

REQUEST FOR QUALIFICATIONS (RFQ)

City of Mobile Capital Improvements Management

1.0 INTRODUCTION

Task I – 3 Year Capital Budget – Assess and Prioritize

Assess and prioritize the capital needs of the City of Mobile (“City”) in order to develop a 3 Year Capital Budget for the City’s public facilities, including roads, bridges, drainage facilities, buildings, parks and, generally, properties owned and maintained by the City for public use. The Budget will categorize projects by type of project (R/W, buildings, parks, etc.), identify funding sources, and separately analyze each project to show justification, future maintenance costs, and source of funding.

Task II – Program Management

Provide project management resources to be available as needed, with additional staff as appropriate on a project by project basis, achieve the best results on each project, to help the City find the most efficient, cost effective means to complete public works projects. Assist with programming, design, scopes of work, technical and cost design reviews, estimates, schedules, bid preparation and award, contract administration, project close-out and warranty services, oversight of construction management services and project acceptance. City may require some or all of the above services on some or all projects.

2.0 SCOPE OF WORK

Task I – 3 Year Capital Improvement Plan

1. Development of the 3 Year Plan
 - Needs assessment for City’s infrastructure and City owned and managed properties as devoted to public use
 - Project analysis with cost estimates including R/W acquisition, environmental assessment and permitting, special conditions
 - Funding sources – provided by the City
 - Project Prioritization
2. Prepare Plan
 - Projected 3 year budget with projects grouped by type (R/W, parks, etc.), which identifies funding sources
 - Separate analysis of each project
 - i. Funding source

- ii. Justification for project
- iii. Future maintenance/operations cost
- iv. The Olathe, Kansas Capital Improvements Plan 2014 through 2018 is an example of the budget format the City seeks. The capital budget for the City is not yet established, but is estimated to be in the range of \$60 Million over the next 3 year budget periods.

Task II – Project Development

The City may request some or all of the following services for a specific project. Assignment of work will be determined by the Executive Director of Planning & Development. Professional services that may be needed are described below. Other related assignments may be requested on a project by project basis. Detailed scopes of work and cost estimates will be prepared on a project basis for each assignment, and Letters of Authorization (LOA) will be executed prior to the issuance of a notice-to-proceed on any assignment.

Project Management services may include activities that directly support any of the work performed by City staff. These activities are broadly defined and, may be revised based on future needs. Work to be completed under this contract may include, but is not limited to, the following list of assignments.

I. Program Management

- 1. Budgeting/Cost Estimating
- 2. Schedule/Cost Control
- 3. Quality Assurance/Quality Control

II. Planning Management

- 1. Program Planning – bring together Planning, Design and Construction Team (PDC) to analyze the project
- 2. Project Concept Development
- 3. Pre-Design Project Criteria/Definition
- 4. Analyze project's impact on 3 year Capital Improvements Budget and any adjustment, to 3 year budget, required
- 5. Implementation Planning/User Coordination and Design Review
- 6. Environmental Assessment and Permitting
- 7. Traffic Planning and Evaluation
- 8. Project Budget preparation
- 9. Grant coordination and management

III. Design Guidelines and Standards

- 1. Environmental Review and Analysis
- 2. Development of Design Scopes of Work Support
- 3. Architect/Engineer Selection Support

4. Design Schedule Monitoring
5. Technical and Cost Design Reviews
6. Constructability Reviews
7. Maintainability Reviews - in conjunction with Real Estate Asset Management Departments
8. Value Engineering Analysis
9. Construction Phasing
10. CADD Support
11. Traffic and Pedestrian Design Review
12. Telecommunication and Information Technology Design Review
13. Building Code Review
14. Historic Preservation Issues

IV. Project Controls

1. Provide Estimates
2. Project Cost Control
3. Project Schedule Control
4. Progress Reporting

V. Contract Administration

1. Procurement and Subcontract Support
2. Contract Solicitation, Award, and Administration Support
3. Claims Avoidance Management
4. Dispute Resolution
5. Contract Closeouts
6. Change Order Management Support

VI. Construction Management – NOTE: Contractor is strictly forbidden from engaging in Construction Management or any activity or function that might be construed by City as a conflict of interest.

VII. Project Acceptance

1. Final inspection and acceptance
2. Claims resolution
3. Warranty, systems maintenance documentation
4. Post project acceptance services, as needed

VIII. Seconded Staffing Relating to Capital Projects

It is expected that employees of the successful firm will be asked to work in multiple capacities.

The successful firm will be required to locate key staff on site for the duration of the contract, or such other time as specified. This individual will be provided a workspace in which to complete tasks assigned and will be integrated with the permanent City staff. The on-site staff member should have sufficient experience

with public works program management to quickly integrate with the City staff, but does not necessarily have to be a senior member of the consultant's team.

Program Managers Potential Responsibilities and Desired Qualities

As part of the City program/project team the selected firm must:

1. Develop trust and confidence amongst the various program participants and the City. They must be excellent communicators to serve as liaisons and consensus builders. They must be technically proficient and knowledgeable of current industry trends and future technologies and innovations to earn the role as a trusted advisor to the City. Program Managers must strive for sustainable solutions based on the balance between operational and functional requirements, cost and aesthetics. Perseverance and determination and organization and time management skills are fundamental in a Program Manager's personality.
2. Demonstrate thorough knowledge of industry practices, codes, standards and regulations.
3. As assigned, provide ongoing oversight to ensure that the Design and Construction teams accomplish the timely award of design and construction contracts at or below estimates.
4. As assigned, ensure that the projects meet or exceed goals established by the 3 Year Capital Improvement Plan and project requirements and objectives.
5. As assigned, facilitate Program Management meetings and charettes on a regular basis to provide a forum for timely decision-making and to review progress, discuss priorities, alternatives and track action items.
6. As assigned, facilitate Program Management reviews and comment/response periods, be proactive and follow through to achieve approvals on specified deadlines.
7. Ensure that comprehensive information and analyses are available and documented to allow the City to make informed decisions and approvals as assigned.
8. As assigned, suggest action plans to rectify potential cost overruns or delays or to accommodate significant changes to the scope of work. Maintain constant communication with the project team of any such discrepancies as they become evident.
9. Exhibit excellent written and oral communication skills.

Program Manager Best Practices:

1. Support the City's review of planner or designer staffing plan (qualifications, capabilities, availability) proposed for every part of the project to ensure that sufficient resources (staff, technology and facilities) offer the technical proficiency, expertise and availability to support the level of effort required to execute the program as prescribed by the scope of work.
2. As assigned, assist assigned staff to assure productivity and develop technical proficiency, interdisciplinary coordination, and preparation and submittal of deliverables according to plan and in a cost-effective manner.
3. As assigned, work with managers and discipline leads in developing budgets, schedules and plans for all design elements of the projects to include required shop drawings and material submittals during construction. Ensure compliance by teams members.
4. As assigned, ensure that cost control measures are in place to stay on budget. Cost estimators with the appropriate background and expertise must be part of the team. Utilize life cycle cost analysis and assessments to provide alternatives, compare impacts and choose most sustainable solutions.
5. As assigned, facilitate value engineering workshops to identify opportunities and improvements. Ensure due diligence and thorough analyses. Follow through, track progress and verify that solutions are implemented as approved.
6. For any given assignment, work with the design team in prioritizing design activities and packages to optimize the phasing of the work during design and construction.
7. As assigned, facilitate and perform timely and thorough Design reviews to be conducted collectively by project team, City staff as deemed appropriate and third-party technical reviewers, if required. Detailed reviews cover the basis of design, drawings and specifications and coordination between disciplines at the completion of every design element. Drawings and specifications are reviewed for completeness, technical soundness and conformance to codes and other standards for regulations. The design is reviewed for constructability and assessment of potential risks which could negatively affect project completion and budget such as unforeseen conditions and other issues resulting in scope creep.
8. As assigned, support focused team meetings and charrettes on a regular basis to consolidate understanding of project issues, expedite decision making and track progress of action items. Project participants are selected based on prescribed meeting agendas which prioritize issues to be addressed.

9. Advise the City on how to utilize technology and innovations to facilitate coordination between the various disciplines, minimize the risk of errors and omissions, track cost and schedule and support project delivery and construction administration requirements such as shop drawings submittals, production of record drawings, commissioning and operational and maintenance requirements.
10. Participate, as assigned, in the City change management procedure whereby all proposed changes associated with scope, budget or schedule are analyzed and presented for approval. Analyses to include alternatives to address impacts to cost and schedule.
11. As assigned, perform contract-related functions such as review of payment applications, monitor performance to assess percent completion of deliverables and change order negotiations.

3.0 SOQ SUBMITTAL REQUIREMENTS

The Respondent shall prepare its proposal in the form described below and shall ensure that each page of its proposal is identified with the project name, Respondent's name, and page number.

Submittals will be received by the City of Mobile, Executive Director of Planning and Development, P. O. Box 1827, Mobile, AL 36633-1827, until close of business, central standard time Monday, May 11, 2015.

FORMAT

- Proposal shall be bound by semi-permanent binding method.
- Proposals shall be prepared on 8 1/2" x 11" paper, bound on the long side.
- Proposals shall use the font type and size of ARIAL 10 point.
- Proposals shall be in a format and sequencing commensurate with the RFQ (in the order the requirements are listed).
- Proposals shall include a table of contents.
- Proposal sections shall be tabbed.
- All text shall be clear of binding.
- The SOQ shall not exceed 10 pages of text (one-sided and double-spaced). The page limitation does not include cover, resumes, index sheets, general promotion data, disclosure of legal and administrative proceedings and financial condition, a brief transmittal letter, or required attachments, such as disadvantaged business enterprise (DBE) certification forms and completed Form As. A limited number of 11" x 17" fold-out sheets may be included. The 10 text pages must be printed on colored paper (any non-white color suitable for print) to distinguish them from other material.

NARRATIVE CONTENT

Submittals must address the following topics in the 10 text pages:

1. Cover Letter

The Respondent shall prepare a cover letter, not exceeding two pages in length, which summarizes the key points in the proposal. It should include the full name of the firm or joint venture members and all proposed subconsultants. If the Respondent is made up of more than one firm, the legal relationship between those firms must be described. The cover letter must include a statement committing the availability of the key personnel identified in Section 8.10 below to perform the work. The cover letter must be signed by a person who is also authorized to sign a Contract with the City.

If the Respondent believes any information, data, process or other material in its proposal should be considered by the City to be confidential or proprietary, the Respondent shall identify that material with specificity as to the page and paragraph and on what basis the material is believed to be proprietary or confidential.

2. Understanding the Project

Prepare a statement that describes the Respondent's understanding of the work involved in performing the Scope of Services, which is described in Section 2.0. Address understanding of the following:

- Proposed Scope of Services, both Tasks
- The complexity, challenges and problems involved in planning and performing that work
- Approaches and philosophy for dealing with problems
- Sensitivity and experience dealing with key issues
- Any additional issues or matters relating to the Scope of Services which the Respondent believes should be addressed

3. Proposed Work Plan

Prepare a description of the Respondent's management and organizational approach and methods for performing the Scope of Services, both Task I and Task II, which is optional. This should include the proposed process by which the requested individuals would timely complete the work along with the methods the Respondent would use to coordinate the work with City staff who must interface or connect with work performed by the Respondent.

4. Project Schedule

Prepare a description of the Respondent's method and systems for controlling, responding to, and completing of the Scope of Services, Task I, in a timely manner.

5. Organization and Management

Provide graphic and narrative descriptions that identify the Respondent's and subconsultants' key personnel who would perform work for on-call program management services, specifically outlining major capabilities and areas of expertise. Identify the overall project manager and key staff members and provide brief resumes. In addition, include the title and a description of the work each person is capable of performing. Resumes of firm principals are not requested except for those persons that are proposed as active, integral members of the team. Principals should however, be listed on the organizational diagram in relation to the team. Address a method by which the Respondent and the City would mutually agree upon a change in personnel should a change become necessary.

6. Description of Firm

Provide a general description of the firm including, but not limited to, services offered, number of employees, office locations, and years in business.

Each Respondent, or at least one firm of a joint venture team, must either (i) have an office in Mobile, Alabama, or (ii) be able to demonstrate that the Respondent has full capabilities to substantially undertake production of the work without a Mobile office. As a rule, travel related expenses to and from Mobile will not be reimbursable.

7. Firm Project Experience

Provide a summary of past projects that demonstrate experience and ability to provide 3 year capital budget development and on-call program management personnel services.

All projects listed in this section must have been completed by the firm using current employees. List the names of key employees for each project. **Do not include projects for which key project personnel are no longer employed by the firm.** Projects for which experience was gained by individuals during previous employment should be indicated in the next section.

For each qualifying project, include the following information in tabular form:

- Project name
- Location
- Client, address, telephone number

- Total contract gross amount (and firm amount, if different)
- Proposed schedule vs. actual
- Proposed budget vs. actual
- Principal-in-charge
- Day-to-day technical project manager
- Key design staff
- Date completed
- Client reference (name, position and phone number)
- Coordination between multiple consulting firms
- Relevant experience with other interfacing projects and associated scheduling consideration
- Brief narrative description of the project

The tabular summary and narrative of each project description shall not exceed one-half of an 8 1/2" x 11" page.

8. Individual Project Experience

This section must follow the same general format as for the firm project experience, but is intended for projects for which experience was obtained while individuals were employed elsewhere.

For each qualifying project, include a brief narrative and the following information in tabular form: project name, location, client, current employees who had key management or staff roles, employer during the project, and a client reference.

9. Subconsultants

Describe the qualifications of each subconsultant which the Respondent plans to retain to perform work or who will provide individuals which specific expertise. Describe the type of work which will be assigned to each subconsultant and the estimated percentage of the total Agreement value that each subconsultant will perform.

10. Key Personnel

Submit detailed resumes for the proposed project manager and key staff personnel including key personnel of subconsultants. Key personnel are those likely to be assigned to various tasks as described in the potential scope of services. Include a description of their qualifications and experience and a description of their position and length of employment with the Respondent or subconsultant. Key personnel identified in this proposal will be expected to remain assigned to this project for the term of the Agreement, and to be replaced only with the mutual consent of the Respondent and the City.

11. Ability to Respond

Describe the Respondent's current ability to effectively and conveniently perform the Scope of Services and to coordinate its efforts with the City and its other consultants. For the Respondent and each subconsultant on a team, list office addresses and total number of employees, and the number of both professional and support employees located at those offices. Respondents shall identify the location where work on this project would be performed.

12. Computer Aided Design and Drafting (CADD) Requirements

All project record drawings submitted by the Consultant to the City shall be provided in a format in accordance with the City of Mobile CADD standards, and shall be submitted on appropriate electronic media as specified by the City.

The Respondent shall describe and demonstrate the firm's existing CADD methods and experience using CADD systems.

13. Other City ordinances, policies and executive orders

Respondents should familiarize themselves with pertinent ordinances, policies and executive orders which relate to contracting with the City. The following is a partial listing of relevant City ordinances, policies and executive orders:

- Conflict of Interest Questionnaires
- Affidavit of Ownership or Control
- City of Mobile Code – including Storm Water Ordinance, Flood Plain Management Ordinance, Building Codes, Right of Way Ordinance and participation by socially and economically disadvantaged contractors

14. Additional Information

The Respondent is invited to describe any particular aspects of its organization or proposal which, by way of background, experience, unique qualifications, or other basis, sets it apart from the competition in its ability to accomplish this particular Scope of Services.

15. Fee Structure

Respondent should describe its fee structure and supply a schedule of hourly rates for staff by position and reimbursable costs.

The material presented in the SOQ to address the above topics is expected to clearly reflect qualifications that demonstrate the consultant's knowledge, experience and ability to provide on-call program management services.

4.0 SELECTION PROCESS AND SCHEDULE

The provision of a 3 Year Capital Budget and on-call planning services will require a multi-disciplined firm that is capable of performing a wide variety of tasks and managing specialized sub-consultant firms where necessary to properly complete the tasks assigned.

The procedure to be used in the selection process is described in the following steps.

- Step 1. Statements of Qualification from firms responding to the Request for Qualifications will be reviewed and evaluated. This review will be performed by a committee of City of Mobile employees appointed by the Executive Director of Planning & Development. The selection committee will identify a shortlist of consultant candidates based on the criteria listed in Section 5.0.

- Step 2. At the discretion of the City, short-listed consultant candidates may be required to participate in an interview with the project selection committee or other City senior staff. If this step is used, the Respondent's representative presentation and interview must be the staff member who will be assigned to this Contract. Candidate firms will be limited to four participants in the interview and permitted to present a maximum 5-page handout to the selection committee.

- Step 3. The project selection committee will rank the firms separately based on the results of any interview conducted and the selection criteria in Section 5. The Committee may negotiate with more than one respondent.

- Step 4. The selected consultant will enter into negotiations with the City to develop a detailed scope of work, cost schedule, and the contract terms and conditions.

Following is a tentative schedule for the selection process. The schedule is **subject to change**.

April 20, 2015	Request for Qualifications advertised
May 11, 2015	Statements of Qualification submitted by candidate firms
Week of May 26, 2015	Interviews conducted (if required)
June 9, 2015	Selection
June 30, 2015	Contract on City Council agenda for approval

NO SUBMITTALS WILL BE ACCEPTED AFTER THE STATED DEADLINE.

5.0 SELECTION CRITERIA

The Project Selection Committee will review each Statement of Qualification using the following general objective criteria. They are listed in no order of importance.

- Conformance with the format and content requirements stated in this RFQ.
- Readability of the SOQ.
- Thoroughness of the SOQ.
- The firm's demonstrated understanding of scope of work.
- The firm's experience with similar projects.
- Individual experience with similar projects.
- The firm's approach to organization and management of the project

6.0 EVALUATION

Each element of the SOQ will be evaluated by each member of the selection committee and assigned a score. A Respondent's final score will be determined by averaging the total ranking assigned from all selection committee members to each Respondent:

- Experience (30 points)
 - Include any examples of multi-year capital improvements budgets for municipalities or similarly situated entities, and Program Development demonstrating creative solutions or innovative approaches to problems
- Project management approach (15 points)

- For both Tasks, personnel assigned and how they will interface with City's senior staff
- Staffing (10 points)
 - Intended contract staffing including identification of project manager, key personnel, and availability of key additional resources
- Plan for MWBE for both Tasks (5 points)
- Demonstration of responsiveness (10 points)
 - Give examples
- Ability of meeting schedules (10 points)
 - Give examples
- Quality assurance approach (10 points)
- Demonstration of past client satisfaction (5 points)
 - Give examples or letters of reference (if available)
- Demonstration of past performance in meeting budgets (5 points)
 - Give examples

7.0 USE OF SUB-CONSULTANTS

It is expected that the prime consultant may assemble a team of sub-consultants that provide an adequate range of resources to undertake the variety of assignments described in the Scope of Work. The resources and capabilities of each member of the sub-consultant team must be described in the SOQ. The proposed team of sub-consultants will be reviewed by the City during the selection process.

ONCE A CONSULTANT TEAM HAS BEEN SELECTED TO BEGIN CONTRACT NEGOTIATIONS, THE PRIME CONSULTANT WILL BE REQUIRED TO OBTAIN WRITTEN APPROVAL FROM THE CITY FOR EACH OF THE SUB-CONSULTANTS ON THE TEAM BEFORE NEGOTIATIONS CAN BE COMPLETED. NO FUNDS WILL BE COMMITTED NOR ANY SERVICES RENDERED UNTIL THE CITY APPROVES THE SUB-CONSULTANTS. THE CITY RESERVES THE RIGHT TO REJECT ANY PROPOSED SUB-CONSULTANT AND TO REQUEST THAT THE SELECTED PRIME CONSULTANT REVIEW OTHER CANDIDATE FIRMS FOR A PARTICULAR AREA OF RESPONSIBILITY.

8.0 MISCELLANEOUS

1. A cost proposal is intentionally excluded from this submittal.
2. RFQ is not to be construed as a contract or a commitment of any kind, nor does it commit the City of Mobile to pay for any costs incurred in the preparation of a submission or of any costs incurred prior to the execution of a formal contract.
3. In the event that a mutually agreeable contract cannot be negotiated between the consultant and the City, the City reserves the right to select an alternate consultant.
4. The City of Mobile reserves the sole right to (1) evaluate submittals; (2) waive any irregularities therein; (3) select candidates for selection interviews; (4) request supplemental or additional information as deemed necessary; (5) contact others to verify information provided in the submittal; or (6) reject any and all submittal(s), should it be deemed in the best interest of the City of Mobile.
5. No debriefings by City staff to unsuccessful submitters will occur until after the award of a contract by City Council to the recommended team.
6. The successful firm will have to complete an Affidavit of Ownership or Control prior to completion of contract negotiations. The affidavit certifies that the firm is not delinquent in any debt owed to the City of Mobile (taxes, fines, fees, etc.)

9.0 INSURANCE

Each selected consultant shall deposit with the City at the time of execution of the contract certificates of insurance evidencing to the satisfaction of the Director that the following coverages and minimum amounts have been obtained by the selected consultant. Upon the request of the Director, the originals of all policies referred to above, or copies certified by the agent or attorney-in-fact issuing them, shall be submitted to the Director. Each policy shall contain an endorsement by the issuer waiving rights of subrogation against the City of Mobile. All policies must also name the City as an additional insured.

Each selected consultant using subcontractors shall require each subcontractor to meet the same minimal insurance requirements and provide evidence thereof. All policies of insurance required herein shall be in a form and with a company or companies approved by the City and authorized to do business in the State of Alabama.

At all times at which each selected consultant or its contractors are working on City property, each selected consultant or its contractors shall maintain in full force and effect the following liability and comprehensive insurance issued by a company licensed and

qualified to do business in the State of Alabama, *which such insurance shall name the City of Mobile as an additional insured:*

A. Workers' Compensation/Employer's Liability:

1. Workers' Compensation insurance in the amounts required by all applicable laws, rules or regulations of the state of Alabama.
2. Employer's Liability with limits of not less than:

Bodily Injury by Accident	\$1,000,000 each accident
Bodily Injury by Disease	\$1,000,000 policy limit
Bodily Injury by Disease	\$1,000,000 each employee
3. Borrowed Servant/Alternate Employer endorsement in favor of City of Mobile.

B. Comprehensive General Liability Insurance:

1. Comprehensive General Liability (occurrence form) including coverage for products/completed operations, independent contractors, blanket contractual liability specifically covering the obligations assumed by Contractor.
2. Limit of Liability: \$1,000,000 combined single limit of liability each occurrence bodily injury or property damage.
3. General Aggregate Limit shall apply on a "Per Project" basis.

C. Automobile Liability Insurance:

1. Automobile Liability Insurance to cover all owned, non-owned, and hired vehicles, with a \$1,000,000 combined single limit of liability each accident for bodily injury and/or property damage.

D. Excess/Umbrella Liability Insurance

1. Providing following form coverage for Employer's Liability, Comprehensive General Liability, and Automobile Liability.
2. Limit of Liability: \$2,000,000 combined single limit of liability each "occurrence" for bodily injury and/or property damage.

Waiver of Subrogation - All policies of insurance shall be endorsed to waive rights of subrogation in favor of City of Mobile.

Additional Insured - All policies of insurance, except those referenced under paragraph A, shall be endorsed to name City of Mobile as an Additional Insured

Primary Insurance - All policies of insurance, except those referenced under paragraph A, shall be endorsed to provide that all such insurances are primary and non-contributing with any other insurance maintained by City of Mobile.

Certificates of Insurance - Prior to commencement of the Work, Contractor shall deliver to the City of Mobile certificates of insurance certifying the existence and limits of the insurance coverages, noting applicable endorsements, described above and shall deliver same and renewals thereof to the City of Mobile. The certificates shall provide that such insurance shall not be subject to cancellation, non-renewal nor material change without 30 days or more (except 10 days for non-payment) prior written notice thereof to the City of Mobile.

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