



THE CITY OF NASHUA

Financial Services

Purchasing Department

"The Gate City"

AUGUST, 1 2018

REQUEST FOR QUALIFICATIONS

DOWNTOWN PERFORMING ARTS CENTER NASHUA, NH CONSTRUCTION MANAGEMENT SERVICES FOR: PRE-CONSTRUCTION AND CONSTRUCTION

RFQ0275-082918

I. Introduction and Background

In the Fall of 2016, the City of Nashua's Economic Development Division and a special working group of Alderman and stakeholders in the arts community began working with Webb Management on the development of a Phase II feasibility study for a new Nashua Performing Arts Center (PAC) in Downtown Nashua. The Phase II Feasibility provided a more in-depth look at the viability of the PAC as a follow-up to the Phase I study completed in 2016. Phase I recommended the establishment of a new arts district in Downtown with the centerpiece, a new 500-700 seat performing arts venue.

In January 2017 Duncan Webb presented 'Project Comparisons' of precedents of other successful community performing arts centers across the US of similar size and cost. The presentation also included a preliminary program and concept plan that included a test fit for the former Alec's Shoe Store building on Main St. in downtown Nashua. In February, Webb Management presented the 'Performing Arts Facility Business Plans' to a diverse group of stakeholders and civic leaders. The final report and recommendations which included detail on the exploration of sites, business models, financial planning and economic impact for the new venue was released in May 2017.

In late summer of 2017 a bond request for \$15.5 million was proposed to the Board of Aldermen for the construction of a Performing Arts Center predicated off of the recommendations made by Duncan Webb. The request failed to gain the necessary two-thirds majority needed for bonding, but did receive a majority of support by Members of the Board of Aldermen. At the same meeting, a request was made to put a non-binding question on to the November ballot asking Nashua voters if they supported a \$15.5 million bond for a Performing Arts Center at 201 Main Street.

On October 3rd, 2017, Economic Development Director Timothy Cummings gave a presentation to the Planning and Economic Development Committee to confirm the viability of the proposed performing arts center while addressing concerns voiced in the community.

The question received a majority of support by the public and a new bond request was made in January of 2018. The bond was approved in March of 2018.

Information on the preliminary program for the PAC's Main Street site, which can be found on the City's website at <https://www.nashuanh.gov/1142/Performing-Arts-Center-Feasibility-Study>

The proposal itself

anticipates a 500 - 700-seat flexible performance space with supporting program including lobby, ticketing, concessions, dressing rooms, backstage, storage, rehearsal space, classrooms, function room as well as retail and restaurant space. Parking is conveniently provided by two, existing, adjacent parking facilities operated by the City of Nashua. (please see concept plan)

The proposed new Performing Arts Center will compliment Nashua's existing Keefe Auditorium and Court Street Theater by fulfilling the diverse needs of arts and community reinforcing the 'Arts District' and providing for Downtown Revitalization, increased Economic Development, enhanced Cultural Tourism, while creating a sense of Civic Pride for greater Nashua.

INFORMATION FOR BIDDERS:

The City is now accepting submittals electronically via Bid Express. Please review the attachments, *Bid Express Vendor Guide and Vendor Set-up Guide* for more information. If a Bidder chooses to submit a paper bid it must be submitted on the Bid Form (attached) in its entirety with **one (1) original and seven (7) copies and a PDF version on a USB storage device** prior to **3:00 pm, Wednesday, August 29, 2018** in a sealed envelope clearly marked "**Nashua Performing Arts Center**". Regardless of the method of submission, the bid must be received prior to **3:00 pm, Wednesday, August 29, 2018**. Paper Bids must be submitted to City of Nashua Purchasing, 229 Main Street, Room 128, Nashua, NH 03061. Bids will be publicly opened and read aloud at that time. Please **do not** submit an electronic bid and a paper bid. Results showing all bidders' identities and their respective bid amounts will be available on the City of Nashua's website, www.nashuanh.gov under Services; Bid Opportunities; Bid Results, **(Refer to Document RFQ0275-082918, within twenty-four (24) hours after the opening.** Postmarks or other timestamps will not be accepted in lieu of actual delivery. The firm can use whatever delivery mechanism it chooses as long as it remains clear that the firm is responsible for submissions prior to the date and time.

Bids must be submitted in the format provided and address the items specified in the bid package.

Delivery of the Bids shall be at the Vendor's expense. The time of receipt shall be considered when a Bid has been officially documented by the Department, in accordance with its established policies, as having been received at the location designated above. The City of Nashua accepts no responsibility for mislabeled mail. Any and all damage that may occur due to shipping shall be the Vendor's responsibility.

The City of Nashua assumes no liability for the payment of costs and expenses incurred by any bidder in responding to this request for bids. All bids become the sole property of the City of Nashua. This request for bids is not a contract and alone shall not be interpreted as such but rather serves as an instrument through which bids are solicited.

Complete bid specifications and attachments may be obtained from the City of Nashua's Website, www.nashuanh.gov under Services; Bid Opportunities; Current Bids **(Refer to Document RFQ0275-082918)**, or via Bid Express.

The City of Nashua will consider all timely-received questions and requests for change and, if reasonable and appropriate, will issue an addendum to clarify or modify this RFQ. Answers to vendor submitted questions and other addenda will be posted on the City of Nashua website;

www.nashuanh.gov, under Services; Bid Opportunities; Current Bids; (**Refer to Document RFQ0275-082918**) and on Bid Express no later than **Wednesday, August 22, 2018 at 3:00 PM.**

All bids are binding for sixty (60) days following the deadline for bids, or until the effective date of any binding resulting contract, whichever is later.

The City of Nashua may reject any or all of the bids on any basis and without disclosure of a reason. The failure to make such a disclosure shall not result in accrual of any right, claim or cause of action by any unsuccessful bidder against the City of Nashua.

Certificates of Liability and Workmen's Compensation Insurance must be filed by the successful bidder prior to commencement of work. Liability limits are as follows:

General Liability: \$1,000,000 per occurrence; \$2,000,000 aggregate

Automobile Liability: \$1,000,000 combined single limit
***Coverage must include all owned, non-owned and hired vehicles**

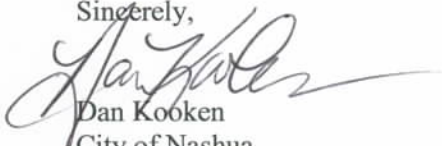
Workers' Compensation: Employers' Liability according to NH State Statutes:
\$100,000 / \$500,000 / \$100,000

The City of Nashua must be named as an additional insured on all liability certificates.

The City is exempt of all taxes. All bids must be FOB Nashua, NH. All bidders must comply with all applicable Equal Employment Opportunity laws and regulations.

Pursuant to NRO 5-78 (F), the purchasing manager shall not solicit a bid from a contractor who is in default on the payment of taxes, licenses or other monies due the city. Therefore, this bid request is void as to anyone who is in default on said payments.

Sincerely,



Dan Kooken
City of Nashua
Purchasing Manager
kookend@nashuanh.gov

II. Scope of Services

The City of Nashua, NH is seeking qualification submittals for the provision of Construction Management Services for the proposed Nashua Performing Arts Center.

The selected firm will be expected to work in a highly collaborative manner with stakeholders to help provide pre-construction services (working in conjunction with an architectural/engineering (A/E) team hired separately, and concurrently by the City), and oversee construction to deliver the project per the approved schedule and budgetary requirements without sacrificing quality of product and scope. Following are additional details on the intended phases of services:

Pre-Construction Services

The selected Construction Manager shall be an integral team member, along with the A/E firm and city stakeholders. The detailed pre-construction services shall include the following:

- Meet with the Owner and A/E team to review the program, material, design and operational intent of the project.
- Attend project meetings, as required. Attend public meetings as required with the Owner and A/E team and/or assist in developing presentations and any supporting documents required for the meetings.
- Review design drawings and specifications for constructability and provide written comments of conflicts, interference and other potential problems. Notify Owner and A/E team of any items that do not meet building code(s) and/or that may be technically deficient. It should be assumed there will be reviews of the following deliverables:
 - Conceptual Design
 - Schematic Design
 - Design Development
 - Construction Documents
- Provide recommendations on construction feasibility to minimize effects on labor and material, including estimates on alternative designs or materials.
- Provide cost estimates as required. The cost estimates shall solicit subcontractor input. Assume the following A/E team submissions to be estimated.
 - Conceptual Design
 - Schematic Design
 - Design Development
- Participate in budget reconciliation meeting with Owner and A/E team for each estimate.
- Provide a list of proposed subcontractors for each portion of the work prior to bidding.
- Produce bid packages for all subcontractors, arrange pre-bid conferences, obtain a minimum of three (3) bids for each major division of work and de-scope bidders.
- Respond to bidder questions, submit RFI's to the Owner and A/E team, and issue clarifications/addenda to bidders as necessary.

Construction Services

The selected Construction Manager will be providing management, quality control and administrative tasks needed to construct the building in an expeditious and economical manner. The CM shall assist the Owner and A/E team in delivering a project that is on schedule, budget, scope and quality. The detailed Construction Services shall include the following:

- Prepare, monitor and update a site utilization plan and project phasing plan. The plans should include, but not be limited to the following:
 - Site limit fencing enclosure
 - Gate locations

- Delivery routing
 - Site trailer location
 - Lay-down, site storage and dumpster locations
 - Pedestrian access routes
- Develop, monitor and update a site specific safety program. Report deficiencies or issues to the Owner immediately.
 - Develop, monitor and update a construction schedule including major activities, equipment lead times, shop drawing review periods, installation times and accompanying dates.
 - Provide a regulatory approvals list identifying permits and reviews required to secure a building permit and the eventual Certificate of Occupancy. Alert the Owner and A/E team of any documents needed in order to obtain necessary permits.
 - Manage interface with all utility companies serving the building water, sewer, power, gas and any other utilities.
 - Coordinate with Owners environmental consultant(s) in development a hazardous materials mitigation plan including but not limited to remediation of soil, asbestos, PCB's and lead paint.
 - Award contracts to subcontractors and suppliers. Submit bid tabulations and leveling sheets for review of all solicitations to the Owner.
 - Hold construction kick-off meeting and coordination meetings with all necessary subcontractors prior to the start of work. Owner and A/E team shall be included, if necessary.
 - Maintain an organized system for shop drawings and RFI's.
 - Supervision of all labor, materials, trades, tools and construction equipment throughout construction.
 - Hold weekly construction meetings that include Owner, A/E team and any other pertinent project stakeholders. The CM shall prepare and distribute meeting minutes within 36 hours of the meeting. The minutes shall include a budget/financial update(s)
 - Administer and coordinate all general conditions items.
 - Review and approve subcontractor trade payment breakdowns.
 - Bring to the attention of the Owner any potential changes or claims.
 - Provide a detailed three (3) week look ahead of all construction activity. Present at weekly construction meeting.
 - Obtain all necessary inspections and certificates as required.
 - Work with Commissioning Agent, coordinate all subcontractors to adhere to commissioning review plan.
 - Perform all necessary inspection work necessary to ensure quality and conformity to plans until final completion.
 - With input from Owner and A/E team, prepare punch list and work with all subcontractors to close out all punch list items.
 - Coordinate post-completion activities including necessary closeout documents, such as final manuals, as-built drawings and final acceptance.
 - Maintain red line drawings. CM will be responsible for maintaining and delivering final as-built drawings in both electronic and paper copies to the Owner.

III. Evaluation Criteria

The City of Nashua is seeking Construction Managers capable of providing creative and unique solutions and approaches. The selected CM will be evaluated on the following criteria:

- All proposals will be initially evaluated to determine if they meet the mandatory requirements
- The proposal must have been received on or before the specified deadline.
- Be complete, in the required format, and comply with all the material requirements of this RFP.

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- Evaluation To Ensure Attendance At Mandatory Pre-Proposal Site Visit & Briefing
- Proposer must provide references as outlined
- Capabilities
- Personnel's depth of relevant project type experience.
- Experience of similar project type and complexity.
- Ability to manage complex renovation, and adaptive reuse type projects, within budget.
- Willingness to assist in fundraising efforts & other innovative development finance initiatives – including a willingness to accept unique compensation structures
- Preliminary project approach.
- Firm's demonstrated ability to provide construction oversight and guidance to an owner.
- Cost control measures and demonstrated experience
- Adequate Insurance and bonding

Failure to meet these requirements may result in a rejected proposal. No proposal shall be rejected, however, if it contains a minor irregularity, defect, or variation, if the irregularity, defect, or variation is considered by the City to be immaterial or inconsequential. In such cases, the Proposer will be notified of the deficiency in the proposal and given an opportunity to correct the irregularity, defect, or variation, or the City may elect to waive the deficiency and accept the proposal.

CRITERIA FOR SELECTION

All proposals received from vendors will be reviewed and evaluated by a selection committee who shall make a recommendation to the Mayor and Board of Aldermen. This committee will recommend for selection the proposal which most closely meets the requirements of the RFQ.

The following criteria will be of major importance in making the selection.

- A. Ability of the vendor to satisfy requirements specified in Scope of Work
- B. Total Cost
- C. Vendors plan for accomplishment of the tasks
To include the qualification/quality and experience of personnel to be assigned
- D. Responses from client references
- E. Vendor's experience in performing similar work
- F. Vendors organizational size, financial status, and length of service in the industry
- G. Willingness to assist in fundraising and acceptance of unique compensation terms
- H. Timeline. The vendor's ability to meet or exceed project schedule(s)

Based on Proposals 3 to 5 respondents will be invited for interviews

IV. Submission Requirements

Submittal Format and Organization

Respondents must organize their submittals in the following manner:

- Part 1 – Cover Letter
- Part 2 – Project Understanding
- Part 3 – Full Project Team and Staffing
- Part 4 – Project Experience and References
- Part 5 – Compensation Structure & Fundraising Assistance
- Part 6 – Schedule/Timeline

Part 1 - Cover Letter and Firm Overview

The cover letter should clearly indicate the name of the firm proposing.

Respondents must acknowledge their understanding of the project and services to be provided, as well as awareness of all posted explanations and addenda for this RFQ. Tell us why this project is of interest to your firm and how your firm's approach and methodology will mesh well with our mission.

Provide a brief firm overview outlining your firm's history, structure, and capabilities.

Part 2 - Project Understanding

- I. Describe your familiarity with the building type as well as with adaptive reuse and performing arts centers. Discuss your plan for delivering a performing arts center with distinctive character while maintaining project schedule and budget.
- II. Identify your approach to working with the Owner, A/E team throughout the preconstruction and construction processes.
- III. Identify your approach to working with your subcontractors and vendors throughout the construction process.

Part 3 - Project Team and Staffing

Describe your firm's key team members who will be assigned to each major task or responsibility area. Provide detailed resumes for each team member shown that will provide leadership or key participation on the project. If specialty team members are proposed, provide information resumes for their key team members and experience as well.

Briefly discuss how you propose to organize your team to accomplish the work. Identify each of the key players and define their roles and responsibilities. Describe each of the individual key team members' relevant professional experience, certification and education in resume form. Identify projects, date, position and firm with which the individual was employed at the time services were performed.

At a minimum, the Respondent must identify and provide resumes of the following Key Positions for each discipline:

Project Executive
Project Manager (Pre-construction and construction phases)
Superintendent
Estimators

The City reserves the right to approve or disapprove of the proposed staff for this project. The proposed team and staff assignments shall remain consistent throughout the project. If substitutions are proposed, they must be presented to the City in writing for review and acceptance.

Part 4 - Project Experience and References

Tell us why this project is of interest to your firm and how your firm's approach will mesh well with our cultural, artistic, educational and business mission. Show examples (**a minimum of four**) of completed projects, or those in construction that best represent your firm's work and reflects the scope of services we are seeking at this time. For each submitted project, please include a client reference, project data, including approximate construction cost, description of the project, and a brief statement about why this project best represents your firm.

Part 5 - Compensation

- I. Provide the basis of proposed compensation structure for your work. No fee proposals are to be submitted with the qualifications but a brief narrative on the manner in which you would arrive at a fee for the work is required. Include the following information at a minimum:
 - o Proposed framework for fees based on pre-construction and construction services indicated above.
 - o Total dollar volume of work completed during each of the past three (3) years.
 - o Financial references and current bonding letter from bonding company providing bonding capability.
 - o Please indicate if there is a willingness to enter into innovative compensation arrangements. Please outline past creative terms that were acceptable

- II. Outline What type of assistance and interest your firm would have in participating in the fundraising aspect of this project.

Part 6 – Project Schedule

Provide a proposed milestone project schedule; include durations on a separate attached schedule (in 11x17 inch format) with additional details on recommended interim milestones.

The proposed schedule should be based on an overall design schedule of approximately 7 months and a construction schedule of 12 months. **Note that actual start dates will be contingent on fundraising performance of the City, but for the purpose of this scheduling exercise assume construction start date of May, 1st, 2019.**

V. Proposal Format, Delivery and Inquiries

Questions and inquiries concerning this solicitation must be submitted in writing via email to both:

Tim Cummings
cummingst@nashuanh.gov

and

Danielle Greenberg
greenbergd@nashuanh.gov

Please reference the project name (Nashua Performing Arts Center) on all communications.

All questions/inquiries and the responses to them will be provided to Responders. The City will evaluate the questions and determine whether an Addendum is required and issue a response per the schedule below. Questions must be directed to the above named parties in order to receive consideration. Questions submitted to others will not receive an answer or consideration.

NOTE: Submittals received after the referenced due date and time will not be considered. Responders must allow sufficient time to ensure receipt of their qualifications by the time specified. Electronically transmitted qualifications will not be accepted except to our Bid Express partner.

The anticipated schedule to be followed is:

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| | |
|-------------------------------------|--|
| Issue RFQ: | August 1 st |
| Pre-proposal briefing & site visit: | August 8 th at 10 AM – at 201 Main Street |
| Written Questions Due: | August 15 th |
| Answers Provided: | August 22 nd |
| RFQ Response Due: | August 29th |
| Interview(s): | Potential Dates are: September 10 th , 11 th , 12 th , & 13 th |
| Selection: | TBD |

Please note that the above activities and dates are subject to change at the discretion of the City and input from the respondent is welcomed. Change notifications will be provided to each firm as appropriate. The submittal due date is **August 29th at 3 PM** and must be received on/or before this date and time to be considered.

Please see attached SAMPLE Professional Services Contract for Review