

**DALLAS/FORT WORTH INTERNATIONAL AIRPORT
DESIGN, CODE AND CONSTRUCTION DEPARTMENT**

**ADDENDUM NO. 2
FOR**

**INTEGRATED OPERATIONS CENTER - CONSTRUCTION MANAGER-AT-RISK
(CMAR)
CONTRACT NO. 9500618**

September 21, 2018

The Request for Proposal for the above is hereby revised as follows:

Technical Specification Revisions

1. N/A

Plan Sheet Revisions

1. N/A

Schedule Revisions

1. N/A

Request for Proposal Revisions

1. Part 1 – Instructions to Proponents, Paragraph 2.b) Budget is revised and replaced with the attached to clarify project construction estimate.
2. Part 2 – Contents of Proposals/Required Submittals, Paragraph 3.d) Technical Qualifications and Experience of Key Project Team Members is revised and replaced with the attached to add detail on minimum resume submissions required.
3. Part 3 – Evaluation of Proposals, Paragraph 6) Evaluation Form/Criterial is revised and replaced with the attached to correct typo in the Points/Relative Weight.
4. Appendix 7 Price Proposal is revised and replaced with the attached to add submitting firm name details.

Solicitation Questions (Q) and Answers (A)

1. (Q) The CMAR fee is requested as a lump sum, rather than a percentage of the cost of work, however the RFP states the project cost as a range from \$20-\$30 million. Can DFWIA please provide a specific project cost upon which the CM Fee should be based? This will help ensure that all proposer's lump sum fees are based upon the same, defined cost of work and can be evaluated "apples to apples."

(A) See RFP Revisions above.
2. (Q) Please clarify how many copies of the Appendix 7 price proposal form are required in a sealed separate envelope.

(A) 1 original, 6 copies, 7 total.
3. (Q) Please clarify if the Appendix 7 Price Proposal form is also to be included on the flash drive or not.

(A) Yes, included in the flash drive as well.
4. (Q) Please provide a copy of the contract and general conditions.

(A) See Addendum No.1 posted on 09/17/18.

Part 1 – Instructions to Proponents

1) Instruction to Proponents:

- a) The Dallas Fort Worth International Airport Board (“Board”) intends to select a Construction Manager-At-Risk for the Integrated Operations Center.
- b) This solicitation is being conducted in a one step process pursuant to Texas Government Code Section 2269.253.
- c) Title VI Solicitation Notice: The Board, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all Proponents that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit Proposals in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

2) Project Scope and Description; Budget and Schedule:

a) Scope:

- i) The Board is soliciting a Construction Manager at Risk (CMAR) to deliver a new mission-critical Integrated Operations Center (the “Project”). The CMAR will be required to coordinate with the designer and Information Technology Systems Consultant(s) and Contractor(s) to deliver The Project. The Project will be one level and approximately 39,000 square feet of an open office environment. The Project is a “turnkey” project for a new office building and surface parking lot; expected to be delivered using the “fast track” process through multiple design packages. The Project is planned to be located on an approximately 7.5-acres site within DFW International Airport boundary.
- ii) Appendix 8 – Conceptual Design Document is provided for reference only.
- iii) The building will include office space, utility rooms, redundancy for critical systems, 911 dispatch/tactical communications, call center, emergency operations center, administrative space, and conference rooms and will be designed in part to withstand an EF-5 rated tornado event.
- iv) The Project will also require site improvements that may include, but not be limited to, site grading, paving, supply water, sanitary sewer, electric lines, storm water modifications, fiber, and site lighting.
- v) The Work will be outside the Airport’s Air Operations Area (AOA).
- vi) The Project will require a dual feed communications network, power and water feed to maintain full facility functionality during outage events.
- vii) The Project should achieve, at a minimum, DFW Green Building Standards, and provide a Building Information Modeling (BIM) protocol to achieve a Level of Development (LOD) 500 with complete building report attributes to be used for estimating and maintenance purposes. The CMAR will be responsible for updating the files during construction and delivering as-builts at the end of construction.

b) Budget: ~~The estimated overall construction cost of the project ranges from \$20M to \$30M (construction) and the GMP from the CMAR is expected to be received at or near 70% design.~~ The estimated overall construction cost of the project is detailed below:

i) Building Construction	\$18M
ii) FF&E	\$3.8M
iii) Video Wall	\$1.7M
iv) Total	\$23.5M

b)c) Schedule: The tentative schedule for the project is:

(1) Preconstruction Services	December 2018
(2) GMP from CMAR	January 2019
(3) Construction Mobilization	March 2019
(4) Construction Start	March 2019
(5) Board Authorization of GMP	April 2019
(6) Project Substantial Completion	April 2020
(7) Final Completion	90 days after Substantial Completion

3) Contracting Prohibitions:

- a) **Bid/Proposal Rejection:** Board will reject any Bid/Proposal from a Bidder/Proponent that:
 - i) boycotts Israel;
 - ii) contracts with or provides supplies or services to a foreign terrorist organization;
 - iii) engages in certain scrutinized business operations in Sudan, Iran or with a designated foreign terrorist organization; or
 - iv) has been complicit in the Darfur genocide during any preceding 20-month period.¹
- b) **“Boycott Israel” Defined:** “Boycott Israel” means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes.
- c) **Verification:** Each Bidder/Proponent must execute and submit with its Bid/Proposal the verification attached as Appendix 3 – Form 7 – Verification of Contracting Prohibitions. That verification will: [i] form a material part of its Bid/Proposal; and [ii] will be incorporated into any awarded contract.

4) Receipt and Opening of Proposals:

- a) Proposals should be submitted in the format described in this RFP using the forms attached.
- b) Proposals will be received by the Board as detailed in Appendix 6 – Solicitation Schedule and then publicly opened and the identities of all Proponents and their fees and prices read aloud.
- c) Each Proposal must be submitted in a sealed envelope bearing on the outside the name of the Proponent, Proponent's address, and the name and contract number for which the Proposal is submitted (Example: Contract No. 9500XXX, Contract Name).
- d) If forwarded by mail, the sealed envelope containing the Proposal must be enclosed in another envelope addressed to Dallas Fort Worth International Airport Board, Design, Code and Construction Department, P. O. Box 612008, Dallas Fort Worth Airport, Texas 75261-2008.
- e) If forwarded by courier, the sealed envelope containing the Proposal must be enclosed in another envelope addressed to Dallas Fort Worth International Airport Board, Design, Code and Construction Department, 3003 S. Service Road, Dallas Fort Worth Airport, Texas 75261.
- f) Any Proposal received after the time and date specified will be rejected.
- g) A Proponent may not withdraw a Proposal within sixty (60) calendar days after the opening thereof.
- h) Board reserves all rights to reject any Proposals, cancel this solicitation, waive technicalities in this RFP or any Proposal submitted in response to it or otherwise act concerning this solicitation in any manner allowed by applicable laws.

- 5) **Board Selection Committee:** Board intends to appoint a Selection Committee to evaluate Proposals in accordance with Part 3 of this RFP.

6) Minimum Qualifications:

- a) Each Proponent and key members of the proposed team should have a minimum of 5 years’ recent experience in acting as a CMAR for airport or other transportation agencies on projects like the one involved in this solicitation.
- b) This minimum qualifications requirement does not apply to Subconsultants/Subcontractors except for work on specialized airport equipment. Minimum Qualifications for subcontracted work will be outlined at the subcontract bidding/proposal stage.

- 7) **Insurance Requirements:** The insurance requirements applicable to any Contract that may be executed pursuant to this solicitation are set forth on Appendix 4 – Contract to this RFP.

¹ See Texas Government Code; Chapter 2252; Subchapter F; Prohibition on Contracts with Certain Companies (including Sections 2252.152 and 2252.153); Chapter 2270; Prohibition on Contracts with Companies Boycotting Israel; and Chapter 2270; Prohibition on Investing Public Money in Certain Investments (including Sections 2270.0001, 2270.0052, 2270.0102 and 2270.0152).

- 8) **Proposed Form of Contract:** A proposed form of Contract that Board anticipates executing with a successful awardee is attached to this RFP as Appendix 4 – Contract. The Contract does contain certain provisions that are drafted in blank that will be completed by Board if a successful awardee is identified.
- 9) **Conflicts of Interest/Participation in Additional Pending or Upcoming Solicitations:**
- a) **Existing Business Relationships with Airport:** Board recognizes that certain Persons desiring to participate in this solicitation may currently provide services to Board or to another Person doing business at the Airport, either through a direct contract with Board or such other Person or as a Subconsultant/Subcontractor, Affiliate or similar Person.
 - b) **Participation in Additional Pending or Upcoming Solicitations:** Board also recognizes that certain Persons desiring to participate in this solicitation may also be participating in other pending or upcoming solicitations, such that potential conflicts of interest may arise if the Person is both successful in this solicitation and other solicitations.
 - c) **Questionnaire:** Accordingly, Board has included in this RFP at Form 3 – Questionnaire, a request for information about Persons (including Proponents, Subconsultants/Subcontractors, Affiliates or similar Persons) currently doing business at the Airport or that are participating or will participate in other solicitations, so that it may properly evaluate whether any Proponent, Subconsultant/Subcontractor, Affiliate or any Person associated with them, has or may develop a potential conflict of interest.
 - d) **Potential Board Actions:** Depending on the nature of Proponents participating in this solicitation and the information Board obtains in the Proposals, Board may determine that it is not in its best interests to further consider a specific Proponent's Proposal because such Proponent (or its Subconsultants/Subcontractors, Affiliates or similar Persons) may have potential conflicts of interest because of existing contract or service relationships at the Airport.
 - e) **No Prohibition:** Nothing in this RFP prohibits any Person from participating in multiple Proposals (e.g. as a prime on one Proposal and as a Subconsultant/Subcontractor to a prime on another Proposal) or participating in other solicitations being conducted by Board.
- 10) **Litigation or Administrative Actions:** Proponents should note that that Appendix 3-Forms; Form 3; Question 3 seeks information from a Proponent concerning litigation or administrative actions. Proponents should be as broad and inclusive as possible in providing answers to that question, as Board may independently conduct its own search to determine if Proponent has been involved in any lawsuits or administrative actions that are germane to this solicitation. Failure to include a relevant lawsuit or administrative action may result in a Proponent being deemed non-responsive. Proponents are also advised that Board may find a Proponent non-responsive if it has been involved in a lawsuit or administrative action that is responsive to the question in which Board was a party, depending on the circumstances under which the lawsuit or administrative action arose.
- 11) **Diversity:**
- a) **Applicable Board Diversity Program:** The Board's Diversity Program applicable to this solicitation is set forth in Appendix 4 – Contract attached to this RFP. By submitting a Proposal in response to this solicitation, each Proponent agrees to comply with such applicable Diversity Program.
 - b) **Diversity:** Board encourages Minority/Women Owned Business Enterprise (MBE) firms to participate in this solicitation and encourages teaming arrangement Proposals which include MBE participation. Teams should be large enough to provide adequate resources to accomplish the work and small enough to provide opportunity for significant and material participation by every team member.
 - c) **Title VI Procurement Notice:** Board, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all potential Proponents that it will affirmatively ensure that disadvantaged/small/minority and woman-owned businesses enterprises will be afforded full and fair opportunity to submit Proposals in response to this procurement and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award of an Contract.
- 12) **No Offer by Board::** This solicitation does not constitute an offer by Board to enter into a contract and cannot be accepted by any Proponent to form a contract.

13) Proposals Deadline: Proposals in response to this RFP must be received by Board's Program Solicitation Manager Travis Sanderfer, or designee, and in accordance with Appendix 6 – Solicitation Schedule.

14) Pre-Proposals Conference: Each Proponent may attend the Pre-Proposals Conference as detailed in Appendix 6 – Solicitation Schedule.

15) Procurement Questions, Prohibited Contacts:

- a) **No Reliance on Verbal Information:** Board anticipates during the Pre-Proposals Conference the exchange of dialogue between its representatives and those of potential Proponents, including questions and answers to those questions. Each Proponent, however, is obligated to reduce to writing to submit to Board any questions to which it seeks a formal response. No Proponent may rely on any verbal response to any question submitted (verbally or in writing) concerning this RFP.
- b) **Board Contact, Solicitation Questions:** Any questions regarding this RFP should be submitted in writing to Board's Program Solicitation Manager Travis Sanderfer, and in accordance with Appendix 6 – Solicitation Schedule.
- c) **Addenda, Board Website:** Any response made by Board to timely submitted written questions will be provided in writing to all Proponents by Addendum. It is entirely within Board's discretion as to whether to respond to any question. It is the responsibility of each Proponent to obtain a copy of any Addendum issued for this solicitation by monitoring Board's website at dfwairport.com. This solicitation and, potentially, the terms of any Contract that may be awarded pursuant to it, are governed by the contents of any Addendum, regardless of whether a Proponent, in fact, obtains a copy of it. A Proponent's failure to obtain any addendum to this solicitation will not relieve it of any obligations arising under its Proposal.
- d) **Prohibited Contacts:** All Proponents and representatives of any Proponent are strictly prohibited from contacting any other Board employees/representatives or any third-party representatives of Board on any matter having to do with this RFP. All communications by any Proponent concerning this RFP must be made to Board's contact person.

16) Ownership of Proposals: Each Proposal submitted to Board will become the property of Board, without compensation to a Proponent, for Board's use, in its discretion.

17) Award of Contract; Execution:

- a) **Conditions to Award:** By submitting a Proposal, each Proponent agrees that it has no entitlement to an award of a Contract and no Contract award will occur until legislation authorizing such award is considered and enacted by Board, Board and the successful awardee have, in fact, executed a Contract, the fully executed Contract has been approved by Board's Legal Counsel as to form and an original of it has been delivered to awardee.
- b) **Post-Award Contract Execution:** If Board awards a Contract pursuant to this solicitation, Board will prepare and forward to the successful Proponent a Contract for execution substantially in the form provided to the Proponent during this solicitation.

18) Proposal Package Review:

- a) Before signing and sealing a Proposal, please take note of the following:
 - i) **Proponent Qualifications:** When applicable to the specifications, please ensure that all certifications, licensing or other requested qualifications verification forms or information necessary to validate the prime or subcontractors' qualifications to provide products or services are included in the Proposal package.
 - ii) **Read/Confirm Intent to Comply:** Proponent has read all solicitation documents provided in the Request for Proposal, including the Contract, and confirms its intent to comply with all stated provisions.
 - iii) **Proofreading:** Proponent has proofread all documents to ensure all information provided by the Proponent is accurate and responsive to this solicitation.

- iv) **Accuracy:** Proponent has reviewed and confirmed all mathematical and numerical entries to ensure accuracy and commitment to honor pricing as submitted.
- v) **Insurance Compliance:** Proponent has contacted insurance agent or representative to verify its ability to meet the stated insurance requirements and, if awarded a contract, that it will meet the insurance requirements as detailed in Appendix 4 – Contract.
- vi) **Late Proposals:** Please note the time, date and delivery location (or mailing address if submitted by U.S. Postal Service). Late Proposals will not be accepted. Business hours for the Design, Code and Construction Department are from 8:00 a.m. to 4:30 p.m., LOCAL TIME, Monday through Friday, except holidays. Design, Code and Construction offices are located at 3003 South Service Road, DFW Airport, Texas 75261.
- vii) **Supplier Registration:** While not a requirement of the Proposal submittal, Proponent has registered in the Board's Supplier Registration System, which is required for contracting with the Board.
<http://www.dfwairport.com/procurement/index.php>

Part 2 – Contents of Proposals/Required Submittals

1) Formatting of Proposals:

- a) **Page Limit and Format:** Proposals are limited to a maximum of thirty (30) 8 ½" x 11" pages. Each page should be numbered sequentially. Proposals may be submitted single or double sided, each printed side of any page will count as a numbered page. 11"x17" paper may be used for large exhibits; each printed side of an 11" x 17" page will count as 2 numbered pages, unless otherwise directed in this RFP. Resumes and forms (including attachments to forms prepared by Proponent) do not count toward applicable page limits.
- b) **Original Signature(s):** All documents within a Proposal requiring a signature must bear the original signature of an authorized signatory in the original proposal package; requested copies may have the signatures as copies of the original document(s).
- c) **General Contents of Proposals:** A Proponent must submit a complete Proposal in response to this RFP in the format specified in this RFP; no other format will be accepted.

2) Summary of Information Required to be Included in the Proposal:

- a) **Information Drafted and Provided by a Proponent:** Each Proponent must provide the following information in its Proposal:
 - i) Cover Letter
 - ii) Executive Summary
 - iii) Organizational Structure/Staffing Plan
 - iv) Quality Control and Quality Assurance
 - v) Overall Experience, Qualifications and Performance on Previous Similar Projects
 - vi) Design Assistance and Innovation
 - vii) Affirmative Action and MBE Participation
 - viii) Proposal Price
- b) **Certificates and Information Provided by a Proponent on Forms Provided by Board:**
 - i) Appendix 1 – Good Faith Effort (GFE) Criterial (if applicable)
 - ii) Appendix 2 – MBE Certificates
 - iii) Appendix 3 – Forms
 - (1) Form 1 – Business Disclosure Form
 - (2) Form 2 – Workforce Composition Form
 - (3) Form 3 – Questionnaire
 - (4) Form 4 – Commitment to Minority Business Enterprise (MBE) Participation Form (Construction Phase)
 - (5) Form 4.1 – Commitment to Minority Business Enterprise (MBE) Participation Form (Pre-Construction Services)
 - (6) Form 5 – Pre-Construction Services Schedule of Subcontractors
 - (7) Form 6 – Pre-Construction Services Intent to Perform Contract as a MBE Subcontractor
 - (8) Form 7 – Verification of Contracting Prohibitions
 - iv) Appendix 5 – Bonding Letter
 - v) Appendix 7 – Proposal Price

3) Detailed Information Requirements:

- a) **Cover Letter:** The cover letter must accompany the executive summary and include:
 - i) Proponent's name, address, telephone number and fax number, signed by a person authorized to act on behalf of Proponent
 - ii) The name, title, address, e-mail address, telephone number and fax number of the person signing the letter and to whom all future correspondence and/or communications may be

- directed by Board concerning this solicitation
- iii) The type of business entity that proposes to enter into a Contract with Board and the identity of any other business entities that will comprise Proponent
- b) **Executive Summary:** The purpose of the Executive Summary is to provide an overview of Proponent's qualifications to perform the work outlined in this RFP. At a minimum, the Executive Summary must contain the following information:
- i) Complete legal name of Proponent and the name of the legal entities that comprise Proponent. Proponent must provide the domicile where each entity comprising it is organized, including entity name, brief history of the entity (including services provided), contact name, address, phone number, and facsimile number, as well as the legal structure of the entity and a listing of major satellite offices;
- ii) The general and specific capabilities and experience of Proponent's Team, including Subconsultants/Subcontractors and Persons working for Proponent or its Subconsultants/Subcontractors. Proponent must discuss how the team was formed and how the team will function as an integrated unit in providing work to Board.
- c) **Overall Experience, Qualifications and Performance on Previous Projects:²**
- i) Provide a description of the general and specific capabilities and experience of Proponent's team members, including Subconsultants/Subcontractors, concerning the construction of operation centers, secure data centers, emergency operation centers, command centers or projects involving large security, data and redundant system components using the Construction Manager at Risk project delivery method for Airports, Transportation Agencies, Government Agencies or comparable Organizations.
- ii) Identify examples where team members have worked together to complete a project and discuss how the team was formed and how the team will function as an integrated unit in providing work to the Board.
- iii) Identify project examples when a GMP was delivered using "fast track" and preconstruction services provided during its design and construction phases.
- iv) Provide a list of similar or comparable projects such as operation centers, command centers, emergency operation centers or projects involving a large security, data and redundant system components completed by the proposed team for Airports, Transportation Agencies, Government Agencies or other comparable Organizations. List projects in reverse chronological order beginning with the most recent and include project description, project initial budget, project completed cost, project initial schedule, actual project duration, project square footage, at what percentage of design was the GMP agreed, and references with names and telephone numbers.
- v) For each project listed, describe each proposed team member's specific contribution.
- vi) Provide a description of the procedures/processes Proponent used on previous projects to manage the overall work including, budget, schedule and function. Include a description of any metrics used to measure performance concerning budget and schedule as well as to ensure quality.
- vii) Provide a detailed description of Proponent's ability and processes used to work with all involved parties (i.e. owner, contractor, subcontractors, stakeholders.)
- viii) Provide a detailed narrative that demonstrates Proponent's capacity to provide work according to applicable schedules and budgets.
- ix) Describe the Proponent's ability to meet schedules and commit resources based on current and projected workload.
- x) Describe additional resources to be utilized if they are needed.
- d) **Technical Qualifications and Experience of Key Project Team Members:³**

² If a Proponent is a joint venture, all information in this Section should be provided for all joint venturers comprising the Proponent.

³ If a Proponent is a joint venture, all information in this Section should be provided for all joint venturers comprising the Proponent.

- i) Describe the professional qualifications and experience of key personnel in doing CMAR projects (~~design firm~~, construction firm, project manager, superintendent). Key personnel (project senior management) must have a minimum of 10 years' experience in CMAR or similar projects, preferably in aviation or transportation.
- (1) Resumes included, at a minimum, must include the proposed individuals proposed for the following roles and identify if they will be engaged in Pre-Construction, Construction or both phases:
- (a) Senior Project Manager
 - (b) Operations Manager
 - (c) Project Manager
 - (d) General Superintendent
 - (e) Safety Director
 - (f) the person designated to manage Quality Control.
- ii) Describe the Organizational Structure/Staffing Plan. The Proponent's Organizational Structure Section of the Qualifications Statement should introduce the proposed Proponent team (including Subconsultants /Subcontractors) by:
- (1) Provide Proponent's management organizational chart both graphically and in narrative format. The organizational chart and narrative should provide a description of Proponent's views on how it will organizationally provide the work, as well as depict the relationship of its key personnel roles to that of the principal-in-charge and other key members of the management team.
 - (2) Describe how this organizational structure will facilitate managing the work requested and how an efficient flow of information will be realized from the organizational structure.
 - (3) Describe how the organizational structure will incorporate the role of Subconsultants/Subcontractors in a well thought out approach to providing the work.
- e) **Knowledge of applicable regulations, professional standards, applicable regulations concerning Integrated Operation Center or Command Center projects:⁴**
- i) Describe Proponent's experience in understanding the issues and processes required to provide work at a secure facility.
 - ii) Describe Proponent's familiarity with applicable rules, regulations, professional standards, etc. regarding integrated operation centers, command centers, emergency operation centers or projects involving a large security, data and redundant system components completed by the proposed team for Airports, Transportation Agencies, Government Agencies or other comparable Organizations.
- f) **Safety Program/Quality Control:⁵**
- i) Provide the Proponent's safety record on all previous projects within the past five years and describe the team's approach to safety.
 - ii) Describe the Proponent's approach to Quality Control.
- g) **Design Assistance / Innovation:⁶**
- i) Provide the Proponent's experience and approach to assisting during the design phase including value engineering, cost estimating and constructability reviews.
 - ii) Describe the Proponent's approach to innovation including initiating acceleration of the construction schedule through early start packages, design alternatives, and collaboration.
- h) **Affirmative Action and MBE Participation:** Each Proponent should provide a narrative in its Proposal describing the following:
- i) **Affirmative Action Plan:** Proponent's Affirmative Action Plan and/or policy statement,

⁴ If a Proponent is a joint venture, all information in this Section should be provided for all joint venturers comprising the Proponent.

⁵ If a Proponent is a joint venture, all information in this Section should be provided for all joint venturers comprising the Proponent.

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including goals with respect to hiring staff for the Contract and any Delivery Orders that may be issued under it. Such plan must include, but not be limited to: goals for women and minorities for management and non-management positions.

- ii) **Description of Commitment:** How will the Proponent manage expectations and commitment to firms that have been identified in the Proposals that will be utilized to fulfill Proponent's MBE requirements? In addition, explain the selection of Proponent's team composition, including diversity within the team and any opportunities given to team members that may be new to Proponent's team and why they were selected.
- iii) **Description of Business Development, Technical Assistance, and/or Capacity Building Initiatives:** Description of Proponent's commitment to programs, assistance or support to enhance the capacity or facilitate the participation of MBE's, including outreach and a proposed mentoring program.
- iv) **Private Sector Participation:** Describe Proponent's ability to demonstrate MBE participation on private sector work or on contracts that require no goals. How is the overall effectiveness of Proponent's diversity and inclusion initiatives measured? Is it tied to a goal or metric? If so, what is the goal/metric and how has Proponent performed in relation to the goal historically?
- v) **Assurance:** What steps will Proponent take to ensure it meets the MBE participation goal and does Proponent have a dispute resolution/mediation plan in place for modification, elimination or termination of a MBE. In addition, who will oversee Proponent's MBE program and at what level are they within Proponent's organization? Also describe this individual's commitment to MBE programs, assistance or support to enhance the capacity or facilitate the participation of MBE firms under the Contract. What systems does Proponent have in place to reach its MBE participation and is Proponent familiar with Board's B2GNOW system and, if not, what steps will Proponent take to learn the system?

- i) **Proposal Price:** Each Proponent must fill out the form set forth in Appendix 7: Proposal Price. CMAR Lump Sum Fee entered into Appendix 7 will not change at the time of the GMP amendment.

4) Submission of Proposals:

- a) **Contents:** Proposals will consist of 1 submittal in a 3-Ring Binder, in a sealed envelope.
- b) **Appendix 7: Proposal Price:** Must be submitted in a separate sealed envelope.
- c) **Identification:** Proposals must clearly identify the name of the project: Request for Proposals for Contract No. 9500618 Integrated Operations Center - Construction Manager-At-Risk (CMAR), and the name and address of Proponent.
- d) **Copy Requirements:** Copy requirements for a Proposal are: 1 original and 6 hard copies and 7 flash drives, each with a copy in pdf format saved to it. Each flash drive should be individually labeled with the contract number, Proponent name and clipped within each binder (one flash drive per binder).
- e) **Organization:** The Proposals contained in the 3-Ring Binders should have each information category clearly identified and/or separated by labeled tabs (not counted against page limit) and organized in accordance with subject matter sequence set forth in this RFP.
- f) **Submittal Package:** All contents must be submitted in a sealed box or boxes clearly labeled with Proponent name and Contract No. Each box submitted must be timestamped at time of submittal prior to the due date and time.

- 5) **Submittals:** The following submittals must be completed and submitted with each Proposal. This table is included for Proponent's convenience and may be used to track the preparation and submittal of certain required information with its Proposal.

Item #	Required Proposals Submittal - Check Sheet	Check (√)
	Appendix 1 – Good Faith Effort (GFE) Criteria (If applicable)	
	Appendix 2 – D/S/M/WBE Certificates	
	Appendix 3 – Form 1 – Business Disclosure Form	
	Appendix 3 – Form 2 – Workforce Composition Form	
	Appendix 3 – Form 3 – Questionnaire	
	Appendix 3 – Form 4 – Commitment to Minority Business Enterprise (MBE) Participation Form (Construction Phase)	
	Appendix 3 – Form 4.1 – Commitment to Minority Business Enterprise (MBE) Participation Form (Pre-Construction Services)	
	Appendix 3 – Form 5 – Pre-Construction Services Schedule of Subcontractors	
	Appendix 3 – Form 6 - Intent to Perform Contract as a MBE Subcontractor (Pre-Construction Services)	
	Appendix 3 – Form 7 – Verification of Contracting Prohibitions	
	Appendix 5 – Bonding Letter	
	Appendix 7 – Proposal Price	

Part 3 – Evaluation of Proposals

- 1) **Description of Evaluation Process:** This solicitation will use the following evaluation process:
 - a) Proposals that are timely submitted will be reviewed for responsiveness and Proponents will be reviewed for responsibility.
 - b) If a Proponent is deemed responsible and its Proposal is deemed responsive, that Proponent/Proposal will advance to the Criteria Evaluation Phase. During the Criteria Evaluation Phase, Proponents will be ranked according to qualifications.

- 2) **Initial Evaluation of MBE Component:** Board's established MBE program goal for this solicitation is 15% for Pre-Construction Services and 20% for Construction Services. If a Proponent does not demonstrate a commitment to meet or exceed the established goal, documentation evidencing a good faith effort to meet the goal must be submitted with its Proposal. A Proponent that does not demonstrate a commitment to meet or exceed the established goal or does not demonstrate a good faith effort to do so (as evaluated by Board's Business Diversity & Development Department ["BDDD"]) will be deemed non-responsive and/or non-responsible (Good Faith Effort Plan documentation does not count against the page limit) and will not move into the Criteria Evaluation Phase of this solicitation.

- 3) **Criteria Evaluation Phase:**
 - a) The Criteria Evaluation Phase will be conducted in one or two steps (at Board's discretion):
 - i) initial evaluations based upon the content of submitted Proposals; and
 - ii) subsequent re-evaluations based upon interviews of Proponents, if Board chooses to conduct interviews.
 - b) A re-evaluation after an Interview will involve Board's re-evaluation of a Proponent using evaluation criteria numbers 1 through 6 in the table in the Clause entitled "Evaluation Form/Criteria". A Proponent's Proposal Price will not be re-evaluated.
 - c) After evaluations, Proponents will be ranked.

- 4) **Negotiations:**
 - a) Board will enter into Contract negotiations with the top ranked Proponent.
 - b) If Board and the top ranked Proponent are unable to successfully negotiate a Contract, Board will formally discontinue the negotiations and attempt to negotiate a Contract with the next ranked Proponent.
 - c) Board will continue this process until it is able to successfully negotiate a Contract with a Proponent or, instead, determines it is in its best interests to cancel the solicitation.

- 5) **Interviews:**
 - a) Board may conduct interviews of Proponents during this solicitation.
 - b) Depending on the number of Proposals received by Board, it may:
 - i) decide to interview all Proponents before re-evaluating all of them; or
 - ii) decide to interview only a certain number of Proponents, based upon their initial evaluation rankings;
 - iii) and or request a best and final offer proposal price.
 - c) After evaluating the written Proposals received, Board will provide all Proponents greater detail concerning the subject of interviews (whether they will occur, be phased, etc.).

d) If Board does conduct interviews, Board will manage its evaluations, interviews and negotiations so that no Proponent negotiates with Board until it has been interviewed and re-evaluated. For instance, assume that Board receives 12 Proposals in this solicitation and first decides to interview 4 Proponents (the top 4 ranked during the initial evaluation of written Proposals). The Board then unsuccessfully negotiates with all 4 Proponents. Board may then decide to interview the next 4 ranked Proponents in the same manner and then begin negotiating with Proponent No. 5. This process may be followed through all 12 Proponents until a Contract is successfully negotiated or Board decides to end negotiations and cancel the solicitation.

6) **Evaluation Form/Criteria:** All Proposals will be evaluated by an Evaluation Committee in accordance with the following Evaluation Form/Criteria:

7) **Evaluation Form/Criteria**

Evaluation Criteria Number	POINTS / RELATIVE WEIGHT	GRADED ITEM
1	10/10%	Overall Experience and Qualifications as a CMAR; this includes Performance on Previous similar Projects for the Owner and other clients
2	15/15%	Technical qualifications and experience of key project team members in CMAR work
3	15/15%	Knowledge of applicable regulations, professional standards, applicable regulations concerning Integrated Operation Center or Command Center projects
4	5/5%	Safety Program/Quality Control
5	15/15%	Design Assistance / Innovation
6	20/20%	Affirmative Action and MBE Participation
7	20/20%	Proposal Price (Scored per the provision entitled "Proposal Price Evaluation")
	100/100%	TOTAL SCORE

8) **Proposal Price Evaluation:** A Proponent's Proposal Price will be scored as follows:

Price	Criteria Points Awarded
Lowest Proposed Price (LPP)	100%
<= 10% increase of the LPP	90%
> 10% & <= 20% increase of the LPP	80%
> 20% & <= 30% increase of the LPP	70%
> 30% & <= 40% increase of the LPP	60%
> 40% & <= 50% increase of the LPP	50%
> 50% & <= 60% increase of the LPP	40%
> 60% & <= 70% increase of the LPP	30%
> 70% & <= 80% increase of the LPP	20%
> 80% & <= 90% increase of the LPP	10%
> 90% increase of the LPP	0 Points