B.** This RFP document, it's appendices, and any written addenda issued prior to the submittal of proposals, and written clarifications prior to the interview shall serve as the only basis for proposals.

- C.** The respondent, by submitting this proposal, does hereby accept that minor changes by the State to the exhibited contract and its exhibits, which do not adversely affect the respondent, shall not be cause for withdrawal or modification of the amounts submitted herein. Exceptions to the RFP documents and/or modification of the proposal may render the proposal non-responsive.
- D.** Upon due consideration and review of this document along with its appendices, written addenda, and written clarifications prior to the interview, the respondent does hereby submit the following proposal for Construction Management/General Contracting fees, consistent with the schedules provided in the Scope of Services. Respondents are hereby advised that it is the State's desire to accelerate design and construction schedules where reasonably possible, without adverse cost impact.
- E.** Respondent should complete the Cost Proposal Form by filling in all blanks on the form that follows.

**ACKNOWLEDGEMENT AND ATTESTATION FORM
(Partnership Format)**

Date: _____

Page 1 of 1

By responding to this RFP, the respondent(s) certify that he/she has reviewed the Construction Management/General Contracting sample contract, and its exhibits contained herein, and is familiar with their terms and conditions and finds them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on _____ at _____
Date City

_____, State of _____
County State

1) _____
Partner Signature

Typed Name: _____

2) _____
Partner Signature

Typed Name: _____

Notary: _____ Date _____

Commission Expires: _____

Note: Add additional signature if there are more than two partners.

**ACKNOWLEDGEMENT AND ATTESTATION FORM
(Joint Venture Format)**

Date: _____
Page 1 of 1

By responding to this RFP, the respondent(s) certify that he/she has reviewed the Construction Manager/General Contractor sample contract, and its exhibits contained herein, and is familiar with their terms and conditions and finds them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on _____ at _____,
Date City
 _____, State of _____.
County State

1) _____
 Venture Partner Binding Signature Date

 Type of Business Typed Name: _____
Title: _____

 Witness Date
 Typed Name: _____

2) _____
 Venture Partner Binding Signature Date

 Type of Business Typed Name: _____
Title: _____

 Witness Date
 Typed Name: _____

Note:

1. Add additional venture partners as necessary.
2. Witnesses of venture partners shall be corporate secretary for corporations, partners for partnerships, and notaries for sole proprietorships.
3. Attach venture agreement
4. Type of business shall identify the venture partner as a corporation, venture, partnership, sole proprietorship, or other legal entity.

**ACKNOWLEDGEMENT AND ATTESTATION FORM
(CORPORATE FORMAT)**

Date: _____

Page 1 of 1

By responding to this RFP, the respondent(s) certify that he/she has reviewed the Construction Management/General Contracting sample contract, and its exhibits contained herein, and is familiar with their terms and conditions and finds them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on _____ at _____,
Date City

_____, State of _____.
County State

Corporate Officer Signature Date

Secretary Date

Note: Use full corporate name and attach corporate seal here.

(SEAL)

ACKNOWLEDGEMENT AND ATTESTATION FORM
(Sole Proprietorship Format)

Date: _____

Page 1 of 1

By responding to this RFP, the respondent(s) certify that he/she has reviewed the Construction Management/General Contracting sample contract, and its exhibits contained herein, and is familiar with their terms and conditions and finds them expressly workable without change or modification.

We certify and declare that the foregoing is true and correct.

Subscribed on _____ at _____,
Date City

_____, State of _____.
County State

Respondent Date

Typed Name: _____

Notary: _____
Date

Commission Expires: _____

**COST PROPOSAL FORM I
CONSTRUCTION MANAGER/GENERAL CONTRACTING SERVICES**

Date: _____

Page 1 of 1

Project Title

- | | | |
|----|---|----------|
| 1. | CM/GC Preconstruction Fee | \$ _____ |
| 2. | CM/GC Construction Fee | \$ _____ |
| 3. | General Conditions On-Site CM/GC Staff | \$ _____ |
| 4. | Other Reimbursable General Conditions (NTE) | \$ _____ |
| | Total CM/GC Fee | \$ _____ |

Fees are to be calculated per Exhibit A (SC-6.4), CM/GC Designated Services and Method of Payment.

Please provide a detailed breakdown to adequately describe the CM/GC staff provided, term of their services, and associated anticipated reimbursable costs so as to demonstrate as complete an understanding as possible of the services provided.

Reimbursable general condition expenses are generally confined to the on-site CM/GC construction phase staff reimbursed at direct personnel expense, plus those on-site materials, equipment and facilities to support the work of the CM/GC staff and construction subcontractors.

Acknowledge receipt of Addendum Nos. _____

Applicant or Corporate Officer Signature

Title

**COST PROPOSAL FORM II
CONSTRUCTION MANAGER/GENERAL CONTRACTING SERVICES**

Date: _____

Page 1 of 1

Description	Proposal
1) Preconstruction Services Fixed Fee	\$
2) Construction Services Fixed Fee	\$
3) General Conditions On-Site CM/GC Staff	\$
4) Other Reimbursable General Conditions (NTE)	\$
5) Construction Change Order Mark-Up	%
6) Change Order Mark-Up "Free Zone"	\$
7) CM/GC Contingency Rate	%
8) Umbrella & General Liability Insurance Rate	%
9) Performance & Payment Bond Rate	
10) Builder's Risk Insurance	%
11) Self-Performed Work Administrative Mark-up	%

**STAFF BILLING RATE SCHEDULE
CONSTRUCTION MANAGER/GENERAL CONTRACTING SERVICES**

Date: _____

Page 1 of 1

Wage Rates				
	Year	Year	Year	Year
Position	Hourly Rate	Hourly Rate	Hourly Rate	Hourly Rate
Project Executive				
Construction Executive				
Sr. Project Manager				
Project Manager				
Assistant Project Mgr.				
Sr. Project Engineer				
Project Engineer				
Field Engineer				
Project Accountant				
Receptionist/Secretary				
Sr. Superintendent				
General Superintendent				
Superintendent				
Area Superintendent				
Asst. Superintendent				
Scheduler				
M & E Coordinator				
Field Safety Supervisor				
Concrete Foreman				
Concrete Finisher				
Laborers				
Labor Foreman				
Carpenter				
Carpenter Foreman				
Operators - Forklift				
Operators -Crane				
Operators - Man & Material Hoist				
Operators - General				
Surveyor - Chief				
Surveyor				
Equipment Manager				
Yardman				
Sr. Preconstruction Manager				
Preconstruction Manager				
Chief Estimator				
Senior Estimator				
Project Estimator				
Estimator				
IT Manager (IT Support)				

Note: Wage classifications are provided as example. Proposal shall list all categories customarily utilized by CM/GC.

Sample

APPENDIX A
STATE BUILDINGS PROGRAMS
PREQUALIFICATION SUBMITTAL/EVALUATION FORM
CONSTRUCTION MANAGEMENT/GENERAL CONTRACTING SERVICES

Name of Firm: _____
Name of Project: _____
Evaluator No: _____ Date: _____

RFP REFERENCE
MINIMUM REQUIREMENTS Y ____ N ____

If the minimum requirements (including letter from surety) have not been met, specify the reason(s):

Acknowledgement and Attestation included: Y ____ N ____

SCORE

Weight¹ x Rating² = Score

1. QUALIFICATIONS OF THE FIRM(S)

- | | | | | | |
|--|-------|---|-------|---|-------|
| <input type="checkbox"/> Qualifications of the firm | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Organizational structure/lines of authority | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Subcontractor selection and management | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Colorado workforce | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Safety/employee support | _____ | x | _____ | = | _____ |

2. QUALIFICATIONS OF THE MANAGEMENT TEAM MEMBERS

- | | | | | | |
|---|-------|---|-------|---|-------|
| <input type="checkbox"/> Qualifications and relevant experience of superintendent | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Qualifications and relevant experience of in-house staff | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Location/Access | _____ | x | _____ | = | _____ |

3. PROJECT MANAGEMENT APPROACH

- | | | | | | |
|--|-------|---|-------|---|-------|
| <input type="checkbox"/> Approach to successful CM/GC Services | | | | | |
| a. Cost effectiveness | _____ | x | _____ | = | _____ |
| b. Schedule effectiveness | _____ | x | _____ | = | _____ |
| c. Quality effectiveness | _____ | x | _____ | = | _____ |
| <input type="checkbox"/> Competitively Bid/Self Performed Work | _____ | x | _____ | = | _____ |

Sample

4. PRIOR PROJECT EXPERIENCE/SUCCESS

- | | | |
|--|--|-----------------------|
| <input type="checkbox"/> Project #1
a. Timeliness
b. Budget Considerations
c. Quality | d. Disruption
e. Acceptability
f. Compliance | _____ x _____ = _____ |
| <input type="checkbox"/> Project #2
a. Timeliness
b. Budget Considerations
c. Quality | d. Disruption
e. Acceptability
f. Compliance | _____ x _____ = _____ |
| <input type="checkbox"/> Project #3
a. Timeliness
b. Budget Considerations
c. Quality | d. Disruption
e. Acceptability
f. Compliance | _____ x _____ = _____ |
| <input type="checkbox"/> Related experience of the firm | | _____ x _____ = _____ |

5. MISCELLANEOUS

- | | |
|--|-----------------------|
| <input type="checkbox"/> Claims/litigation history | _____ x _____ = _____ |
| <input type="checkbox"/> Apprenticeship Training Program | _____ x _____ = _____ |
| <input type="checkbox"/> Other | _____ x _____ = _____ |

TOTAL SCORE: _____³

NOTES:

- Weights are to be assigned prior to evaluation and are to be consistent on all evaluation forms. Use only whole numbers.
- Rating: 1 = Unacceptable 2 = Poor 3 = Fair
 4 = Good 5 = Excellent
- Total score includes the sum total of all criteria. Note: A passing score (as a percentage of the total points available) is to be established prior to evaluation.

PPENDIX A2

**STATE BUILDINGS PROGRAMS
SUBMITTAL AND ORAL INTERVIEW RANKING MATRIX**

QUALIFICATIONS 70%/FEE 30%

FIRM	QUALIFICATIONS ¹						AVERAGE QUALS ²	QUALS SCORE ³	FEE SCORE ⁴	QUALS & FEE SCORE ⁵	RANK ⁶
	EVAL #1	EVAL #2	EVAL #3	EVAL #4	EVAL #5	EVAL #6					

NOTES:

1. Insert total score from each evaluator's PREQUALIFICATION SUBMITTAL or ORAL INTERVIEW/ COST PROPOSALS/EVALUATION FORMS. (Note that the use of the Matrix for the PREQUALIFICATION SUBMITTAL EVALUATION does not consider cost proposals only qualifications).
2. Add all evaluators' total scores and divide by the number of evaluators to determine the average score for each firm's qualifications.
3. The maximum score for qualifications on the evaluation form is equivalent to 70 points and is equivalent to the maximum points available for qualifications. Therefore, each firm's score is determined as a percentage of the maximum points available. To score each average qualification score, use the example formula.

Assume the highest score is 500.

SCORING OF QUALIFICATIONS

FIRM B: $\frac{500}{500} \times 70 \text{ points} = 70 \text{ points}$

FIRM C: $\frac{450}{500} \times 70 \text{ points} = 63 \text{ points}$

FIRM A: $\frac{430}{500} \times 70 \text{ points} = 60.2 \text{ points}$

4. Determine score for each firm's sealed cost proposal with the lowest fee being equivalent to a maximum score of 30 points. To score each fee, use the example formula.

Assume the lowest fee was \$100,000.

SCORING OF FEES

FIRM A: $\frac{\$100,000}{\$100,000} \times 30 \text{ points} = 30 \text{ points}$

FIRM B: $\frac{\$100,000}{\$125,000} \times 30 \text{ points} = 24 \text{ points}$

FIRM C: $\frac{\$100,000}{\$150,000} \times 30 \text{ points} = 20 \text{ points}$

5. Add the average qualification score to the fee score to determine cumulative qualifications and fee score.
6. Numerically rank all firms with the highest scoring firm being the most qualified.

APPENDIX B

CONSTRUCTION MANAGER/GENERAL CONTRACTOR AGREEMENT (FORM SC-6.4)

**** to be issued via Addendum no later than August 12, 2013****

APPENDIX C

CERTIFICATION AND AFFIDAVIT REGARDING
Unauthorized Immigrants (Form UI-1)



STATE OF COLORADO
OFFICE OF THE STATE ARCHITECT
STATE BUILDINGS PROGRAMS

CERTIFICATION AND AFFIDAVIT REGARDING UNAUTHORIZED IMMIGRANTS

Institution/Agency: _____

Project No./Name: _____

A. CERTIFICATION STATEMENT CRS 8-17.5-101 & 102 (HB 06-1343, SB 08-193)

The Vendor, whose name and signature appear below, certifies and agrees as follows:

1. The Vendor shall comply with the provisions of CRS 8-17.5-101 et seq. The Vendor shall not knowingly employ or contract with an unauthorized immigrant to perform work for the State or enter into a contract with a subcontractor that knowingly employs or contracts with an unauthorized immigrant.
2. The Vendor certifies that it does not now knowingly employ or contract with an unauthorized immigrant who will perform work under this contract, and that it will participate in either (i) the "E-Verify Program", jointly administered by the United States Department of Homeland Security and the Social Security Administration, or (ii) the "Department Program" administered by the Colorado Department of Labor and Employment in order to confirm the employment eligibility of all employees who are newly hired to perform work under this contract.
3. The Vendor shall comply with all reasonable requests made in the course of an investigation under CRS 8-17.5-102 by the Colorado Department of Labor and Employment. If the Vendor fails to comply with any requirement of this provision or CRS 8-17.5-101 et seq., the State may terminate work for breach and the Vendor shall be liable for damages to the State.

B. AFFIDAVIT CRS 24-76.5-101 (HB 06S-1023)

4. If the Vendor is a sole proprietor, the undersigned hereby swears or affirms under penalty of perjury under the laws of the State of Colorado that (check one):

- I am a United States citizen, or
- I am a Permanent Resident of the United States, or
- I am lawfully present in the United States pursuant to Federal law.

I understand that this sworn statement is required by law because I am a sole proprietor entering into a contract to perform work for the State of Colorado. I understand that state law requires me to provide proof that I am lawfully present in the United States prior to starting work for the State. I further acknowledge that I will comply with the requirements of CRS 24-76.5-101 et seq. and will produce the required form of identification prior to starting work. I acknowledge that making a false, fictitious, or fraudulent statement or representation in this sworn affidavit is punishable under the criminal laws of Colorado as perjury in the second degree under CRS 18-8-503 and it shall constitute a separate criminal offense each time a public benefit is fraudulently received.

CERTIFIED and AGREED to this _____ day of _____, 20__.

VENDOR:

Vendor Full Legal Name

BY: _____
Signature of Authorized Representative Title

APPENDIX D

PRELIMINARY DRAFT PROJECT PROGRAM PLAN
See attached

Colorado State University Football Stadium and Academic Building

Preliminary Project Program Plan

Prepared for
Colorado State University

Table of Contents

- I. Project Summary**
- II. Program Elements**
- III. Food Service and Merchandising**
- IV. Multipurpose Event Facilities**
- V. Team Facilities**
- VI. Media Facilities**
- VII. Operations Staff Facilities**
- VIII. Mechanical and Electrical Systems**
- IX. Audio/Visual and Information Technology Systems**
- X. Sponsorship Related Building Systems**

I. Project Summary

a. Project Description

The project ("Project") is defined as the (1) the development, design, construction, outfitting and commissioning of a multipurpose stadium suitable for National Collegiate Athletic Association ("NCAA") football and a broad range of other civic, community, athletic, educational, cultural, and commercial activities to be designed, constructed, and financed under Colorado State University (the "Owner"), (2) the open air plaza and event space adjacent to the Stadium (the "Stadium Plaza"), (3) the academic and office wing for use by various academic departments within the University, and (4) such other site infrastructure street and intersection improvements as reasonably necessary to facilitate the use and development of the Stadium as contemplated by the Owner (the "Stadium Infrastructure").

b. Location

The Project site is located along the south edge of the Ft. Collins campus between Lake and Pitkin Streets. The Stadium will have a preferred north-south orientation with a traditional horse shoe configuration. The venue will be centered on Meridian with its open end facing north creating a welcoming embrace to the campus. Future phases will include an inviting plaza incorporated to the north that would engage the existing campus and provide graceful connectivity to interact with the venue.

c. Uses

- Multi-purpose venue capable of hosting NCAA football games and a broad range of other civic, community, athletic, educational, cultural, and commercial activities.
- Academic and office space for use by various University departments.

d. Project Requirements

The Stadium will be designed to meet or exceed all NCAA rules and regulations, including the NCAA Constitution, NCAA By-Laws, the NCAA Facility Guidelines and any other rules, guidelines, regulations or requirements of the Office of the Commissioner of the NCAA and his appointees, which are generally applicable to the NCAA. The Stadium General Admission and Priority Seating Options shall be determined during design phase. The Academic Wing shall comprise approximately 55,000 square feet.

- The Stadium will include a mix of Premium and Priority seat offerings including; Private Suites, Loge Boxes, Indoor and Outdoor Club Seating.
- To the extent practicable, the Owner will strive to make the stadium design architecturally significant,
- To the extent practicable, the Owner will design and build a Stadium that is environmentally and energy efficient, in which the highest level of LEED certification shall be attempted with LEED Gold as the goal. Elements sufficient to provide for educational, community and civic uses as determined by the Owner.

II. Program Elements

a. Seating Bowl

- Seating capacity will be determined during design but must including general, premium and priority seating. The stadium will be designed for future expansion of seating capacity.

b. General Seating

- All fixed seating shall be a combination of chair back and bench seating.
- Aisle width per building code.
- Minimum tread depths:
 - Lower Bowl: Minimum 33 inches
 - Upper Bowl: 33 inches
- Typical number of seats per row will be even and no more than 24.

c. Accessible Seating

- Accessible seating and companion seating to be provided in compliance with current ADA requirements and University provisions.

d. Concourses

- Concourses to appropriately service patrons with toilets, concessions, sponsor displays and audio/visual elements of game experience.
- Adequate width and clear passage to allow proper circulation and include areas for promotional activities, gathering, load in/out capabilities, and advertising.
- Provide locations that can accommodate portable concessions.

e. Toilet Facilities

- Toilets for men and women to be provided with proper distribution on every concourse level in compliance with local building codes.
- Toilet Facilities to be designed to be comparable with other current University facilities.
- Janitor's closet to be provided for every pair of public toilet rooms (on average).
- Family toilets
 - ADA accessible unisex toilet facilities to be provided for accessible or family use.
 - Minimum of 1 Family Toilets for each quadrant on each level of general seating.
 - Minimum 1 Family Toilets per Club.

f. Ingress/Egress

- Stadium entries and exits should take advantage of existing points of interest and tie into existing transportation infrastructure.
- Entries and exits must accommodate large crowds, ticket taking, and security.
- Provision for major sponsorship opportunities to be considered.

g. Patron Vertical Transportation

- Passenger Elevators
 - To be designed per code to optimally transport spectators to each level.
- Stairs/Ramps
 - To be compliant with all current code requirements.
 - Ramps to be designed to accommodate maintenance, and concession vehicles, and forklifts.
 - To be a mix of internal and external circulation.

h. Ticketing

- Central Ticketing office to be located at street level for easy public access.
- Day of game kiosks to be located near major entries.
- Ticket will call to be located adjacent to Central Ticketing.

i. Guest Services

- First Aid - Located on service level with convenient access to elevators and ambulance. Auxiliary first aid stations to be located throughout stadium.
- Communications.
- ATMs.
- Drinking Fountains - Must comply with local code and/or be at least two per concourse quadrant.

III. Food Service and Merchandising

a. Food/Beverage

- Concessions – to be primarily designed by food service operator, however space must be designed to appropriately serve patrons from multiple locations throughout stadium.
- Club Lounges
 - Club lounges with sufficient food and beverage services to accommodate all club seating patrons.
 - Include concessions, pre-game buffets and toilets.

b. Kitchens/Commissaries

- Central Kitchen/Commissary
 - Located on event level convenient to loading dock and freight elevators.
 - Equipped for preparation of food for concessions, clubs, suites, catering, and restaurants.
 - Storage and staging for dry goods, frozen and refrigerated foods, pallets, alcoholic beverages and carts.
- Vendor Commissaries
 - On all general concourse levels with a minimum of 15 square feet per vendor position.
- Pantries
 - On suite levels and each club lounge to provide support for in-suite catering and pre-game buffets in club lounges.
 - One pantry in each club lounge with supporting smaller club pantries.
- Empties Storage– recycling and waste facilities.
- Cart Storage and Wash Down Arenas.

c. Merchandising

- Team Store - Central store on street level accessible on game days and non-game days.
- Merchandise Stands - Provided at fixed and mobile locations throughout stadium near major entries.

IV. Multipurpose Event Facilities

a. Scoreboard/AV

- State-of-the-art technology comparable to current NCAA Football stadiums.
- Consideration to be given to exterior video display capabilities especially visible from the stadium plaza.

b. Control Rooms

- Located on event level and press level to accommodate Scoreboard and AV control equipment.

c. Public Announcer Booth

V. Team Facilities

a. Home Team Football Operations Facilities

- Comparable to recent NCAA Football stadiums.
- Elements to include:
 - Football Operation Offices.
 - Player Locker Room.
 - Training/Sports Medicine Room.
 - Strength and Conditioning Room.
 - Meeting Room(s).
 - Supply Storage and Equipment Storage.
 - Recruiting Facilities.
 - Offices for Head Coach and Coaching Staff.

- Adjacent access to interview room and secure exit

b. Visiting Team & Auxiliary Locker Rooms

- Two locker rooms
- Shower, toilet and drying area
- Training Room
- Storage
- Coaches' lockers, showers and toilet

c. First Aid

- First Aid/X-ray Room near team facility with compliance with NCAA regulations.

d. Officials/Game Crew Locker Rooms

- Officials' locker room with shower and restroom facilities.
- Officials Meeting Room.

VI. Media Facilities

a. Press Facilities Located on Press/Suite Level

- Located in the west stadia.
- Press area to include facilities and service for the following;
 - Writing press.
 - TV Broadcast Booths (located at midfield).

b. Broadcast Truck Facilities

- Broadcast truck facilities to include provisions for the following;
 - Broadcast TV tractor/trailer truck positions.
 - TV satellite trucks with clear sightlines.
 - Local TV microwave trucks (exterior).
 - Power and Broadcast Infrastructure per NCAA Specifications.

c. Camera Positions

- In compliance with NCAA network broadcast requirements.

d. Interview Rooms

- Interview Room adjacent to locker room.

VII. Operations Staff Facilities

a. Storage

- Employee Uniform Storage and Laundry Facilities.
- Field Equipment Storage.
- Stage Storage and Support.
- General Storage.

b. Security Command Center

- One central game day office.
- Restrooms.
- Holding cells.

c. Janitorial/Maintenance Facilities

- Maintenance shop for Machinery, Carpentry, Paint, Electrical and Plumbing.
- Janitors Closets on all levels near toilet facilities.

d. Trash Collection/Recycling

- Main handling facility located near loading dock to accommodate separate treatment of trash and recyclable materials.

e. Freight Elevators

- Minimum one freight elevator that must stop on all levels 10 feet wide by 20 feet deep.

f. Loading Dock

- Convenient access to field level and service areas with easy street access.

VIII. Mechanical and Electrical Systems

a. Mechanical and Electrical Systems to include;

- HVAC Distribution System.
- Plumbing System.
- Fire Protection.
- Electrical Power distribution.
- Emergency Power System.
- Lighting.
- Fire Alarm and Detection Systems.

IX. Audio/Visual and Information Technology Systems

a. The Project shall incorporate state-of-the-art audio and high definition video systems, including, without limitation, the following:

- Distributed Audio System.
- MATV.
- Broadcast Distribution and Camera.
- Communication Systems/Information Management.
- Security and Surveillance.
- Scoreboard and Video Systems.

X. Sponsorship Related Building Systems

a. Sponsor related elements to potentially include;

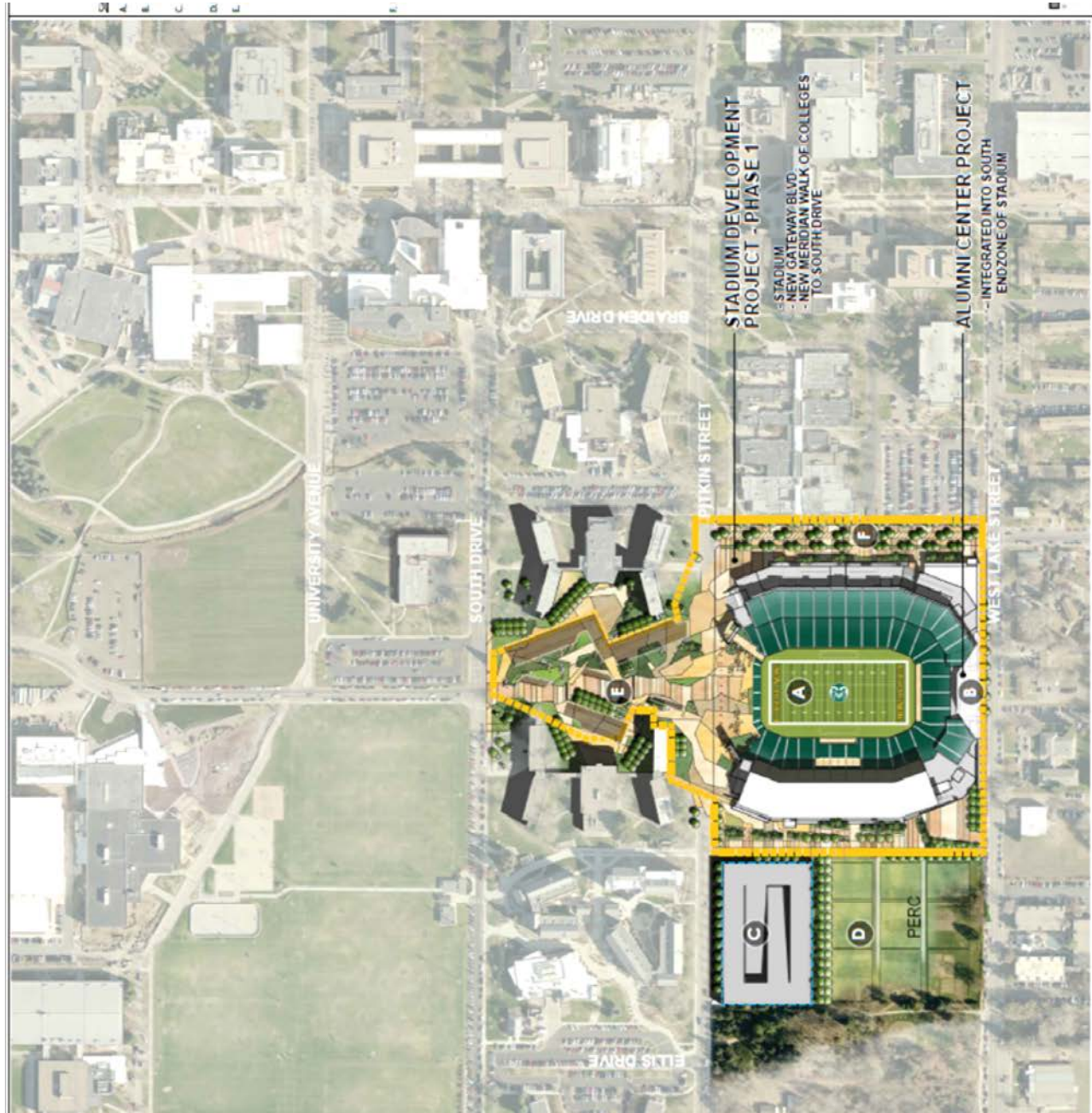
- Branding and Theming opportunities.
- Integrated video and fixed signage opportunities to support all sponsors.
- Identify prominent locations for naming sponsor and major sponsors.

APPENDIX E

PRELIMINARY PROJECT SITE PLAN

See attached

Note: Project includes scope as defined within the RFP and as indicated as Phase A on attached Site Plan



APPENDIX F

PRELIMINARY DESIGN SCHEDULE

POPULOUS

COLORADO STATE UNIVERSITY New Stadium Project Schedule - July 15, 2013

OVERALL PROJECT SCHEDULE

General Task Activity	2013												2014											
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Activities																								
Schematic Design (12 weeks)																								
Schematic Design Kick Off Meeting																								
Scope / Schedule / Budget Confirm																								
Schematic Design (6 weeks)																								
Cost Estimate																								
Design / Budget Reconciliation																								
CSU SD Review																								
Approval of Schematic Design																								
Meetings																								
Design Development (20 weeks)																								
50% Design Development (6 weeks)																								
Cost Estimate																								
Design / Budget Reconciliation																								
CSU 50% DD Review																								
Approval of Design Development																								
Final Design Development (9 weeks)																								
Cost Estimate																								
Design / Budget Reconciliation																								
CSU Final DD Review																								
Approval of Design Development																								
Meetings																								
Construction Documents (29 weeks)																								
25% Construction Documents/BPW1 (6 weeks)																								
Cost Estimate																								
Design / Budget Reconciliation																								
CSU 25% CD Review																								
Approval of 25% Construction Documents																								
50% Construction Documents/BPW2 (6 weeks)																								
Cost Estimate																								
Design / Budget Reconciliation																								
CSU 50% CD Review																								
Approval of 50% Construction Documents																								
75% Construction Documents/BPW3 (10 weeks)																								
CSU 75% CD Review																								
Approval of 75% Construction Documents																								
Issue Final Construction Documents/BPW4																								
Submit for Building permit																								
Meetings																								
Construction (20 months)																								
Post Construction (1 month)																								

APPENDIX G

COST IDENTIFICATION MATRIX
See attached spreadsheet

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE-CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: PRE-CONSTRUCTION						
ARCHITECTURAL SELECTION						X
STRUCTURAL, MECHANICAL AND ELECTRICAL (CONSULTANT)					1	2
SPECIAL CONSULTANT SELECTION						X
SURVEYOR SELECTION						X
SITE SELECTION RECOMMENDATIONS					2	1
REVIEW DESIGN CONCEPTS	X					
DEVELOP BID PACKAGES/SUB-CONTRACTING STRATEGY	1				2	
SITE USE RECOMMENDATIONS	2				1	
MATERIAL SELECTION RECOMMENDATIONS	2				1	
BUILDINGS SYSTEMS RECOMMENDATIONS	2				1	
BUILDING EQUIPMENT RECOMMENDATIONS (MOVEABLE)	2				2	1
BUILDING EQUIPMENT RECOMMENDATIONS (FIXED)	2	2			1	
CONSTRUCTION FEASIBILITY RECOMMENDATIONS	X					
PROJECT MASTER SCHEDULING	X					
BID PACKAGE RECOMMENDATIONS	1				2	
LIFE CYCLE COSTING ANALYSIS	2				1	
INFORMAL AND FORMAL VALUE ENGINEERING	X					
ENERGY USE ANALYSIS AND RECOMMENDATIONS	2				1	
PRELIMINARY TOTAL COST FEASIBILITY REVIEW	X					
LABOR AVAILABILITY REVIEW (SUBCONTRACTORS)	X					
MATERIAL EQUIPMENT AND CONTRACTOR AVAILABILITY	X					

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: PROJECT BUDGETING AND COST CONTROL						
TOTAL PROJECT COST BUDGET						X
CONSTRUCTION COST BUDGET	X					
CONSTRUCTION COST BUDGET ESTIMATES	X					
PRELIMINARY COST MODEL	X					
SCHEMATIC DESIGN PHASE ESTIMATES	X					
DESIGN DEVELOPMENT PHASE ESTIMATES	X					
BID PACKAGE/SUBCONTRACT ESTIMATES	X					
CASH FLOW PROJECTIONS	X					
PHASE FUNDING MODELING	X					
MATERIAL SURVEYS	X					
TRADE CONTRACTOR ESTIMATES	X					
CHANGE ORDER ESTIMATES			X			
SET-UP COST ACCOUNTING			X			
SET-UP REPORTING METHODS			X			
SET-UP PAYMENT PROCEDURES			2			1
SET-UP CHANGE ORDER PROCEDURES			1		2	1
CONTINUAL PROJECT COST MONITORING			1		2	1

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: SUB-CONTRACTING SELECTION AND PURCHASING						
SET PRE-QUALIFICATION CRITERIA	X					
RECOMMEND CONTRACTOR SELECTION METHODS	X					
RECOMMEND CONTRACTOR AWARD SELECTION METHODS	X					
DEVELOP CONTRACTOR INTEREST	X					
PREPARE BIDDING SCHEDULES	X					
CONDUCT PRE-BID CONFERENCE AND ISSUE PLANS	X					
RECEIVE BIDS	X					
ANALYZE BIDS	X					
RECOMMEND AWARD	1				2	
VERIFY UNIT COSTS	X					
NEGOTIATE UNION RATES AND MANPOWER COSTS REQUIRED		X				
CONDUCT PRE-AWARD CONFERENCE			X			
PREPARE CONTRACTS	X					
SUPPLIER AND SUBCONTRACTOR REVIEW	X					
ORIGINATE RFI'S AFTER SCREENING			X			
PREPARE CHANGE ORDERS			2		1	
VERIFY CORRECTNESS OF QUANTITIES AND PRICES OF CHANGE ORDERS			1		2	
COORDINATE OWNER-SUPPLIED FIXED EQUIPMENT			2		1	1

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE-CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: CONTRACT DOCUMENTS COORDINATION						
FEASIBILITY REVIEW AND RECOMMENDATIONS	X					
CONSTRUCTIBILITY REVIEW AND RECOMMENDATIONS	X					
SUBCONTRACTOR WORK SCOPING	X					
RESPONSIBILITY FOR: SAFETY PRECAUTIONS			X			
SAFETY PROGRAMS			X			
TEMPORARY FACILITIES			X			
COMMON USE EQUIPMENT			X			
COMMON USE SERVICES			X			
REVIEW FOR: JURISDICTIONAL OVERLAP	X					
INCLUSION OF ALL WORK	X					
PHASE CONSTRUCTION COORD.	X					
IDENTIFY LONG LEAD ITEMS	X					
OBTAIN AGENCY APPROVALS					2	1
ASSIST IN OBTAINING PERMITS (AS NEEDED)			X			

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PHASE: CONSTRUCTION PHASE STAFF	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.		
PROJECT MANAGER (AS REQUIRED)			X			
PROJECT SUPERINTENDENT (AS REQUIRED)			X			
ASSISTANT PROJECT SUPERINTENDENT			X			
MECHANICAL COORDINATOR (AS REQUIRED)			X			
ELECTRICAL COORDINATOR (AS REQUIRED)			X			
OFFICE ENGINEER (AS REQUIRED)			X			
ENGINEERING AND LAYOUT (AS REQUIRED)					X	
FIELD ENGINEER-LINE AND GRADE (AS REQUIRED)					X	
DRAWING CHECKER (AS REQUIRED)			X			
TIME KEEPER/CHECKER (AS REQUIRED)			X			
SCHEDULING ENGINEER (AS REQUIRED)			X			
PROJECT COORDINATOR			X			
COST ENGINEER (AS REQUIRED)			X			
CLERK-TYPIST (AS REQUIRED)			X			
RODMAN AND HELPERS (AS REQUIRED)					X	
SAFETY ENGINEER (AS REQUIRED)			X			

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE-CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: TRAVEL AND LODGING						
STAFF TRAVEL COST		X				
STAFF TRANSPORTATION		X				
PROJECT STAFF MOVING EXPENSES		X				
PROJECT STAFF SUBSISTENCE COSTS			X			
PHASE: TEMPORARY FACILITIES						
SAFETY EQUIPMENT AND FIRST AID SUPPLIES			X			
HANDRAILS AND TOE BOARDS			X			
OPENING PROTECTION			X			
FIRE EXTINGUISHERS			X			
WATCHMAN SERVICE				X		
OFFICE OR TRAILER RENTAL			X			
WATERBOY CUPS			X			
TEMPORARY STAIRS			X			
PROJECT SIGNS			X			
BULLETIN BOARDS			X			
CONSTRUCTION FENCING BARRICADES AND COVERED WALKWAYS (AS REQUIRED)			X		X	
SAFETY NETS (AS REQUIRED)					X	
A/E TEMPORARY OFFICE			X			
TEMPORARY TOILETS			X			

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: ON-SITE UTILITIES AND SERVICES						
TEMPORARY TELEPHONE INSTALLATION AND EXPENSE (INCLUDING LOCAL A/E)			X			
TEMPORARY POWER SERVICE			X			
POWER SERVICE			X			
TEMPORARY WATER AND HEATING			X			
HEATING ENERGY CHARGES				X		
TEMPORARY WIRING				X		
LIGHT BULBS				X		
DAILY CLEAN-UP			1	2		
WEEKLY TRASH-REMOVAL			1	2		
FINAL CLEAN-UP			1	2		
DUMP PERMITS AND FEES				X		
DEBRIS HAULING/REMOVAL				X		
FLAGMAN/TRAFFIC CONTROL (AS REQUIRED)				X		
FUELS FOR INITIAL TANK FILLING				X		
TEMPORARY ROADS				X		
ROADWAY MAINTENANCE				X		
DUST CONTROLS				X		
TEMPORARY EROSION CONTROL				X		
TEMP. WATER /SEWER EXPENSE & WATER EXPENSES - SITE GRADING & COMPACTION				X		
TWO-WAY RADIO EQUIPMENT (AS REQUIRED)			X			
TRASH CHUTE AND HOPPERS (AS REQUIRED)				X		

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: ON-SITE EQUIPMENT						
AUTOMOBILE AND FUEL (AS REQUIRED)			X			
PICK-UP TRUCK AND FUEL (AS REQUIRED)			X			
FLATBED TRUCK AND FUEL (AS REQUIRED)			X			
WATER TRUCK (AS REQUIRED)				X		
AIR COMPRESSOR AND FUEL (AS REQUIRED)				X		
DEWATERING EQUIPMENT AND FUEL (AS REQUIRED)				X		
TEMPORARY GENERATOR AND FUEL (AS REQUIRED)			X			
DEBRIS REMOVAL/HAULING EQUIPMENT (AS REQUIRED)				X		
SNOW REMOVAL (AS REQUIRED)			X			
TIRES AND MAINTENANCE COST (AS REQUIRED)			X			
FORKLIFT OPERATOR				X		
MATERIAL HOIST OPERATOR			X			
PERSONNEL OPERATOR			X			
FIXED CRANE OPERATOR				X		
TRAVEL CRANE OPERATOR				X		

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: TEMPORARY HEATING						
REMOVE SNOW AND ICE (AS REQUIRED)			X			
TEMPORARY ENCLOSURES (AS REQUIRED)				X		
PIPING COST IN BUILDING (AS REQUIRED)			X			
FUEL COST FOR HEATING (AS REQUIRED)				X		
POWER COST FOR HEATING (AS REQUIRED)			X			
FURNACE RENTAL (AS REQUIRED)			X			
HEATER RENTAL (AS REQUIRED)			X			
BOILER RENTAL (AS REQUIRED)			X			
OPERATOR - TEMPORARY SYSTEMS (AS REQUIRED)			X			
OPERATION FIRE WATCH (AS REQUIRED)				X		
CLEANING COST (AS REQUIRED)				X		
MAINTENANCE COST (AS REQUIRED)				X		
EXTENDED WARRANTY COST (AS REQUIRED)				X		
FILTER CHANGE (AS REQUIRED)				X		
TEMPORARY OFFICE HEATING (AS REQUIRED)			X			
TEMP WEATHER PROECTION & HEATING FOR SUBCONTRACTORS (AS REQ'D)				X		

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: REPRODUCTION/PRINTING AND DATA PROCESSING						
COST STUDY DOCUMENTS					X	
SYSTEMS STUDY DOCUMENTS					X	
BID PACKAGE SETS (SEE PARAGRAPH 5.1.4)				2		1
BIDDING INSTRUCTIONS	X					
CONSTRUCTION DOCUMENTS ORIGINAL					X	
POSTAGE AND EXPRESS COSTS (CM/GC ISSUES PLANS)			X			
AS-BUILT SUB-DOCUMENTS				X		
AS-BUILT DOCUMENTS			X			
ACCOUNTING FORMS		X				
FIELD REPORTING FORMS			X			
SUBCONTRACT AGREEMENT FORMS	X					
SCHEDULE REPORT FORMS			X			
ESTIMATING FORMS	X					
COST REPORTING FORMS	X					
VALUE ANALYSIS STUDIES PRINTING	X					
DATA PROCESSING (MAIN OFFICE)		X				
REFERENCE MATERIALS			X			
SHOP DRAWING PRINTING				X		
ON-SITE FAX AND COPIER			X			
DATA PROCESSING (ON-SITE)			X			
MAINTENANCE MANUALS (FROM SUBS) AND OPERATIONS MANUALS (FROM SUBS)				X		

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE-CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: QUALITY CONTROL						
FIELD INSPECTOR (AS REQUIRED)			X			
INSPECTORS' OFFICE (AS REQUIRED)			X			
INSPECTORS' TRANSPORTATION (AS REQUIRED)			X			
INSPECTORS' EQUIPMENT (AS REQUIRED)			X			
SPECIAL INSPECTION CONSULTANTS						X
SPECIAL TESTING CONSULTANTS						X
CONCRETE SUBSTRUCTURE-OBSERVATIONS						X
CONCRETE TESTING						X
MASONRY TESTING						X
COMPACTION TESTING						X
WELDING TESTING						X
PIER INSPECTION/TESTING						X
SOILS INVESTIGATION						X
SPECIAL TESTING SERVICES (EXCEPT AS NOTED)						X
PROJECT PHOTOGRAPHS			X			
WARRANTY INSPECTIONS		1			2	
AIR AND WATER BALANCING				X		
OPERATOR ON-SITE TRAINING			X			
PREPARE OPERATION/MAINTENANCE MANUALS			2	1		

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PHASE: PERMITS AND SPECIAL FEES	PRE-CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.		
STORAGE YARD RENTAL					X	
PARKING LOT RENTALS AND SHUTTLE EXPENSES (AS REQUIRED)					2	1
FIELD OFFICE STAFF PARKING FEES				X		
SIGN PERMITS				X		
STREET/CURB PERMIT					X	
BUILDING PERMITS						X
PLAN CHECK FEES						X
WATER SYSTEM DEV. FEE						X
SEWER USE & DRAINAGE PERMIT/DEV. FEE						X
STORM CONNECTION FEE						X
GAS AND POWER SERVICE CHARGE (PERMANENT)						X
GAS AND POWER SERVICE CHARGE (TEMPORARY)					X	
STEAM SERVICE CHARGE						X
CHILLER WATER SERVICE CHARGE						X
SPECIAL TAP FEES						X
CONTRACTORS LICENSES			X			
CONSTRUCTION EQUIPMENT LICENSES			X			
CONSTRUCTION EQUIPMENT PERMITS					X	

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE-CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
PHASE: INSURANCE AND BONDS						
BUILDERS RISK INSURANCE			X			
GENERAL LIABILITY, INCLUDING AUTOMOBILE			X			
PRODUCT LIABILITY			X			
EXCESS LIABILITY COVERAGE			X			
WORKERS COMPENSATION (FIELD OFFICE STAFF)			X			
FICA INSURANCE (FIELD OFFICE STAFF)			X			
FEDERAL UNEMPLOYMENT (FIELD OFFICE STAFF)			X			
STATE UNEMPLOYMENT (FIELD OFFICE STAFF)			X			
CONSTRUCTION MANAGER'S PAYMENT BOND			X			
CONSTRUCTION MANAGER'S PERFORMANCE BOND			X			
STATE/LOCAL BONDS				X		
* SUBCONTRACTOR BONDS				X		

* ONLY AS MUTUALLY AGREED UPON BETWEEN THE OWNER AND THE CM/GC.

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES PHASE: OTHER COSTS	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PRE-CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.	DIRECT COST OF WORK		
CONSTRUCTION EQUIPMENT				X		
CONSTRUCTION SERVICES LABOR				X		
CONSTRUCTION MATERIALS				X		
COST OF DESIGN AND ENGINEERING						X
A/E FAST TRACK COST EXTRAS						X
PRELIMINARY SOILS INVESTIGATION						X
TITLE/DEVELOPMENT COST						X
BUILDING OPERATION AFTER MOVE-IN						X
BUILDING MAINTENANCE AFTER MOVE-IN						X
MOVING COORDINATION						X
MOVING COSTS						X
COSTS OF EMERGENCY WORK				X		
CM GENERAL OVERHEAD COST		X				
CM PROFIT MARGIN		X				
GMP FINANCIAL RESPONSIBILITIES		X				
STATE REQUIRED INSPECTIONS						X

COST IDENTIFICATION MATRIX

CONSTRUCTION MANAGEMENT SERVICES	REQUIRED OF CM/GC				REQUIRED OF ARCH	REQUIRED OF OWNER
	PHASE: OFF-SITE SERVICES	PRE- CONST SVCS FEE	CONST SVCS FEE	GEN CONDS.		
CORPORATE EXECUTIVES (AS REQUIRED)	X	X				
PRINCIPAL IN CHARGE (AS REQUIRED)	X	X				
PROJECT EXECUTIVE (AS REQUIRED)	X	X				
LEGAL - BASIC SERVICES (AS REQUIRED)	X	X				
ACCOUNTING (AS REQUIRED)		X				
PURCHASING (AS REQUIRED)	X					
SAFETY OFFICER (AS REQUIRED)		X				
EEO OFFICER (AS REQUIRED)	X	X				
SECRETARIAL AND CLERK-TYPIST (AS REQUIRED)	X	X				
BENEFITS AND VACATIONS FOR ABOVE	X	X				

INCLUDE WITH SUBMITTALS
COLORADO STATE UNIVERSITY

REQUEST FOR PROPOSALS

POINT OF CONTACT INFORMATION

Project Name:

Project Number:

Name and Title:

Name of Firm:

Address:

Zip:

Telephone Number:

Fax Number:

Email address:

+