



WAKE COUNTY

## **WAKEBROOK RENOVATIONS – BUILDING 107**

**REQUEST FOR QUALIFICATIONS – RFQ #24-110**

**CONSTRUCTION MANAGER AT RISK**

December 3, 2024 (Advertised) – December 19, 2024 (Due @ 2pmEST)



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**REQUEST FOR QUALIFICATIONS  
CONSTRUCTION MANAGER AT RISK SERVICES  
WAKE COUNTY WAKEBROOK RENOVATIONS BLDG. 107**

**I. INTRODUCTION & PROJECT OVERVIEW**

Wake County Government is requesting Construction Manager at Risk qualifications packages for the Wake County WakeBrook Renovations Building 107 project.

Wake County is the owner of the WakeBrook Campus, located at 107 and 111 Sunnybrook Road, Raleigh, North Carolina. UNC Health Care System provided behavioral health services at Wake County's WakeBrook campus since 2013. In March 2023, UNCHCS notified Wake County of the intent to discontinue WakeBrook services in FY24 as of September 30, 2024. Wake County and Alliance Health have worked to identify new providers to continue these important services at WakeBrook. RI International was selected to provide three programs in Building 107 at WakeBrook. These services will include **28 seats in Behavioral Urgent Care Tier IV**, a **16-bed Facility Based Crisis** unit and a **16 bed Non-Hospital Medicine Detoxification** unit. These services are critical to the crisis continuum available for Wake County residents and are not financially sustainable based on reimbursement rates available to the provider.



The model of care provided by RI requires modifications to the facility. The building renovations will occur in phases to allow services to remain open. Phase 1 renovations were previously completed on the second floor of Building 107 to temporarily accommodate the BHUC program. Phase 2, which will occur on the First Floor, marks the beginning of the upcoming renovations, with this floor becoming the permanent home for the BHUC program. Once Phase 2 is complete, Phase 3 will begin, which will include renovations to the second floor to support the Facility Based Crisis and Non-Hospital Detox programs. To accommodate increased demand for crisis services, it was recommended that the renovation be designed to allow for an expansion of BHUC capacity, which is described in terms of the number of “chairs.” With updated design plans, the total renovation is now anticipated to be complete in late 2026 with an anticipated cost of approximately \$3.7M. This figure will be further refined as design is completed and construction planning moves forward.



### WakeBrook 107 Renovation Phasing Strategy

**II. PROJECT TIMELINE & CURRENT STATUS.**

It is anticipated that the CMAR selection will be finalized during the Design Development Phase of the project. This project will involve major **PHASED SPACE RENOVATIONS** on both levels. HVAC, Electrical, & Fire Alarm building system upgrades may be required to accommodate the renovations and code required fire separations due to distinct user populations. The facility will also be adding a full commercial kitchen to serve the users of the facility. The renovation is occurring on an active campus, with shared surface parking also serving WakeBrook Building 111. These complexities necessitate the expertise of a CMAR, which will bring significant value to the project through constructability recommendations, cost control, schedule control, site logistics on an active health care campus, and collaborative efforts that this delivery method offers.

A brief summary of the project milestones is shown below:

<u>Activity/Task</u>	<u>Completion Date</u>
<b>Schematic Design Completion</b> .....	<b>Completed</b>
Construction Document Phase Complete .....	March 2025
Permitting/Agency Approval.....	March – May 2025
Bidding & Contracting Phase .....	March - June 2025
Award Initial Construction GMP Contract (Demo)...	April 2025
Begin Construction .....	June 2025
Construction Complete (All Phases).....	July 2026

\* This is a general schedule. The Owner will entertain recommendations to phase portions of the work in order to provide for an earlier start to construction of the project, including the possibility of multiple GMP contract bid packages.

**III. FUNDING PLAN FOR THE PROJECT**

The funding for this project is captured in the Wake County Capital Improvement Plan and complimented by a funding agreement between Wake County and Alliance Health. The anticipated budget for renovations associated with all phases of this project is **\$3.7 Million not including contingency**. This is the combined cost of the phased demolition, phased renovations, replacement of equipment (as needed), security equipment installation, full commercial kitchen install and includes general conditions, fee and overhead costs.

**IV. DELIVERY METHOD FOR DEVELOPMENT OF THE PROJECT**

A general outline of the anticipated delivery approach to development of the project follows:

**A. Design, Bidding, Construction, Warranty Phase Professional Services**

The following design team has prepared the programming phase of this project. This team will serve as the design team of record for the length of the project:

Swinburne Renovation Detailed Design Team

- LS3P – Architectural Design
  - McKim & Creed – Mechanical & Electrical Engineering
  - Camacho USA – Kitchen Design
- Security Integrator – Protus3 Consultants

**B. Construction Services** - The County will select a well-established construction firm experienced with the North Carolina Construction Manager at Risk (CMAR) delivery method.

- Preconstruction - Construction Documents Phase: Construction Manager-at-Risk
- Procurement  
Minority Business Enterprise Outreach: Local firm with demonstrated success in recruitment and stimulation of interest by MBE firms (Part of CMAR Team)  
Bidding and Construction Contracting: Construction Manager-at-Risk

**C. Specialty Building Systems Consulting (If Needed)**

- Building Systems Commissioning: Commissioning Agent To Be Selected By County
- Construction Quality Assurance: Testing and Inspection Firms under Direct Contract with County to supplement Project Team basic services

**D. Furniture, Furnishings, Equipment and Signage Procurement**

- Plans, Specifications, Bidding: Wake County (with assistance from Design Team)
- Contracting Entity: Wake County
- Installation Coordinator: Wake County (with assistance from Project Team)

**E. Project Management Systems** - The CMAR will be expected to implement and maintain a Web based project management service for the duration of the project. These services shall be used to coordinate and track all project correspondence.

**V. OUTLINE SCOPE OF SERVICES**

The following outline scope of services is meant to give the proposers an overview of the minimum services required for this project. The detailed scope of services will be contained in an Agreement for Construction Manager at Risk Services.

**A. Design**

- Review plans and schedules for phased construction and provide phasing recommendations.
- Develop preliminary CPM schedule; identify critical path for regulatory approvals/permitting.
- Perform “constructability” and maintainability reviews of the construction documents
- Develop cost estimates and schedule; from schematic design phase to construction documents phase
- Provide detailed construction cost estimates, in CSI format and sorted by trade bid packages.

- Provide quality and cost analyses of different construction methods in each major trade group for potential quality, cost and schedule enhancements; develop value engineering options.
- Prepare construction delivery and staging

**B. Bidding and Contracting**

- Prepare list of bid packages, advertise and distribute bidding documents
- Identify bidders, generate bid documents and prequalify bidders for all packages.
- Schedule and conduct pre-bid conferences in conjunction with the Designers.
- Conduct minority business outreach program to encourage their participation.
- Review and analyze bids and work with Owner to develop GMP recommendations.

**C. Guaranteed Maximum Price (Post Bid GMPs)**

- Identify number of GMPs required to best suite project budget and schedule
- Develop draft Guaranteed Maximum Price (GMP) documents
- Reconcile schedule and cost against pre-established budget and schedule.
- Develop Final Guaranteed Maximum Price document
- Develop Minority Trade Contractor Participation summary

**D. Construction Phase**

- Maintain on-site staff for management of construction activities.
- Develop and maintain detailed CPM schedule
- Prepare and submit change order documentation for approval of the Designer and Owner.
- Maintain a system for review and approval of shop drawings, samples and product data.
- Maintain records and submit formal monthly reports to Designer and Owner.
- Maintain quality control and ensure conformity to plans.
- Coordinate post-completion activities, including all closeout, warranty and record documents
- Coordinate and monitor the satisfactory resolution of “punch-list” items.
- Coordinate building systems commissioning activities.

**E. Project Closeout/Warranty**

- Coordinate furniture, furnishings and equipment deliveries/ installation, procured by Owner
- Submit record drawings for approval of the Designer and the Owner
- Assist in transition to occupancy
- Receive, record and satisfactorily address all warranty issue

## VI. SUBMISSION REQUIREMENTS

Submittals shall be made on 8.5” x 11” paper, side bound with Table of Contents and reference tabs for key sections. The total submittal shall not exceed forty (40) single-sided pages. Supplemental proposal documents (legal history, trade contractor listing, team member resumes) are not included in the 40-page limitation. All pages are to be consecutively numbered. A thumb drive with a digital copy of the submission, .pdf format, shall accompany the hardcopies when submitted. All materials not clearly labeled “Trade Secret” or “Confidential” shall become property of Wake County and will be considered public documents (Reference Section XI - Confidentiality). Submittals must include, at a minimum, the following:

### A. Qualifications and Experience

#### Overview and Profile of CMAR Firm(s)

- Provide corporate history of firm, including year first organized, corporate structure, partners, confirmation of authority to conduct business in North Carolina, including all licenses and any subsidiary or affiliated companies in which principals have financial interest.
- Provide organizational chart of company, including joint venture partners
- Provide contact information for key executive assigned to this project
- Describe years in business, length of time firm has provided construction services and dollar volume of all construction projects completed within the last 5 years by year.
- Provide the number of full-time employees within your company. If company has multiple branch offices, list the number of full-time employees within the local branch office, and/or the office from which the company proposes to provide services for this project.

#### Construction Management at Risk Services:

1. Provide the number of years the company has provided CMAR related services.
2. List all public or privately funded North Carolina CMAR projects completed or begun within the past 5 years (with completion date and dollar value)
3. Provide the following information on the three (3) listed projects that you believe to be most **similar or relevant**, completed in the past 5 years and include the following information:
  - a. Project Description
    - Location, basic project description, square footage, number of stories
    - Total cost at completion
    - CM fees earned for each project as a percentage of GMP (construction)
    - Preconstruction fee.
    - Bid date and comparison of final estimated cost for the GMP immediately before bids were opened and actual cost of work immediately after bid opening (before VE)
    - Provide detailed explanation if project cost exceeded initial GMP or estimated cost
    - Identify the quantity and total value of approved change orders.
    - Minority Business Participation achieved as a percentage of the Total Contract

Amount or GMP (as applicable) for each project.

- c. Time and Schedule
    - Show your record of meeting substantial completion dates for CMAR projects for each of the projects listed above.
    - Provide a detailed explanation if project completion date was beyond the completion date as adjusted by change order(s).
  - d. Reference Information - provide contact information for each of the following:
    - Developer (if appropriate)
    - Owner's Project Manager
    - Architect
    - Your firm's Project Manager
4. Provide a list of all the company's current "Construction Manager at Risk" project commitments in **North Carolina** including the name, location, time frame to complete, and the following information for each project:
- Total Project budget
  - Construction cost
  - CMAR preconstruction fee
  - CMAR construction management fee
  - Contact information for Owner and Lead Designer for each project
5. Information on Proposed Project Team
- Provide Project Staff Organization Chart (In-house and Consultant team members)
  - Provide brief resumes of each Project Team member; at minimum, list proposed Project Executive, Project Manager and Superintendent, list years of experience with the company, year of overall experience and relevant experience to this project  
**Resumes should be included in a Supplemental bound document and included with the CMAR's submittal package. The Resume Supplement will not count towards the proposal page limitation.**
6. Financial Stability (Information can be submitted in a separate envelope marked "Confidential-Do Not Release Publicly" – any information in the separate envelope will not count towards the proposal page limitation)
- Attach an original letter addressed to Wake County from a surety company or its agent licensed to do business in North Carolina verifying company's *capacity* to provide adequate performance and payment bonds for this project.
7. Legal History for Past *Five (5)* Years (Information can be submitted in a separate envelope marked "Confidential-Do Not Release Publicly – any information in the separate envelope will not count towards the proposal page limitation)

Provide description of any claims not resolved within 180 days of substantial completion and/or any litigation for any project (CMAR or otherwise) completed within past 5 years

## 8. Project Approach

- a. Project Planning: Provide a brief narrative addressing how the proposer will provide professional construction services under the CMAR method of delivery for this project in both the pre-construction and construction phases for:
  - (1) Value Engineering
  - (2) Constructability Issues
  - (3) Cost Estimating and Budget Management
  - (4) Quality Control
  - (5) Adherence to Project Schedule
- b. Minority Business Enterprise (MBE) Outreach: Identify your five (5) most successful projects relative to MBE participation (i.e., goals were met or exceeded); Describe what strategies were used to make these projects successful; Specifically indicate the percent MBE participation on each of the five (5) projects.
- c. Identify how you will achieve maximum “Local” trade contractor and supplier involvement. Describe your relationship with local trade contractors by providing list of trade contractors with whom you have done business in North Carolina within the past five years. **(Information can be submitted in a separate envelope marked "Confidential-Do Not Release Publicly" – any information in the separate envelope will not count towards the proposal page limitation)**
- d. Describe how the project team proposes to use technology to manage and control the project, including Building Information Modeling and a shared submittal system.
- e. Description of the CMAR's Safety Program and historical safety record.

**Fully complete, sign, notarize and submit the “Submittal Certification Form” included as Attachment to this RFQ.**

## **VII. QUESTIONNAIRE (considered as part of the 40-page limit)**

Respondents are required to provide responses to the following questions. Each question is to be listed in italics, followed by the response in normal type style.

- A.** Provide an overview of your team’s philosophy for **managing a multi-story phased public building renovation**, within a very active campus that must continue to remain active. Describe a previous project where accessibility and safety were a challenge throughout the construction of the project.
- B.** Describe your approach to collaboration with the County and the Design Team relative to project design and materials/systems research that will assure the functional, aesthetic, and quality requirements are satisfactorily addressed for this project.

- C. Describe your approach to maintenance considerations during the various review stages of the design and construction of a project.
- D. Describe your team’s approach to encouraging MBE participation to assure compliance with the County’s MBE Policy. County MBE *Resolution is attached to this RFQ in Appendix B.*
- E. Describe your proposed method and time frame for developing the Guaranteed Maximum Price.
- F. Explain the management tools, techniques and procedures you use to monitor and maintain the project schedule (from schematic design through closeout of the project).
- G. How do you manage the time and quality aspects of the process of reviewing and approving subcontractor submittals, clarification requests, issuance of bulletin drawings, development of cost proposals, identification and justification of change orders, payment requests, commissioning, final inspections and assembly of the project close-out documents?
- H. How do you manage project close out for projects with multiple construction phases, in a manner that quickly provides for occupancy with minimal punch list items and warranty issues?
- I. Describe your team’s commitment to the success of this project and why you believe your assembled team is the best choice for this project.

## **VIII. SELECTION OF CMAR TEAM**

A selection committee will conduct a rigorous review and evaluation of the qualifications and experience of any firm that expresses interest in providing such services to the County. This approach ensures that the CMAR is selected in a fair and uniform manner, that the CMAR selected for the project is qualified and experienced in constructing public facilities and that every qualified CMAR has the opportunity to be considered for providing their services to the County.

### **A. Process**

- Qualification Stage: A Request for Qualifications (RFQ) is being sent to construction firms identified on the County’s current “Capital Improvement Program “that have previously expressed interest in being considered for providing CMAR services for this type of project. Upon receipt of Submittal Packages from respondents, Selection Committee members will review and identify the team most qualified to provide services for the project.
- Contract Negotiations: Following the Selection Committee’s final selection, the Facilities Design & Construction office will be directed to negotiate final terms, conditions and fees of an agreement with the selected CMAR Team. In the event negotiations prove unsuccessful with this team, the County will initiate negotiations with the next highest ranked firm.

## **B. Proposal Submittal Timeline**

The key activities and milestone dates for the CMAR team selection and contracting process are listed below. Note that this is a very tight submittal schedule:

<b><u>Activity</u></b>	<b><u>Milestone Date(s)</u></b>
RFQ Published & Distributed	December 3rd, 2024
Deadline for Respondent Questions	December 10, 2024
<b>Proposal Submission Deadline</b>	<b>December 19, 2024 (2:00 PM)</b>
CMAR Team Selection Completed	January 15, 2025
Contract Negotiations Completed	February 12, 2025

## **C. Evaluation Criteria**

Criteria similar to the following will be used to evaluate submittals from CMAR Teams and to select Teams for further consideration. The order in which criteria is listed does not indicate any priority, rank or relative importance. The Selection Committee will establish the relative importance and final listing of evaluation criteria.

1. Past performance on similar projects.
2. Qualifications and experience of CMAR team proposed for the project.
3. Capabilities and experience in the CMAR method on publicly funded projects.
4. Experience and successful relationship with local trade contractors and suppliers.
5. Proposed approach and proven success in encouraging minority participation.
6. Demonstrated success in cost control and maintaining schedules on publicly funded projects.
7. Current workload and staff availability for the project.
8. Proposed approach to delivering construction services for projects of this type (including satisfactory response to this RFQ).
9. Proximity to and familiarity with the area where the project is located.
10. Record of successfully completed projects without significant legal or technical problems.
11. Other factors that may be appropriate for the project.

**IX. DUE DATE FOR SUBMITTING QUALIFICATIONS**

Seven (7) complete packages including (1) thumb drive must be received at the following address by **2:00 pm, EST, on Thursday, December 19, 2024**, per the schedule above:

To: County of Wake  
Facilities Design & Construction  
Attention: John de Haro, Facilities Project Manager  
email: john.deharo@wake.gov  
Phone: (919) 856-6361

Mailing Address: PO 550; Suite 1100 Raleigh, NC 27602  
Delivery Address: 336 Fayetteville St; Suite 1100 Raleigh, NC 27601

**X. GENERAL COMMENTS OR CLARIFICATIONS**

- A. Any cost incurred by respondents in preparing or responding to this RFQ shall be the respondents' sole responsibility.
- B. All responses, inquiries or correspondence relating to this RFQ will become the property of Wake County when received (subject to Section XI - Confidentiality).
- C. Wake County has sole discretion and reserves the right to reject any and all responses received with respect to this RFQ and to cancel the RFQ process at any time prior to entering into a formal agreement. The County reserves the right to request additional information or clarification of information provided in the response without changing the terms of the RFQ.
- D. Respondents are advised to refrain from contact with Selection Committee members. **Any specific questions regarding the Request for Proposal should be directed to the Wake County Facilities Design & Construction office in writing to the email listed above for John de Haro.**

## **XI. CONFIDENTIALITY OF DOCUMENTS**

In general, documents that are submitted as part of the response to this RFQ will become public records, and will be subject to public disclosure. North Carolina General Statutes Section 132-1.2 and 66-152 provide a method for protecting some documents from public disclosure. If the CMAR Team follows the procedures prescribed by those statutes and designates a document “confidential” or “trade secret”, the County will withhold the document from public disclosure to the extent that it is entitled or required to do so by applicable law.

If the County determines that a document that the CMAR Team has designated “confidential” or “trade secret” is not entitled to protection from public disclosure, the County will provide notice of that determination to the contact person designated by the CMAR Team, in any reasonable manner that the County can provide such notice, at least five business days prior to its public disclosure of the document. If the CMAR Team does not designate anyone to receive such notice, or if, within five business days after the designated person receives such notice, the CMAR Team does not initiate judicial proceedings to protect the confidentiality of the document, the County will not have any obligation to withhold the document from public disclosure.

By submitting to the County a document that the CMAR Team designates as “confidential” or “trade secret”, the CMAR Team agrees that in the event a third party brings any action against the County or any of its officials or employees to obtain disclosure of the document the CMAR Team will indemnify and hold harmless the County and each organization’s affected officials and employees from all costs, including attorney’s fees incurred by or assessed against any defendant, of defending against such action. The CMAR Team also agrees that at the County’s request the CMAR Team will intervene in any such action and assume all responsibility for defending against it, and that the CMAR Team’s failure to do so will relieve the County of all further obligations to protect the confidentiality of the document.

**An electronic version of this RFQ is available at the Wake County’s website under Purchasing/Bids and Notices:**

**<http://www.wakegov.com/finance/business/rfp/Pages/bids.aspx>**

**XII. SUBMITTAL CERTIFICATION FORM FOR WAKEBROOK RENOVATIONS  
BUILIDNG 107 PROJECT CMAR RFQ**

**\*\*COMPANY NAME\*\***

Title:

Attest:

(SEAL)

License number under which the project will be executed:

Name license number above is held in

**REQUEST FOR QUALIFICATIONS**

VERIFICATION (Provide separate verifications for each Joint Venture or Partnership entity)

I HEREBY CERTIFY THAT THE RESPONSES OF ARE CORRECT AND TRUTHFUL TO THE BEST OF MY KNOWLEDGE AND FOR THOSE RESPONSES GIVEN WHICH ARE BASED ON INFORMATION AND BELIEF, THOSE RESPONSES ARE TRUE AND CORRECT BASED ON MY PRESENT BELIEF AND INFORMATION

This the day of , \_\_\_\_\_ 2024.

**\*\*COMPANY NAME\*\***

Title:

STATE OF

COUNTY OF

I, a Notary Public in and for the County and State aforesaid, do hereby certify that personally came before me this day and acknowledged that he is of and by that authority duly given and as an act of, the foregoing instrument was signed by, its, attested by him/herself as Secretary, and sealed with the common seal of said corporation.

IN WITNESS WHEREOF, I have hereunto set my hand and Notarial Seal this the \_\_\_\_\_ day of 2024

Notary Public

My commission expires:

**REQUEST FOR QUALIFICATIONS  
CONSTRUCTION MANAGER AT RISK SERVICES  
WAKE COUNTY WAKEBROOK RENOVATIONS BLDG. 107**

**APPENDIX A**

**Schematic Design Dwgs.**

Provided upon request via email to [John.deHaro@wake.gov](mailto:John.deHaro@wake.gov)

**REQUEST FOR QUALIFICATIONS  
CONSTRUCTION MANAGER AT RISK SERVICES  
WAKE COUNTY WAKEBROOK RENOVATIONS BLDG. 107**

**APPENDIX B**

**Wake County MBE Resolution**

Provided upon request via email to [John.deHaro@wake.gov](mailto:John.deHaro@wake.gov)

**REQUEST FOR QUALIFICATIONS  
CONSTRUCTION MANAGER AT RISK SERVICES  
WAKE COUNTY WAKEBROOK RENOVATIONS BLDG. 107**

**APPENDIX C**

**Wake County Standard Contract General Conditions for Construction**

Provided upon request via email to [John.deHaro@wake.gov](mailto:John.deHaro@wake.gov)