

**Request For Proposal (RFP)**

**CMAR Services**

**For New Hospital Facility**

**RFP Number: 25-003**

**CONTENTS**

|  |  |  |
| --- | --- | --- |
| **Section 1** | **Administrative Requirements** | **Page 2** |
| **Section 2** | **Scope of Work** | **Page 4** |
| **Section 3** | **Format & Submission Requirements** | **Page 13** |
| **Section 4** | **Proposal Contents** | **Page 16** |
| **Section 5** | **Evaluation & Award Procedures** | **Page 18** |
|  | **Submittal Forms** | **Page 24** |
|  | **Exhibits** | **Page 38** |

**SECTION 1**

**ADMINISTRATIVE REQUIREMENTS**

1. **OVERVIEW**

The Virginia Commonwealth University Health System Authority (“VCUHS” or “Owner”) is issuing this Request-For-Proposal (“RFP”) to solicit proposals from Construction-Manager-At-Risk firms (each a “Proposer” or collectively, “Proposers”) that can provide preconstruction and construction services as described in Section 2.

1. **BUYER**

The key contact listed below (referred to as “Buyer” herein) is responsible for the conduct of this procurement. Proposers SHALL NOT contact or communicate with any other VCUHS employees regarding this solicitation. If a Proposer is approached by any VCUHS employee about this Project or RFP, the Proposer shall immediately contact the Buyer. Any violation of these requirements may constitute grounds for immediate disqualification from this procurement.

|  |  |
| --- | --- |
| Contact Name:  E-Mail: | **Amber Copeland**  **Amber.Copeland@vcuhealth.org** |

1. **PROCUREMENT SCHEDULE**

VCUHS will make every effort to adhere to the schedule below. However, VCUHS reserves the right, at its sole discretion, to adjust the schedule of events as it deems necessary.

|  |  |  |
| --- | --- | --- |
| **Activity** | **Time** | **Date** |
| RFP Released / Issued |  | 9/2/25 |
| Pre-Proposal Meeting | 9:00 a.m. ET | 9/22/25 |
| Deadline to Submit Questions |  | 9/29/25 |
| Answers Posted |  | 10/6/25 |
| **Closing Date (Deadline to Submit Proposal)** | **2:00 p.m. ET** | **10/13/25** |
| Presentations & Interviews |  | 11/17 – 11/21 |
| Clarification Kick-Off Meeting |  | 12/9/25 |
| Clarification & Negotiation Period |  | 12/1 – 1/21 |
| Anticipated Award Date |  | 1/22/2026 |

1. **PRE-PROPOSAL MEETING**

A pre-proposal meeting will be conducted to provide an overview of the RFP and the Project. The meeting is NOT mandatory, but highly recommended for all Proposers. The meeting will be presented and hosted virtually online. Due to capacity constraints, Proposers are asked to limit attendance to three people from each company.

|  |  |
| --- | --- |
| Meeting Link: | https://vcuhealth.zoom.us/j/94695807891 |
| Meeting ID: | 946 9580 7891 |
| Dial In Number: | 16513728299 |

1. **QUESTIONS AND CLARIFICATIONS**

Proposers are expected to promptly review this solicitation, including all of the submittal forms, attachments, exhibits, appendixes, and addenda. All questions, inquiries, concerns, clarifications, noted discrepancies or omissions in the RFP documents, shall be submitted by email to the Buyer. The e-mail subject line must include the RFP Number. Questions should include the section number of the text that is being questioned.

1. **ADDENDA**

VCUHS may issue amendments/addenda to make changes to the RFP, the scope, respond to any questions, or provide clarification. All published amendments/addenda shall become part of this RFP, and must be considered by the Proposer in its submittal. All other communications are unofficial and non-binding, including any statements made by VCUHS during the Pre-Proposal Meeting and/or the site visit. To receive a copy of all amendments/addenda, the Proposer is responsible for completing and submitting Exhibit 1 to the Buyer at least 1-week prior to the Closing Date.

1. **GENERAL PROCUREMENT TERMS AND CONDITIONS**

The following terms and conditions apply to this RFP:

1. **Incurred Costs:** VCUHS will not be held responsible for any costs incurred by the Proposer for work performed in the preparation and production of a proposal or for any work performed prior to the issuance of a contract.
2. **Ownership:** Proposals that are submitted in response to this RFP shall become the property of the VCUHS. Ownership of all data, materials and documentation originated and prepared by VCUHS pursuant to the RFP shall belong exclusively to VCUHS.
3. **Exceptions:** Proposers are cautioned to limit exceptions, conditions, and limitations to the provisions of this RFP as they may be determined to be so fundamental as to cause rejection of the proposal.
4. **Trade Secrets:** Trade secrets or proprietary information submitted by a Proposer may be protected under the Virginia Freedom of Information Act. To be eligible for such protection, the Proposer must provide written notice of what information is being declared proprietary before, or at the time, the data is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific works, figures, or paragraphs that constitute trade secret or proprietary information. Firms submitting proprietary information must also submit a separate copy of the proposal with the proprietary information redacted. VCUHS is not responsible for any determination that the material or information is deemed not to be protected under the Virginia Freedom of Information Act, and Proposers waive any and all claims against VCUHS based on such a determination.
5. **Rights:**VCUHS expressly reserves the right to investigate the qualifications and experience of any Proposer, to reject any condition or exception in any proposal, to reissue a revised RFP, negotiate with any, all or none of the Proposers, and waive informalities, minor irregularities and discrepancies. VCUHS shall reserve the right to cancel this Request For Proposal, or reject proposals at any time prior to an award for any or no reason, without recourse by any Proposer. VCUHS reserves the right to make modifications to the evaluation process and procedures at any time, if it is in the best interest of VCUHS. VCUHS is not required to furnish a statement of the reason a proposal was not deemed to be the most advantageous. VCUHS reserves the right to award a single contract, or to make multiple awards. VCUHS shall not be liable for any costs, damages, or liabilities caused to or incurred by any Proposer as a result of VCUHS’s modification or termination of this RFP, or as the result of VCUHS’s failure to award all or a portion of the Project to any Proposer.

**SECTION 2**

**SCOPE OF WORK**

1. **ABOUT VCUHS**

VCUHS is one of the nation’s leading academic medical centers. We are on the forefront of health care, providing patients with the most progressive treatments and latest medical technology available in more than 200 specialty areas including cardiology, cancer, neurosurgery, orthopedics, and transplantation. VCUHS is the region’s Level 1 Trauma Center and has the area’s only NCI-designated cancer center — VCU Massey Cancer Center — and full-service children’s hospital, Children’s Hospital of Richmond at VCU. Additional information can be found: http://www.vcuhealth.org

1. **OVERVIEW, PURPOSE, & GOALS**

VCUHS is undertaking the construction of a new hospital facility in Richmond, Virginia (hereinafter called the “Project”). This is a complex and large-scale project that is expected to span multiple years. The building is estimated to be 668,000 GSF and contain 240 beds.

The project will include: 5 levels of 48 inpatient acuity adaptable patient rooms, 10 operating rooms and 1 procedure room with pre and post procedure suite, 1 level with materials management, back of house kitchen, sterile process department, expansion of pharmacy, respiratory therapy space, 1 level with EVS, Logistic, Linen, Loading Dock, etc.

The building will be built on the hillside at Duval Street on stilts with a Central Utility Plant (CUP) across Leigh Street on a hillside next to the school of nursing. There will be no parking associated with the building but a bridge will be built to connect the top floor of the D-Deck and a pedestrian bridge connecting D-Deck and the new hospital.

VCUHS is seeking to hire a Construction-Manager-At-Risk firm (hereinafter called the “CMAR”) to provide services, as described in this Section. The CMAR will be engaged during the design phase to provide preconstruction services and will carry the project through construction completion, holding subcontracts and delivering the project at a Guaranteed Maximum Price (GMP).

The scope of work and anticipated services are structured into the following three (3) parts:

Part 1 - Preconstruction Phase Services

Part 2 - Construction Phase Services

Part 3 - Commissioning, Occupancy, and Closeout Phase Services

1. **SCHEDULE EXPECTATIONS**

The preliminary timeline is described below. It is very important to meet this schedule, or deliver even faster, since VCUHS is currently out of capacity. Getting beds online is imperative to fulfill our mission to serve the community.

* Design Phase: Approximately 2026–2028
* Construction Phase: Approximately 2027–2032
* Commissioning, Occupancy, and Close Out Phase: Approximately 2032–2033

1. **BUDGET EXPECTATIONS**

The total all-in budget for this Project is $1.47 billion. This budget includes all costs associated to this project, including, but not limited to: PM Services, Design Services, Pre-Construction Services, CMAR Construction Services, Demolition Services, Equipment, Furniture and Fixtures, Consulting Services, and all other associated costs. VCUHS has estimated a total cost for CMAR Services to be approximately $1 Billion.

1. **CONSIDERATIONS**

* Demolition of adjacent buildings will include the 800-space visitor parking deck which will be closed 1/26/26. The deck is currently bult into a hillside and will not be replaced. The building will be built on stilts.
* A traffic bridge may be added to the new hospital that will connect to the D-Deck where patients, visitors and employes park. A pedestrian bridge may be bult across 13th street to allow patients and visitors to enter from the D-Deck to the new tower. VCUHS may be looking to build a free-standing deck adjacent to the new inpatient tower, on the dental school property. If built, a connection bridge may connect from the parking lot to the new tower, and also the AOP, which connects the entire campus. If the connection bridge is approved, the design and construction costs must be incorporated into the overall project cost.
* Adjacent to the parking deck is the Health Sciences Library which will be demolished along with the Strauss Lab also adjacent to the library.
* The Richmond Academy of Medicine Building is connected to the library and some utilities are shared with the 2 buildings.
* The visitor deck has information system cables and lines that run through the deck.
* A steam line that is at the School of Nursing will need to be relocated to serve the Central Utility Plant that is on a property adjacent to the school and on a hillside.
* The new tower will connect on several floors to the Critical Care Hospital. Will need to provide coordination for the impact to patient units and the operating room floor.

1. **PROJECT DELIVERY METHOD**

The Project will utilize the Construction Manager at Risk (CMAR) Project delivery method.

1. **CONTRACT**

VCUHS anticipates awarding a contract at the conclusion of this RFP. The contract is a modified AIA A133™ – 2019, Standard Form of Agreement Between Owner and Construction Manager as Constructor where the basis of payment is the Cost of the Work Plus a Fee with a Guaranteed Maximum Price, which is attached hereto as Exhibit 4. Upon successful completion of preconstruction services and alignment with project needs, the CMAR will provide VCUHS with a guaranteed maximum price proposal, which VCUHS may accept, reject, or negotiate. Upon the VCUHS’s acceptance of the proposal, the parties will execute the Guaranteed Maximum Price Amendment (Exhibit A to A-133). The A-133 will incorporate a modified AIA Documents A201®–2017, General Conditions of the Contract for Construction, which is also attached as Exhibit 5.

1. **BACKGROUND INFORMATION**

* A summary of the feasibility study is provided in Exhibit 2 and the complete feasibility study is provided in Exhibit 3.
* VCUHS is currently in the process of procuring the PM services firm, the A/E firm, and the CMAR firm. These procurements are expected to be completed as shown below.
* Anticipated Award for PM Services (November 2025)
* Anticipated Award for A/E Services (December 2025)
* Anticipated Award for Construction/CMAR Services (January 2026)
* Note: No Firm shall be awarded more than one of these Contracts (PM Services, A/E Services, or CMAR Services). Each of these Contracts will be awarded to different Firms. For example, if a Firm is awarded a Contract for PM Services, they cannot be awarded a Contract for CMAR Services.

1. **DETAILED REQUIREMENTS**

The successful CMAR firm shall provide pre-construction services, construction services, and commissioning, occupancy, and close-out services, including, but not limited to:

1. **Preconstruction Phase Services:** The CMAR shall collaborate and work closely with the Owner and the A/E team to perform, at minimum, the following tasks during the preconstruction phase:
2. **Project Team Integration and Planning**

* Participate in kick-off and regularly scheduled planning meetings.
* Assign dedicated personnel (Preconstruction Manager, Estimators, Scheduler, MEP Coordinator) throughout the design phase.
* Develop a Preconstruction Work Plan and Schedule aligned with Owner milestones.
* The CMAR shall be responsible for planning, organizing, and facilitating project partnering sessions (with input from the Owner and A/E team) throughout the duration of the project. These sessions shall focus on team alignment, risk mitigation, communication protocols, and collaborative issue resolution. The CMAR shall document outcomes and action items from each session. The CMAR should expect to participate in a minimum of six (6) 4-hour partnering sessions.

1. **Design and Constructability Reviews**

* The CMAR shall work with VCUHS and the A/E to review the Project Plans, Drawings and Specifications to identify the feasibility and practicality of constructing the elements depicted therein relative to any site constraints, required tolerances, VCUHS’s Total Construction Budget, cost of construction of each element, general availability of specified materials and equipment, and factors that may affect construction means and methods. The CMAR shall involve the appropriate consultants to review critical aspects of the design such as building systems and economic impact on material constraints.
* Conduct iterative design reviews at Schematic Design (SD), Design Development (DD), and Construction Document (CD) stages.
* Identify conflicts, constructability issues, scope gaps, and value engineering opportunities.
* Provide written constructability reports and maintain an open issues log with recommended resolutions.
* Advise on selection and availability of materials, systems, and equipment.
* Evaluate design documents at each stage for constructability, coordination, and sequencing.
* Identify opportunities to reduce cost or schedule without compromising program requirements or quality.
* Develop a risk register, and keep updated on a monthly basis. Identify potential risks and proposed mitigation strategies.
* Collaborate with project stakeholders, including the A/E team, on the development and maintenance of Building Information Modeling (BIM) and/or Virtual Design and Construction (VDC) deliverables.

1. **Cost Estimating and Budget Reconciliation**

* Provide detailed cost estimates at key design milestones, which includes 30%, 60%, 90%, and CD milestones.
* During the development of the cost estimates, the CMAR shall work closely with the A/E to understand the various aspects of the design and components of the projects. The CMAR shall participate in and lead (where appropriate) regularly scheduled project meetings with VCUHS and the A/E. It is expected to have a continuous collaboration with the entire project team and consultants to produce multiple estimations based on ongoing feedback to value engineer the project. Cost estimates shall include the following:
* Detailed Estimate – showing work items and the methodology for establishing the value for each item. All estimates shall be in an ASTM Uniformat II cost breakdown structure or another agreed to approach with VCUHS approval.
* All estimates must be validated independently of subcontractor quotations or input. This does not require a third party, but does require takeoffs and validation from a source outside subcontractor input.
* Contingency shall be included in the detailed estimate in two categories – (1) Design Contingency and (2) CMAR Contingency. The design contingency shall decrease at each design phase commensurate with the completeness of the documents. The CMAR Contingency shall be included in the detailed estimate at each design phase, including in the Guaranteed Maximum Price (“GMP”) at the working drawing stage, and shall be of sufficient value to cover those items identified to be paid from the CMAR Contingency as described in the Contract.
* Pricing of alternate design options identified by the CMAR, the A/E or VCUHS.
* Clarifications and qualifications indicating any specific assumptions made in the development of the estimate.
* Identification of all Project and other documents used in the development of the cost estimate or as the basis for any clarifications or qualifications.
* Value analysis or engineering options including the associated cost savings or added costs and any benefits/disadvantages related to each option.
* Identification of schedule requirements or demands requested by the Owner that significantly affect project cost and/or duration.
* Comparison to previous estimates (for preliminary or working drawings estimates) and the reason for any differences.

Prior to finalization of the cost estimate, the CMAR shall review the cost study with the A/E to confirm the CMAR’s understanding of the project and its components accurately represents the design intent of the A/E and that the costs and value analysis options in the study are appropriately representative of the design intent

* Reconcile estimates with A/E and Owner; provide narrative explanation of variances.
* Establish and refine construction budget, cost model, and cost tracking protocols.
* Provide, at the Owner’s request, forecasts of anticipated billings for the project. Such forecasts are for planning purposes only and shall not in any way dictate the actual billings or payments made during construction.

1. **Value Engineering (VE)**

* Support value engineering exercises
* Proactively identify VE options with cost, schedule, and operational impacts.
* Lead formal VE workshops with Owner and A/E.
* Provide savings analysis and lifecycle cost impacts.

1. **Scheduling and Phasing**

* Consult with VCUHS, the A/E, governing entities, and other project stakeholders to understand all project activities and projected timelines.
* Develop a Critical Path Method (CPM) schedule, inclusive of preconstruction services, construction services, and commissioning, occupancy, and closeout services. Schedule shall include, at a minimum, activities for: developing drawings and specifications for the various stages of design, estimating activities, preliminary project construction activities, permitting and other regulatory reviews, various VE and systems analysis activities, key Owner and project team decisions, and project milestones.
* Identify long-lead items.
* The schedule shall be updated regularly at an agreed to period, but no less frequently than monthly.
* Identify phasing and fast-track strategies
* Identify early bid packages
* Identify VCUHS requirements

1. **Logistics, Site Utilization & Phasing Planning**

* Work with the Owner and the A/E to establish the limits of construction, routes for deliveries, staging areas, deliveries, laydown, traffic flows, parking areas for construction personnel, working hours, and any other items that affect the areas adjacent to the project site so as to limit the impact of construction activities to adjacent areas or operations while minimizing project costs given the site constraints. Impact to community, neighboring property, and facilities shall be incorporated in this planning and cost.
* Prepare phasing strategies to minimize disruption to adjacent or ongoing operations (if applicable).
* Develop plans to address safety.

1. **Procurement Planning and Market Analysis**

* Advise on trade packaging strategy (e.g., early trades, enabling work).
* Provide labor and market condition analysis.
* Identify at-risk trades for early bid packages (e.g., steel, elevators, MEP systems).
* Submit a Procurement Plan identifying anticipated bid packages, timelines, and delivery methods.
* Provide advice regarding early procurement of long lead items.
* Develop outreach plans to support local, small, or disadvantaged business participation (as required by VCUHS).
* Solicit subcontractor interest in the project, and prequalify interested and qualified trade contractors for construction services. Pre-qualification criteria shall include experience, past performance, financial capability, technical capability, and quality capability. If VCUHS or the A/E has an interest in including specific subcontractors, they shall be solicited and prequalified on the same basis as other subcontractors. The CMAR shall procure the subcontracted work by publicly advertised, competitive sealed bidding to the maximum extent practicable.

1. **System Analysis**

* Evaluate major systems and make pre-design recommendations to VCUHS and the A/E on which systems are most cost-effective. The following systems (as applicable) shall be evaluated as a minimum:
  + Foundation and Structural Systems
  + Building Envelope
  + Vertical Transportation Systems
  + Plumbing Systems
  + Mechanical Systems
  + Electrical Systems
  + Fire Protection Systems
  + Building Automation/Mechanical Controls Systems.
  + Stormwater Management Systems.

1. **Progress Document Reviews**

* Make periodic reviews of the drawings and promptly advise the AE and Owner on design decisions or elements that do not fit within the project budget or schedule. These reviews should be performed as required by the project demands but no less than monthly.

1. **Risk Assessments and Project Priorities**

* Establish a collaboration session to identify project priorities and risks which may impact those priorities. Throughout the entire design process, the CMAR shall identify, document, and review potential risks to project priorities with the AE and Owner. This review shall be updated and discussed as required, but no less than monthly.

1. **GMP Development and Negotiation**

* The CMAR shall submit a Guaranteed Maximum Price (GMP) based on developed design and contract documents. The GMP shall include a complete breakdown of the Cost of the Work, General Conditions, CMAR Fee, bonds, and insurance. The Owner reserves the right to audit and adjust any component prior to acceptance and execution of the GMP Amendment.
* Prepare, develop, and submit Guaranteed Maximum Price (GMP) proposal(s).
* Participate in GMP workshops with the designer and Owner as needed.
* Include clear breakdowns of: direct costs, general conditions, CMAR fee, contingency, allowances, and alternates.
* Negotiate the GMP with the Owner, and finalize the GMP amendment to the Contract.
* Provide ‘open-book’ pricing
* VCUHS will consider multiple GMPs and work packages to optimize project delivery, cost control, and risk management.

1. **Meetings, Documents, and Plans**

* Attend and actively participate in meetings with the A/E and Owner, providing input and support as needed.
* Develop a project-specific safety plan. Review with VCUHS, and update as requested.
* Develop a project-specific staffing plan. Review with VCUHS, and update as requested.
* Develop a project-specific QA/QC plan. Review with VCUHS, and update as requested.
* Develop a project-specific risk management plan and risk register. Review with VCUHS, and update as requested.

1. **Construction Phase Services:** Upon GMP acceptance, execution of the GMP Amendment, and issuance of an NTP for construction, the CMAR shall assume full responsibility for managing and executing the construction. In addition to the requirements of the General Conditions and other Contract documents, the CMAR shall coordinate and manage the work to be performed by all of the subcontractors. The CMAR shall be responsible for keeping the project on schedule and ensuring that the subcontractors furnish materials and perform the work according to the Construction Documents. The CMAR shall provide all labor, materials, equipment, management, and supervision necessary to complete the work, including, but not limited to:
2. **Project Management and Execution**

* Mobilize and manage construction and demolition in accordance with the GMP, schedule, and construction documents.
* Provide qualified management and onsite supervision, including a full-time Superintendent, Project Manager, and Field Engineer staff.
* Enforce jobsite rules, safety standards, and OSHA compliance.
* Implement a daily work plan to drive productivity and mitigate delays.
* Apply for, obtain, coordinate, and pay for all permits, inspections, and tests
* Collaborate with VCUHS, VCUHS’s PM Firm, and A/E
* Utilize e-Builder to manage project data, workflows, and documentation
* Provide all temporary construction, facilities, and services as needed
* Prepare, process, and coordinate submittals, shop drawings, and product data
* Provide all construction, materials, equipment, suppliers, and labor needed
* Provide project accounting and reporting
* Conduct meetings
* Coordinate construction sequences and phases
* Confirm existing conditions
* Collaborate professionally with the Owner, A/E, consultants, and stakeholders.
* Maintain transparent and proactive communication throughout the project lifecycle.
* Uphold integrity, safety, and stewardship of Owner funds.

1. **Subcontracting and Bidding**

* Publicly solicit bids or proposals for all trade packages and suppliers unless otherwise approved by Owner.
* Conduct pre-bid conferences and facilitate subcontractor RFIs during bid period.
* Provide bid tabulations and recommendations to Owner.
* Award and manage all subcontracts in accordance with Owner’s requirements.
* Assure that all subcontractors are licensed and bonded

1. **Safety Management**

* Prepare and enforce a Site-Specific Safety Plan.
* Conduct toolbox talks, weekly safety meetings, and daily routine inspections.
* Monitor safety
* Report all incidents, near misses, and safety violations in accordance with OSHA and Owner protocols.

1. **Quality Control and Assurance**

* Submit a QA/QC Plan outlining methods for inspections, testing, and documentation.
* Enforce quality standards through mock-ups, submittal review, and field inspections.
* Coordinate with VCUHS for inspections
* Coordinate with A/E for punch-list generation and timely closeout of quality issues.

1. **Schedule Management**

* Prepare, maintain, control, and update all construction schedules for the project.
* Maintain and update a 3-week look-ahead schedule aligned with the master schedule.
* Identify variances, provide recovery plans, and communicate adjustments to the Owner.
* Report actual progress against baseline schedule monthly.

1. **Cost Management and Reporting**

* Maintain real-time cost tracking against GMP and contingency & allowances log.
* Provide cost-control documentation
* Submit monthly pay applications.
* Provide detailed backup for all cost-related changes and maintain transparency in contingency usage.
* Provide monthly construction progress reports
* Provide labor compliance documentation, certified payroll, and daily reports
* Process progress payments

1. **Change Management**

* Prepare and submit change order documentation for approval by the A/E and VCUHS.
* Implement a formal system to evaluate and process changes.
* Maintain updated logs of changes with status, pricing, and approvals.
* Maintain a system for tracking and expediting review and approvals of shop drawings.
* Provide change order and contingency request documentation

1. **Documents and Plans**

* Keep and maintain all project-specific documentation and records
* Provide all project-specific documents requested by VCUHS
* Implement, maintain, and updated the project-specific safety plan.
* Implement, maintain, and updated the project-specific staffing plan.
* Implement, maintain, and updated the project-specific QA/QC plan.
* Implement, maintain, and updated the project-specific risk management plan and risk register.
* Maintain as-built drawings
* Provide ‘open-book’ accounting and documentation as requested, with access to all books, costs, accounts, and records
* Provide a monthly report that identifies the forecasted completion date and the forecasted cost. Include safety metrics and a summary of unresolved risks.

Whenever corrective action may be necessary to ensure the proper execution of the Contract documents and/or to protect the interests of VCUHS, the CMAR shall have the authority to require the prompt execution of the work and give instructions to require corrective work. The CMAR shall coordinate trade contractors and other construction personnel to ensure that the amount, quality, acceptability, fitness, and progress of the work, is compliant with the Contract documents. All work is subject to the final review of VCUHS and the A/E. VCUHS will not routinely require prior approval of these actions, but reserves the right of review and approval at VCUHS’s discretion.

1. **Commissioning, Occupancy, and Closeout Phase Services:** The CMAR shall ensure a seamless transition from construction to occupancy, including, but not limited to:
2. **Commissioning and Startup Coordination**

* Coordinate and engage in startup and commissioning processes
* Coordinate and engage with vendors for systems testing and functional performance verification.
* Schedule and manage equipment startups and Owner training sessions.
* Be present on-site during startup to ensure all equipment and project components are operating and installed properly.

1. **Training and Turnover**
   * Provide operational training for Owner staff including facility maintenance and systems operations.
   * Conduct on-site demonstrations as necessary.
2. **Coordination Services**

* Moving Services: VCUHS will be responsible for hiring a moving vendor(s). The CMAR will support VCUHS and the PM Firm in planning, coordinating, and executing all moving-related activities associated with transitioning into the new facility. This includes assisting with the development of move schedules, logistics planning, and phasing strategies, as well as coordinating with moving vendor(s).
* Furniture, Fixtures, and Equipment (FF&E): VCUHS will be responsible for hiring a specialized FF&E consultant. The CMAR will support VCUHS and the PM Firm in reviewing FF&E plans, planning and scheduling, providing access for delivery and installation, supporting logistics and site readiness, and coordinating with trades to ensure power, data, and infrastructure are ready.
* Information Technology (IT): VCUHS will be responsible for IT equipment and services. The CMAR will support VCUHS and the PM Firm in planning and coordinating activities related to these services. The CMAR may be asked to provide infrastructure readiness, provide as-builts, provide site access and room access to support installation services, and participate in any meetings to help resolve any conflicts between the construction and IT services.
* Coordination efforts will ensure that all move activities are fully integrated with construction timelines, activation plans, and occupancy milestones to support a seamless transition and minimize disruption to hospital operations.

1. **Closeout Documentation**
   * Deliver as-built drawings, equipment manuals, O&M documents, and warranty certificates in digital and hard-copy formats.
   * Submit final lien waivers and closeout reports.
2. **Warranty Period Support**

* Resolve all warranty issues to the satisfaction of VCUHS
* Manage a 12-month warranty program.
* Maintain a Warranty Log and respond promptly to warranty service calls.

1. **Punch-List and Substantial Completion**
   * Support A/E and Owner in development and resolution of punch-list items.
   * Submit notice of Substantial Completion with all required documentation.

**SECTION 3**

**FORMAT & SUBMISSION REQUIREMENTS**

1. **ADHERENCE TO REQUIREMENTS**

The proposal shall be submitted in accordance with the requirements set forth in this document. Any proposal that does not adhere to the requirements in this RFP may be deemed non-responsive and rejected. VCUHS reserves the right, in its sole discretion, to overlook any minor informalities that may be non-compliant.

1. **DEADLINE TO SUBMIT**

All proposals are due at the date and time specified in the Procurement Schedule in Section 1.3. Late proposals may not be accepted or considered by VCUHS in its sole discretion. It is the responsibility of the Proposer to ensure that the proposal is received by the Buyer, by the specified deadline. VCUHS shall not be responsible for any technical issues, difficulties, or delays. VCUHS recommends that you submit your Proposal at least one day prior to the due date. The official date and time used in the receipt of responses is the timestamp associated when submissions were received by email.

1. **EMAIL SUBMISSION & INSTRUCTIONS**

* Proposers shall submit their Proposal via email to the Buyer. VCUHS will NOT accept Proposals in any other manner (i.e. facsimile or hardcopy submissions). The Proposer should follow-up with the Buyer to confirm that the Proposal was received.
* The subject line of the email should include the: ‘RFP Number’ and the ‘Proposers Name’
* Submit one (1) email that includes four (4) files as noted below:
  + File 1 (Contains Submittal Form A)
  + File 2 (Contains Submittal Form B)
  + File 3 (Contains Submittal Form C)
  + File 4 (Contains Submittal Form D)
* Name each file with the file # followed by the company name (for example: “*File 3 ABC Consulting*”)
* Each file should be submitted in Adobe PDF format.
* The Proposer shall NOT protect or lock the files in any way.
* The total email size is limited to 10-MB.

1. **VALIDITY PERIOD**

Notwithstanding anything in the proposal to the contrary, any response to this solicitation shall be valid for 90 days. At the end of the 90 days, proposals may be withdrawn at the written request of the Proposer. If the proposal is not withdrawn at that time, it remains in effect until an award is made, or the solicitation is cancelled.

1. **SUBMITTAL FORM TEMPLATES**

The Proposer must ensure that their response meets all requirements detailed within this RFP. This RFP contains Submittal Forms, which must be used by the Proposer to submit their proposal. Proposers must not re-create these Submittal Forms, create their own Submittal Forms, or edit the format structure of the Submittal Forms. An electronic copy of each Submittal Form is posted along with this RFP. The Proposers must download, complete, and submit each Submittal Form in their response. The Proposer shall not embed information or embed any links within the Submittals. The Proposer shall not attach additional information to any Submittal Form, unless it is explicitly requested and permitted.

1. **FORMAT REQUIREMENTS**

The Proposer must use the Submittal Forms that are attached. No additional information is requested or required (such as a cover page, table of contents, section pages, executing summaries, etc.)

**General Requirements:** Proposers are prohibited from making any formatting modifications to the Submittal Form templates. This includes, but is not limited to, the following:

* **Paper Size:** Do not change the paper size. All responses must be submitted on standard 8.5” x 11” paper.
* **Orientation:** Do not change the page orientation. All responses must use portrait layout (landscape is not permitted).
* **Margins:** Do not alter or adjust the margin sizes.
* **Font:** Do not modify the font type, size, or styling. The only approved fonts are Calibri or Arial, with a minimum font size of 11 pt. Smaller fonts may be used only within tables or images.
* **Font Color:** Only standard black font is permitted. Do not use grey tones or any colored text.
* **Backgrounds:** Do not add background colors, images, or graphics.
* **Headers & Footers:** Do not insert any headers or footers, including page numbers.
* **Template Header:** Do not modify, delete, or edit the Submittal Form header in any way. You are allowed to delete the instructions if applicable.
* **Use of Color:** All documents must be submitted in black and white. The only exception is the pre-formatted header included in the VCUHS-provided template.
* **Additional Pages:** Do not add a cover page, divider pages, or section pages.
* **Page Layout:** Do not reformat any text into columns.

**Page Limits:** The Submittal Forms listed below have maximum page limit requirements. Proposers must NOT exceed the maximum page limits. Note, the page limit applies to the front side of a page only (for example, ‘1 Page’ implies that the Proposer can only provide a response on one side of a piece of paper).

**Anonymity:** The Submittal Forms listed below shall NOT contain any names that can be used to identify who the Proposer is (such as company names, company letterhead, personnel names, project names, contractor names, architect names, engineer names, subcontractor names, subconsultant names, manufacturer or supplier names, or product names). These documents must be in black/white format - color is NOT permitted. Any figures, tables, graphs, or images must also be kept anonymous, and must not have colors. Pictures that depict past projects are not permitted.

**Cost Information:** Cost information shall only be contained within the Pricing Schedule Submittal Form. No other document or Submittal Form may contain cost or pricing information.

|  |  |  |
| --- | --- | --- |
| **Submittal Form** | **Anonymous Document** | **Maximum**  **Page Limits** |
| Submittal Form A – Background, Declarations, & Certifications | No | n/a |
| Submittal Form B – Small Business & Supplier Diversity | No | n/a |
| Submittal Form C – Part 1: Qualifications & Experience | **YES** | **2 Pages** |
| Submittal Form C – Part 2: Approach & Schedule | **YES** | **2 Pages** |
| Submittal Form C – Part 3: Obstacles, Challenges, & Risks | **YES** | **2 Pages** |
| Submittal Form D – Pricing Schedule | No | n/a |

Any Submittal Form that does not follow these instructions may receive a ‘0’ score for the evaluated Submittal Form, or the entire response may be deemed non-responsive and rejected. VCUHS reserves the right, at its sole discretion, to modify, clarify, or adjust any Proposal to address information that may not be aligned with the requirements.

**SECTION 4**

**PROPOSAL CONTENTS**

1. **BACKGROUND, DECLARATIONS, & CERTIFICATIONS (SUBMITTAL FORM A)**

The Proposer must complete and submit all information requested in this Submittal Form. The Proposer shall provide all modifications or exceptions taken to the Contract. The Proposer is cautioned to limit exceptions, conditions, and limitations to these provisions as excessive or objectionable exceptions may affect VCUHS’s acceptance of the Proposal.

1. **SMALL BUSINESS AND SUPPLIER DIVERSITY (SUBMITTAL FORM B)**

The Proposer must complete and submit all information requested in this Submittal Form.

1. **TECHNICAL PROPOSAL (SUBMITTAL FORM C)**

This Submittal Form consists of the following parts as described herein. SPECIAL NOTE: See Section 3.6 for special formatting requirements that apply to this Submittal. These documents have requirements for anonymity and maximum page limits.

**Part 1: Qualifications & Experience**

The Proposer should summarize the experience and qualifications of the Firm, as it relates to the scope of work being requested in this RFP. The Proposer should also outline the experience and qualification of the key personnel that will be assigned to this Contract. This includes the following:

1. Project Executive
2. Project Manager
3. Preconstruction Lead
4. General Superintendent
5. MEP Lead

Do not submit resumes. The Proposer should highlight any unique attributes that make the key personnel especially qualified for the scope of services. This should include:

* Healthcare experience
* Experience with CMAR
* Experience with constructing projects valued at over $500 Million.

**Part 2: Approach & Schedule**

The Proposer shall provide a concise summary of the overall approach that will be taken to successfully deliver the project or service. This should include a high-level roadmap outlining the key phases, major activities, and critical tasks that will be undertaken to meet VCUHS’s objectives related to cost, schedule, quality, and overall performance.

The Proposer shall include a preliminary schedule or timeline, identifying major activities, milestones, and deliverables. The schedule should clearly delineate the pre-construction phase, construction phase, and the commissioning, occupancy, and close-out phase. The anticipated occupancy date should be clearly indicated.

As emphasized in the Scope of Work, the timely opening of this facility is essential to support VCUHS’s mission to serve the community. Accordingly, if applicable, the Proposer is encouraged to identify any value-added strategies or innovative opportunities that could help accelerate the project timeline.

**Part 3: Obstacles, Challenges, & Risks**

The Proposer should identify and address issues, concerns, challenges, obstacles, or risks that may impact the successful delivery of this project. The Proposer should list and prioritize these items that are unique and applicable to this project. This includes areas that may cause the project to not be completed on time, not finished within budget, generate any change orders, or may be a source of dissatisfaction for VCUHS. The Proposer should rely on and use their past experience and knowledge of completing similar projects to identify these potential risks, issues, or challenges.

Each item should be described in non-technical terms and should contain enough information to describe to a reader why the item is a valid risk/concern. The Proposer should also explain how it will avoid or minimize the risks from occurring. If the Proposer has a unique method to minimize the issue/risk/concern, the Proposer should explain it in non-technical terms. The Proposer should consider:

* Controllable Items: This includes risks, activities, or tasks that are controllable by the Proposer, or by entities/individuals that are contracted to by the Proposer. This includes things that are part of the technical scope of what the Proposer is being hired to do. This may also include risks that have already been minimized before the project begins due to the Proposer’s expertise (i.e. risks that are no longer risks due to the Proposer’s expertise in delivering this type of project). All controllable risks and strategies to mitigate them must be included in the Proposer’s base proposal cost/fee and schedule (if there are any impacts at all).
* Non-Controllable Items: This includes risks, activities, or tasks that are not controllable by the Proposer. This may include risks, issues, challenges, or obstacles attributed by VCUHS, VCUHS personnel, parties hired by VCUHS, risks that are caused by other agencies, or completely uncontrollable risks. These can also be areas/risks that can contribute to contingency. Although these risks may not be controlled by the Proposer, the Proposer should identify a strategy that can be followed or used to mitigate these risks. All non-controllable risks and strategies to mitigate them must NOT be included in the Proposer’s base proposal cost/fee or schedule.

This Submittal Form requests a brief description of the item (background of how the concern/issue may impact the project or service if it occurs), and a strategy to prevent/minimize the issue/concern from occurring, or strategy to minimize the impact of the risk if it does occur.

1. **PRICING SCHEDULE (SUBMITTAL FORM D)**

The Proposer must complete and submit all information requested in this Submittal Form. This Submittal Form outlines how VCUHS will calculate the “Total Lump Sum Cost” for evaluation purposes.

**SECTION 5**

**EVALUATION & AWARD PROCEDURES**

1. **BEST-VALUE AWARD**

The Proposer that offers the most desirable overall proposal will be selected by VCUHS, in its sole discretion.

1. **STEP 1 – MANDATORY REQUIREMENTS**

VCUHS will review all submissions to determine compliance with mandatory submission requirements. VCUHS reserves the right to clarify, or seek additional information, on any Proposal. Proposals deemed non-responsive will be eliminated from further consideration. Proposals that meet all mandatory requirements will proceed into Step 2.

1. **STEP 2 – WRITTEN PROPOSAL EVALUATION**

An evaluation committee will review and score all responsive proposals. The Evaluation Committee is expected to contain approximately 5-10 VCUHS employees. The Evaluation Committee will independently review and score the proposals based on the degree to which each Submittal Form has met the requirements outlined in Section 4. The Evaluation Committee may also score the documents comparatively to one another. The Buyer will average the evaluator scores for each Submittal Form, for each Proposer.

If VCUHS receives more than 10 proposals, VCUHS reserves the right (but is not obligated) to conduct an initial shortlisting based on the criteria below, to identify the top 10 proposals, which will then be evaluated further. Proposers that are not shortlisted will not proceed any further through the evaluation process.

|  |  |
| --- | --- |
| **Criteria** | **Weight** |
| Submittal Form A – Background, Declarations, & Certifications | Pass/Fail |
| Submittal Form C – Part 1: Qualifications & Experience | 100 |
| Total | 100 |

If a shortlisting is performed (as outlined above), only the shortlisted Proposers will be further evaluated as shown in the table below. If no shortlisting is performed, all Proposers will be evaluated according to the table below.

|  |  |
| --- | --- |
| **Criteria** | **Weight** |
| Submittal Form A – Background, Declarations, & Certifications | Pass/Fail |
| Submittal Form B – Small Business & Supplier Diversity Plan | 5 |
| Submittal Form C – Part 1: Qualifications & Experience | 30 |
| Submittal Form C – Part 2: Approach & Schedule | 25 |
| Submittal Form C – Part 3: Obstacles, Challenges, & Risks | 30 |
| Submittal Form D – Pricing Schedule: Total Lump Sum Cost | 10 |
| Total | 100 |

1. **STEP 3 – SHORTLISTING ACTIVITIES**

VCUHS will shortlist the top two (2) Proposers. VCUHS reserves the right, but is not required, to shortlist additional Proposer(s) if VCUHS determines it is in VCUHS’s best interest. Shortlisted Proposers will be invited to perform the activities list below. VCUHS may modify and adjust these requirements. VCUHS may provide additional information regarding these activities to the shortlisted Proposers.

* Presentation
* Key Personnel Interviews
* Financial Presentation

1. **PRESENTATIONS (SHORTLISTED FIRMS ONLY)**

Shortlisted Proposers may be asked to conduct a presentation, which will be scored by an evaluation committee. The Proposer will be provided 30-minutes to cover the topics listed below. VCUHS expects to perform the Presentation in-person, but reserves the right to request a virtual presentation. Only the Project Manager (identified in Submittal Form A) may attend and participate in the presentation. No other individuals can attend, participate, or observe the presentation. The Proposer is prohibited from disclosing their cost/fee/pricing Proposal at any time during this presentation period.

The Presentation must cover the following topics:

* **Qualifications & Experience of the Key Personnel (~ 5 Minutes):** Briefly highlight the qualifications and experience of the key personnel that are being assigned to this contract. Highlight any unique attributes that differentiate the individuals and/or make the individuals especially qualified for this Contract. Highlight healthcare experience, experience with CMAR, experience with long-term Contracts (longer than 5-years), and experience on projects valued over $500 Million.
* **Approach (~ 5 Minutes):** Briefly review the overall approach to deliver the service.
* **Schedule (~ 5 Minutes):** Briefly review the proposed project schedule.
* **Opportunities & Value-Add (~ 5 Minutes):** Briefly review and discuss any innovative opportunities or value-added strategies that could help accelerate the project timeline, reduce overall cost, or impact the quality of the project.

1. **INTERVIEWS (SHORTLISTED FIRMS ONLY)**

VCUHS may conduct interviews with the shortlisted Proposers, which will be evaluated and scored by the Evaluation Committee. Interviews are expected to last approximately 20-minutes per person. Individuals will be interviewed separately (not as a team). No other individuals (from the Proposer’s organization) can attend, participate, or observe the interviews. Interviewees may not bring notes or handouts. No substitutes or proxies will be allowed. Individuals who fail to attend the interview will be given a “0” score, which may jeopardize the Proposers competitiveness. Interviewees may be asked questions regarding their experience, knowledge and understanding of the scope of work, obstacles and challenges, strategies, and their plan/approach.

VCUHS expects to conduct the Project Manager interview “in-person”, while the remaining interviews may be conducted virtually, as outlined below:

1. Project Manager (In-Person Interview)
2. Preconstruction Lead (In-Person or Virtual Interview)
3. General Superintendent (In-Person or Virtual Interview)
4. MEP Lead (In-Person or Virtual Interview)
5. **FINANCIAL PRESENTATION (SHORTLISTED FIRMS ONLY)**

Shortlisted Proposers may be asked to conduct a financial presentation, which will be scored by an evaluation committee. VCUHS expects to perform the financial presentation virtually. The Proposer will be provided a maximum of 30-minutes to cover the topics listed below. The Proposer can bring up to three (3) team members to present and participate in these discussions (the team members do not have to be Key Personnel).

The Proposer must address the following topics:

1. Provide an overview of their cost/financial proposal.
2. Identify and address any assumptions or unknowns that have impacted the cost/financial proposal, including items that have, or may, attributed to any cost contingencies.
3. Discuss any value-added items, suggestions, alternatives, or strategies that VCUHS should consider, and the potential impact(s) to the financial proposal.
4. **STEP 4 – FINAL RANKING**

The Buyer will rank the shortlisted Proposers based on the criteria shown below.

|  |  |
| --- | --- |
| **Criteria** | **Weight** |
| Submittal Form B – Small Business & Supplier Diversity Plan | 5 |
| Submittal Form C – Part 1: Qualifications & Experience | 10 |
| Submittal Form C – Part 2: Approach & Schedule | 10 |
| Submittal Form C – Part 3: Obstacles, Challenges, & Risks | 10 |
| Submittal Form D – Pricing Schedule: Total Lump Sum Cost | 10 |
| Presentation | 5 |
| Project Manager Interview | 20 |
| All Other Key Interviews | 15 |
| Financial Presentation | 15 |
| Total | 100 |

1. **STEP 5 – COST REASONABLENESS**

Based upon the final scores/ranking, VCUHS will perform a cost-reasonableness assessment to identify the Proposer that will be invited into the Clarification and Negotiation Period. The Buyer will perform the following:

* If the highest ranked Proposer’s Total Cost is within five percent (5%) of the second highest ranked Proposer’s Total Cost, VCUHS will invite the highest ranked Proposer into the Clarification and Negotiation Period.
* If the highest ranked Proposer’s Total Cost is greater than five percent (5%) higher than the second highest ranked Proposer’s Total Cost, VCUHS reserves the right (but is not required) to invite the second highest ranked Proposer into the Clarification and Negotiation Period.

VCUHS reserves the right to conduct additional financial discussions or financial validation prior to proceeding into the Clarification and Negotiation period.

1. **STEP 6 – CLARIFICATION AND NEGOTIATION**

The Clarification and Negotiation Period is carried out prior to the signing of a contract. VCUHS reserves the right to negotiate with the Proposer/Proposers offering the best value, as determined by the VCUHS in its sole discretion. There are two major efforts that will be performed in parallel to one another during this period.

**Effort 1 – Contract Terms & Conditions:** The Contracts are provided in Exhibits 4 and 5. Only exceptions, conditions, and limitations that were submitted with the Proposal will be reviewed by VCUHS. If the Proposer and VCUHS fail to agree to terms, VCUHS reserves the right to reject the Proposal. The Proposer shall provide evidence of insurance that complies with the insurance requirements of the Contract.

**Effort 2 - Scope Clarification:** The objective of the scope clarification period is to allow the apparent best-value Proposer an opportunity to clarify any assumptions, issues, or risks, and confirm that their proposal is accurate. VCUHS’s objective is to have the Project completed on time, without any cost increases, and with high customer satisfaction. It is the Proposer’s responsibility to ensure that the Proposer understands VCUHS’s subjective expectations. The Proposer will be required to preplan the Project in detail to ensure that there are no surprises, including (but not limited to) the following:

* + 1. VCUHS Concerns: Address or resolve any major risks, issues, concerns, obstacles, or deal-breakers that have been identified by VCUHS.
    2. Cost/Fee Proposal: The Proposer should clarify and validate their cost/pricing proposal and provide a detailed cost breakdown (major areas, phases, activities, etc.), clarify any ‘big-ticket’ items, and clarify any value-added options or alternatives. If VCUHS identifies that the Proposer’s cost proposal is significantly different from the average cost proposal, the Proposer should explain the reasons why. The Proposer should identify any expectations regarding finances and payments. The Proposer is expected, in good faith, to incorporate in and submit any additional data, supporting schedules, or substantiation reasonably required.
    3. Schedule: Prepare a detailed schedule (with major milestones, tasks, activities, etc.). The schedule should identify any requirements that VCUHS are expected to perform.
    4. Key Assumptions: Provide a summary of the major assumptions that have been made in preparing the proposal. This should include items/tasks that the Proposer has assumed VCUHS will perform, items/tasks required from VCUHS, and items/tasks that have not been included in the proposal (items that the Proposer feels are outside the scope of work). This should also include any critical expectations, roles, or responsibilities that the Proposer has of VCUHS, VCUHS personnel, or other parties/organizations that are not contracted to by the Proposer.
    5. Value Added Opportunities: Identify any alternatives or options to the scope that VCUHS should incorporate. Identify and document the impacts to schedule, costs, and quality.
    6. Risk Mitigation Approach: Identify all risks, obstacles, challenges, concerns, or activities that may be unforeseen or not within the control of the Proposer. This should include everything (realistically) that may prevent the Proposer from being successful on this project/service. This may include: Proposer risks, VCUHS risks, other party risks, and unforeseen risks. Identify strategies to mitigate these items. Provide a plan of how unforeseen risks will be managed. Identify what (if anything) concerns you the most, or is very unique about this project/service.
    7. Coordination: Coordinate the project/service with all critical parties, including, but not limited to: VCUHS, subcontractors, subconsultants, suppliers, manufacturers, etc. Revisit the site(s) to perform any additional investigation.
    8. Review Technical Requirements: Review any unique technical requirements with VCUHS.
    9. Financial Resources and Responsibility – If requested, provide necessary information on the Proposer’s ability to meet its financial obligations. The Proposer may be required to provide the most recent three (3) years audited financial statements (Balance Sheet, Income Statement, and Cash-Flow Statement). Interim financial statements shall be signed and attested to by an authorized officer as a fair representation, in all material aspects, of the company’s financial condition in accordance with generally accepted accounting principles. VCUHS may request clarifications or additional documentation, other than the aforementioned documents as stated above.
    10. References – VCUHS may request that the Proposer provide references to validate the quality and performance of similar work. This may also include reference checks on the key personnel. References should be on similar projects or services that closely match the size, complexity, and tasks described in the statement of work in this RFP. References must be from the end-client or users of the project or service, and not third-party consultants or an owner’s representatives. VCUHS may contact these references to gather information about their experiences and satisfaction with the ability of the key personnel identified to deliver high quality work. VCUHS reserves the right to seek additional references independent of those supplied by the Proposer.
    11. List of Subconsultants - Provide a list of all subconsultants, by trade, that will be used.
    12. Provide Any Additional Requested Documentation: Provide any additional information that is requested by VCUHS, which may include: resumes, safety plan, operational plan, maintenance plan, warranties, testing plans, commissioning procedures, QA/QC plans, containment plans, bonding and insurance, background checks, etc.

VCUHS will require the Proposer to conduct a clarification kickoff meeting within one week of being notified by VCUHS. This meeting is expected to last 3-6 hours. The Proposer will lead the meeting and is expected to present and discuss the following information (at a minimum):

* Description of the plan/approach for Project execution
* Address any major concerns provided by VCUHS
* Address all Project assumptions, focusing on issues or activities that the Proposer does not directly control and clearly identify any information or actions needed from VCUHS to support successful Project delivery.
* Review the schedule
* Review the cost proposal
* Discuss any value-added items or alternatives that VCUHS should consider
* Propose a schedule for items that must be reviewed in detail and resolved during the remainder of the Clarification and Negotiation Period.

The potential best value Proposer may be required to conduct and participate in several meetings throughout the Clarification and Negotiation Period. At the conclusion of the Clarification and Negotiation Period, the Proposer will prepare and submit a Clarification Document that addresses all of the items requested by VCUHS, which will become part of the Contract.

VCUHS reserves the right, at its sole discretion, to negotiate with the potential best-value Proposer during the Clarification and Negotiation Period. This may include, but is not limited to, modifying the scope of the Project (time, cost, quality, expectations, etc.).

At any time during the Clarification and Negotiation Period, if VCUHS is not satisfied with the progress being made by the invited Proposer, or if the Proposer and VCUHS fail to agree to terms or fail to execute a Contract, VCUHS may terminate the Clarification and Negotiation Period activities and then commence a new Clarification and Negotiation Period with the next most favorable Proposer, without recourse by any Proposer. This process will continue until an agreement is reached with a Proposer.

1. **STEP 7 – AWARD PROCEDURES**

The Contracts are provided in Exhibit 4 and Exhibit 5. The final Agreement may incorporate all the requirements, terms and conditions of the solicitation, the Proposer’s Proposal response, and the Clarification Document.

# Submittal Forms

Submittal Form A – Background, Declarations, & Certifications

Submittal Form B – Small Business and SWaM Plan

Submittal Form C – Part 1: Qualifications & Experience

Submittal Form C – Part 2: Approach & Schedule

Submittal Form C – Part 3: Obstacles, Challenges, & Risks

Submittal Form D – Pricing Schedule

# SUBMITTAL FORM A

**Background, Declarations, & Certifications**

|  |  |  |
| --- | --- | --- |
| **CMAR Services for a New Hospital Facility** |  | **25-003** |
| Project Name |  | RFP Number |

**PROPOSER INFORMATION**

|  |  |
| --- | --- |
| Company Name: |  |
| Company Address |  |
| FEI/FIN: |  |
| DPOR License #: |  |

Contact Information (Individual that can be contacted for clarification on this qualification package)

|  |  |
| --- | --- |
| Name |  |
| Title |  |
| Email |  |
| Telephone |  |

**ADDENDA ACKNOWLEDGEMENT**

|  |  |
| --- | --- |
| □ | By checking this box, the Proposer acknowledges receipt of all addenda, and has incorporated the requirements of such addenda into their proposal. |

**FINANCIAL CERTIFICATIONS**

The Proposer shall respond to each question below:

|  |  |  |
| --- | --- | --- |
| **No** | **Criteria** | **Response\*** |
| 1 | The Proposer acknowledges that they can meet the VCUHS’s insurance requirements, and provide proof of insurance prior to the award of this contract. | □ True  □ False |
| 2 | The Proposer confirms that it has the financial strength to perform the services required under this RFP. | □ True  □ False |
| 3 | The Proposer confirms that they can provide financial information (records, documents, etc.) and financial statements (Balance Sheet, Income Statement, and Cash-Flow Statement), to VCUHS upon request. | □ True  □ False |

**CONFLICT OF INTEREST**

The Proposer shall select an option below:

* The Proposer declares that there is no potential, perceived, or actual conflicts of interest that may arise as a result of their response to this RFP and/or subsequent award of Contract.
* The Proposer declares that there are potential, perceived, or actual conflicts of interest that may arise as a result of their response to this RFP and/or subsequent award of Contract. The Proposer must attach additional information on the conflicts.

**KEY PERSONNEL**

# Identify the critical team members listed below that will be assigned to this Contract. These individuals shall be assigned to these roles after award is made. The Proposer will not be permitted to remove or replace this individual during the first twelve (12) months of the Contract, unless requested and approved by VCUHS, or due to uncontrollable events such as: retirement, resignation, medical emergency, or death. VCUHS may approve changes on a case-by-case basis.

**Project Executive:** Individual that will serve as the primary point of contact for the Owner’s Executive stakeholders. Supports the Project Manager from a leadership position, and has the ability to make all decisions on behalf of the CMAR.

**Project Manager:** Individual that will serve as the overall daily point of contact for this Contract. Drives coordination across all disciplines and trades, manages the schedule, manages the budget, manages the deliverables, and interfaces directly with VCUHS, the PM Firm, and the A/E Firm.

**Preconstruction Lead:** Individual responsible for cost modeling, estimating, constructability, and early-phase logistics. Will support the AE Firm with aligning the design with budget and constructability.

**General Superintendent:** Individual that will be responsible for leading field construction operation. Will oversee subcontractors, suppliers, safety, logistics, and daily field activities.

**MEP Lead:** Individual responsible for managing the mechanical, electrical, plumbing, and medical gas systems. Oversees MEP design coordination, BIM/VDC integration, and system commissioning.

|  |  |
| --- | --- |
| **Project Executive**: |  |
| **Project Manager**: |  |
| **Preconstruction Lead:** |  |
| **General Superintendent:** |  |
| **MEP Lead:** |  |

**CERTIFICATIONS**

The Proposer shall respond to each question below:

|  |  |  |
| --- | --- | --- |
| **No** | **Criteria** | **Response\*** |
| 1 | The Proposer acknowledges that they have thoroughly examined the RFP, the attachments, and the addenda (if any). The Proposer acknowledges that they have reviewed and inspected all applicable laws, regulations, ordinances, and resolutions dealing with or related to this procurement. | □ True  □ False |
| 2 | The Proposer certifies that it is NOT currently debarred, suspended, or declared ineligible for award by any Agency of the Commonwealth of Virginia. | □ True  □ False |
| 3 | The Proposer certifies that they have NOT had a contract terminated by VCUHS within the past 5 years. | □ True  □ False |
| 4 | The Proposer certifies that they have NOT had a contract terminated by any Virginia Agency within the past 5 years. | □ True  □ False |
| 5 | Within the past five years, the Proposer certifies that they have NOT been convicted or had civil judgment rendered against them for: fraud, embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or tax evasion. | □ True  □ False |
| 6 | The Proposer certifies that the Proposer has NOT been a party to a criminal proceeding in the past 10 years. | □ True  □ False |

*\* Failure to answer, or answering “False” may be grounds for disqualification. Please attach additional information on any subject where the Proposer responded “False” to a question above.*

**CONTRACT FOR PRECONSTRUCTION SERVICES**

The Contract for Preconstruction Services is provided in Exhibit 4. The Proposer shall select an option below:

|  |  |
| --- | --- |
| □ | **Option 1:** The Proposer accepts the Contract (provided in Exhibit 4) without any modifications or exceptions. |
| □ | **Option 2:** The Proposer takes exceptions or requests modifications to the Contract (provided in Exhibit 4).  Attach a redline draft of the Contract, which identifies all modifications, exceptions, or changes. The redline draft should be attached to this Submittal Form. The Proposer is cautioned to limit exceptions, conditions, and limitations to these provisions as excessive or objectionable exceptions may affect VCUHS’s acceptance of the Proposal. Proposer’s submission of a Proposal signifies Proposer’s acceptance of the terms and conditions of the Contract, subject to any modifications or exceptions indicated in this Submittal Form. |

**CONTRACT FOR CONSTRUCTION SERVICES**

The Contract for Construction Services is provided in Exhibit 5. The Proposer shall select an option below:

|  |  |
| --- | --- |
| □ | **Option 1:** The Proposer accepts the Contract (provided in Exhibit 5) without any modifications or exceptions. |
| □ | **Option 2:** The Proposer takes exceptions or requests modifications to the Contract (provided in Exhibit 5).  Attach a redline draft of the Contract, which identifies all modifications, exceptions, or changes. The redline draft should be attached to this Submittal Form. The Proposer is cautioned to limit exceptions, conditions, and limitations to these provisions as excessive or objectionable exceptions may affect VCUHS’s acceptance of the Proposal. Proposer’s submission of a Proposal signifies Proposer’s acceptance of the terms and conditions of the Contract, subject to any modifications or exceptions indicated in this Submittal Form. |

**ATTESTATION AND SIGNATURE**

In compliance with this RFP and with all Conditions imposed therein, the undersigned offers and agrees to furnish the goods/services at the price(s) indicated in the Pricing Schedule. This RFP shall constitute the entire understanding between VCUHS and the Proposer. No modification, revision, or waivers of the terms in this RFP shall be binding on VCUHS. By signing this RFP, the Proposer agrees to all VCUHS Terms and Conditions as provided in this RFP. Any additional or different terms and conditions proposed by the Proposer shall be mutually negotiated.

This Submittal must be dated and signed by an officer or agent (“Representative”) duly authorized to execute contracts for the Proposer. I certify that I have read and understand this RFP and I am authorized to sign this proposal on behalf of the Proposer.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| Name of Representative |  | Signature |  | Date |

**Contract Attachment**

If you are taking exception, or requesting modifications to either of the Contracts, you must attach a redline here.

# SUBMITTAL FORM B

# Small Business and SWaM Plan

**Overview**

VCU Health System encourages and supports the purchases of goods and services from small businesses certified by the Virginia Department of Small Business and Supplier Diversity (SBSD) including but not limited to business owned by minorities (MBE), women (WBE), service disabled-veteran-owned (SDVBE), and disadvantaged (DBE) and micro businesses with a concentration on firms in the Richmond Metropolitan Area in accordance with the mission, vison, and values of VCU Health System.

These businesses will be referred to as SWaM businesses for the duration of this form.

VCU Health recoginizes certification from the following organizations:

* Virginia Department of Small Business and Supplier Diversity
* Women's Business Enterprise National Council
* National Minority Supplier Development Council
* National Gay & Lesbian Chamber of Commerce
* U.S. Department of Veterans Affairs
* Small Business Administration
* Disability:IN

Other certifications will be considered on a case-by-case basis.

**Subcontracting Program**

Non-SWaM businesses support our goals by providing subcontracting or tier-2 opportunities to SWaM suppliers. We expect our prime contractors and suppliers to mirror our commitment to supplier diversity by creating subcontracting opportunities for SWaM businesses on VCU Health contracts and report results on a quarterly basis.

**SWaM Goals for this Project**

It is a goal of VCU Health to offer opportunities for the growth and advancement of SWaM businesses. VCU Health’s SWaM participation goals are as follows: **50% SWaM participation goal** which also includes a **20% goal for Minority Business Enterprises (MBEs).**

|  |  |
| --- | --- |
| Company Name: |  |

1. Does your company meet the Virginia Department of Small Business and Supplier Diversity’s SWaM program or the U.S. Government's criteria (at least 51 percent ownership) to qualify as SWaM or other small business type?

|  |  |
| --- | --- |
| □ No |  |
| □ Yes\* | \*If yes, please include a copy of your certification to your Bid AND register in VCU Health’s Supplier Diversity Portal at <https://vcuhealth.supplierone.co/> |

1. Does your firm have a formal program or initiatives in place to support SWaM business utilization and development? If yes, provide a narrative description of the program regarding management, outreach, and other activities related to the program. *(You may adjust the size of the box below as needed)*

|  |
| --- |
|  |

1. Does your firm plan to utilize a joint venture, partnering, teaming or mentor-protégé agreement with a SWaM business to support the goals of this contract should your firm be selected? If yes, please describe the arrangement. *(You may adjust the size of the box below as needed)*

|  |
| --- |
|  |

1. In a table format, present your firm’s specific SWaM targets for this project, indicating both the dollar amount and percentage of the total cost/price proposed in response to this Invitation for bid.

|  |  |
| --- | --- |
| SWaM Target ($): |  |
| SWaM Target (%): |  |

Additionally, explain any deviations from the goals of VCU Health. VCU Health’s SWaM participation goal for **50%** which also includes a **20%** goal for Minority Business Enterprises (MBEs).

|  |
| --- |
|  |

1. If you are not a SWaM business, identify in a list or table format the name of each SWaM contractor or subcontractor as proposed by your firm, included name, location, primary contact with contact information, scope of work to be performed and anticipated dollar amount of the work; also briefly describe any prior experience of your firm in working with the contractor or subcontractor.

|  |  |
| --- | --- |
| Firm Name |  |
| Location |  |
| Contact |  |
| Scope |  |
| Experience |  |
| Dollar ($) |  |

*Add additional tables as necessary*

1. VCU Health requires quarterly reporting for SWaM participation. The selected bidder will be required to submit quarterly reports via SupplierIO, VCU Health’s SWaM reporting tool. Provide contact information for the individual responsible for reporting, including their name, title, email address, and phone number.

|  |  |
| --- | --- |
| Name |  |
| Title |  |
| Phone |  |
| Email |  |

# SUBMITTAL FORM C

**Part 1: Qualifications & Experience**

*SPECIAL REQUIREMENTS: This Submittal Form must NOT contain any names that can be used to identify the Proposer, must NOT identify the cost/fee, and must NOT exceed the maximum page limit (see RFP Sections 3.6).*

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Number of Projects** | | |
|  | **Healthcare Experience** | **CMAR Experience** | **Projects over $500 Million** |
| Firm |  |  |  |
| Project Executive |  |  |  |
| Project Manager |  |  |  |
| Preconstruction Lead |  |  |  |
| General Superintendent |  |  |  |
| MEP Lead |  |  |  |

# SUBMITTAL FORM C

**Part 2: Approach & Schedule**

*SPECIAL REQUIREMENTS: This Submittal Form must NOT contain any names that can be used to identify the Proposer, must NOT identify the cost/fee, and must NOT exceed the maximum page limit (see RFP Sections 3.6).*

# SUBMITTAL FORM C

**Part 3: Obstacles, Challenges, & Risks**

*SPECIAL REQUIREMENTS: This Submittal Form must NOT contain any names that can be used to identify the Proposer, must NOT identify the cost/fee, and must NOT exceed the maximum page limit (see RFP Sections 3.6).*

# SUBMITTAL FORM D

# Pricing Schedule

**Instructions**

The Proposer must complete and submit all information requested in this Submittal Form. VCUHS reserves the right to request additional information to verify and validate that the price proposed is fair, reasonable, and comprehensive. The Proposer shall provide any additional information, upon request. The Proposer is not permitted to adjust or modify this form, and may not include or attach additional rates, amounts, costs, information, exceptions, or limitations to the format below. Failure to meet these requirements may deem the Proposal to be non-responsive.

For evaluation purposes, VCUHS will sum the following items, to identify the Proposers “Total Lump Sum” Cost for this Project:

* (Part 1) = Pre-Construction Phase Services Lump Sum Cost ($)
* (Part 2) = $1,000,000,000 \* CMAR Fee (%)
* (Part 3) = General Conditions Lump Sum Cost ($)
* (Part 4) = $1,000,000,000 \* Fee for Insurance, Bonding, and Taxes (%)

**Part 1: Pre-Construction Phase Services**

The Proposer shall furnish all labor, equipment, and materials and perform all work necessary for pre-construction services for this Project. This includes all incidental and direct expenses including, but not limited to, travel sustenance, reproduction, salaries, wages, office expenses and fees to trade contractors and vendors assisting the construction manager as defined in this Request. Pre-construction services will be performed for a fixed lump sum amount.

|  |  |
| --- | --- |
| **Description** | **Total Lump Sum** |
| Pre-Construction Phase Services |  |

**Part 2: Construction Phase Services – CMAR Fee**

Identify the CMAR Fee for construction phase services, expressed as a percentage of the Cost of the Work.

|  |  |
| --- | --- |
| **Description** | **Fee** |
| CMAR Fee (including profit, overhead, and home office expenses – but excluding costs that are included in the General Conditions and Insurance and Bonding) | % |

**Part 3: Construction Phase Services – General Conditions**

The Proposer shall provide a fixed lump sum amount for the General Conditions, in the format requested below. The items listed below shall not be permitted as a Cost of the Work. Provide a total cost for each item below, and one overall total lump sum cost of any-and-all associated materials, equipment, and labor associated with managing this project.

For procurement purposes, the General Conditions should be based on **an assumption of a 60-month project duration.** The General Conditions may be adjusted after pre-construction services are complete, based upon mutual agreement.

|  |  |
| --- | --- |
| **Category** | **Sub-Total** |
| **Project Management Staff**  *Including, but not limited to: Project Executive(s), Project Manager(s), Assistant Project Manager(s), Project Engineer(s), Office Engineer(s), Safety Manager(s), Project Accountant(s), Scheduler(s), Admin Assistant(s), etc.* |  |
| **Field Staff**  *Including, but not limited to: General Superintendent(s), Superintendent(s), Assistant Superintendent(s), Field engineers, Field Coordinator(s), Filed Office Support Staff, QA/QC Staff, Security staff, etc.* |  |
| **Temporary Facilities & Jobsite Operations**  *Including, but not limited to: Mobilization and Demobilization, Jobsite office trailer(s), Jobsite furniture, Temporary power, Temporary restrooms & Sanitation Facilities, Water & Sewer service, Temporary heating & cooling, Jobsite equipment and tools, Trash removal/dumpsters, Site cleaning and maintenance, Snow removal or dust control, Security services or fencing, Storage trailer, Office supplies, Signage, Jobsite vehicles, Vehicle rentals, Field staff vehicle(s), Vehicle fuel, Parking expenses and fees, Traffic Control, Street cleaning, Walkways, Lighting, Accommodations and per diem, Living expenses, etc.* |  |
| **Safety**  *Including, but not limited to: Safety Signage, Safety Equipment, PPE Supplies, First Aid Supplies, Fire Extinguishers, Fall protection, Drug testing, Safety Recognition / Lunches, Background Checks, Employee ID and Badging, etc.* |  |
| **Permits, Fees, and Inspections**  *Including, but not limited to: Building permits, special inspections, utility connection fees, environmental testing or compliance, etc.* |  |
| **Computers, Software, Printing, Mailing, and Communications**  *Including, but not limited to: Computers, Phones, Internet & Data services, Software & Licensing, Communication services, Field Radios, Express Mail / Postage / Courier Services, Printing, Document Management, Copier, Drawings, Photos, etc.* |  |
| **Any Other General Conditions Costs** |  |
| **Total Lump Sum for General Conditions:** |  |

**Part 4: Construction Phase Services – Insurance and Bonding**

Identify the fee for all insurance, bonding, and taxes applicable to this project. This includes items such as:

* General Liability Insurance
* Builders Risk Insurance
* Payment and Performance Bonds
* Local Business Licenses and Local Municipal Taxes
* Subcontractor Default Insurance
* Contractor Controlled Insurance Program (as applicable)
* Any other project insurance or tax

|  |  |
| --- | --- |
| **Description** | **Fee** |
| Total fee for Insurance, Bonding, and Taxes (expressed as a percentage) | % |

**Part 5: Hourly Rates**

Provide the fully burden rates for individuals / roles / positions that may be utilized on this Contract. If you plan to have multiple people in these roles/categories, please provide the average cost for that role/category. You may adjust this table to include additional rows to reflect other roles/positions that you will be utilizing throughout the Contract. This information will not be scored, but may be validated during the Clarification Period.

|  |  |  |
| --- | --- | --- |
| **No** | **Category** | **Fully Burden Rate  ($/HR)** |
| 1 | Principal / Executive |  |
| 2 | Project Manager |  |
| 3 | Preconstruction Lead |  |
| 4 | Site Superintendent |  |
| 5 | Construction Manager |  |
| 6 | Resident Engineer |  |
| 7 | Field Supervisor |  |
| 8 | Estimator |  |
| 9 | Scheduler |  |
| 10 | Document Processing / Clerical / Administration |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| *<< Insert additional rows as needed to reflect other roles & positions that will be utilized >>* | | | |
|  |  |  |

# Exhibits

**Exhibit 1 – Intent To Propose** (Included in this RFP)

**Exhibit 2 – Feasibility Summary** (Provided via link below)

[*https://www.vcuhealth.org/media/vcuhealth/our-story---supply-chain-documents/VCUHAERFPExhibit2FeasibilitySummary.pdf*](https://www.vcuhealth.org/media/vcuhealth/our-story---supply-chain-documents/VCUHAERFPExhibit2FeasibilitySummary.pdf)

**Exhibit 3 – Feasibility Study**(Provided via link below)

[*https://www.vcuhealth.org/media/vcuhealth/our-story---supply-chain-documents/VCU-Inpatient\_7.25.25-ForAddendumr12.pdf*](https://www.vcuhealth.org/media/vcuhealth/our-story---supply-chain-documents/VCU-Inpatient_7.25.25-ForAddendumr12.pdf)

Exhibit 4 – Modified AIA A133-2019

*(To be issued via Amendment)*

Exhibit 5 – Modified AIA A201-2017

*(To be issued via Amendment)*

# Exhibit 1

**Intent To Propose**

|  |  |  |
| --- | --- | --- |
| **CMAR Services for a New Hospital Facility** |  | **25-003** |
| Project Name |  | RFP Number |

To receive any amendments or addenda related to this Project, the Proposer shall complete and submit this form.

|  |  |
| --- | --- |
| Company Name: |  |
| Contact Person: |  |
| Phone Number: |  |
| Email: |  |

**Email this form to the Buyer as soon as possible (but no later than 1-week prior to the Closing Date).**