



CITY OF LAKEWOOD

REQUEST FOR QUALIFICATIONS FOR DESIGN-BUILD SERVICES



RFQ

**The City of Lakewood's Intergenerational Community Center
Adaptive Reuse of the former Cove United Methodist Church**

Issued November 5, 2019

Statement of Qualifications due by 4:00pm on November 25, 2019

(Image taken from original 1969 architectural drawings)

GENERAL DESCRIPTION OF WORK

The City of Lakewood is seeking a contractor-led design-build team to provide professional design and construction services for the adaptive reuse of the former Cove United Methodist Church and its surroundings for the city's Intergenerational Community Center – The Gathering Place ("Project"). The Project will consolidate the Department of Human Services (DOHS) from (3) buildings around the city into one building, while expanding the capacity of unique services provided by a city government.

The existing Cove Church property is located on a 1.77-acre site. The building, constructed around 1969, is approximately 18,000 sf (lower level, ground floor, and loft space). The site includes green space and a +/-40 space parking lot. There is an additional one-car detached garage on the property excluded from the building square footage.

The building stopped religious services in May 2018 and was decommissioned. The city acquired the property in June of 2019 after determining the building will accommodate the square footage needs of the Department of Human Services three divisions – Early Childhood, Youth Services and Aging. The Department of Human Services facilities currently includes three separate buildings, totaling more than 25,000sf.

The adaptive reuse of the Project is expected to include, but not limited to, interior and exterior building improvements, compliance with universal design standards, as well as mechanical, electrical and plumbing upgrades. Additional site improvements may include, but not limited to, landscaping and hardscapes, reimaged entry, and signage. The final scope of work for site improvements is pending determination of the city's storm water management plan.

The Design-Builder will be responsible for developing the final design criteria package for the project with the Owner, design and permitting documents, evaluation of existing conditions, and for all modifications of the Project including, but not limited to, improvements to the core, shell, and interior of the building, and site improvements. Additional and complimentary improvements may include, but not limited to selection of fixtures, furniture and equipment, and assisting staff with community engagement to determine new programming elements.

PROJECT GOALS

1. Relocate the Department of Human Services into one facility that meets and exceeds the needs of the current core services
 - a. Division of Aging – +1100 seniors
 - i. provides 100+ meals on-site per day
 - ii. Provides 100+ meals off-site per day
 - iii. Meets transportation needs of the Aging population for non-emergency medical appointments
 - b. Division of Early Childhood - +300 families
 - i. Recreates the Family Room environment to provide a place for families to connect and engage with others during a vulnerable time
 - ii. Allow for smaller environments within the larger Family Room for conversations, gathering, play and age-related activities
 - c. Division of Youth Services – comprised of Juvenile Diversion and H2O (Help to Others)
 - i. Rooms require privacy / confidential conversations / supervision
 - ii. Meeting room available day/night allowing for play, education, and meals
 - iii. Storage specific to H2O needs for off-site work
 - d. Commonalities
 - i. Kitchenette for staff, informal meeting space, community members
 - ii. Storage / File storage room
 - iii. Community Rooms / Meeting Rooms / Visitation Rooms / Multi-purpose space / Curated outdoor space

- iv. Expanding programming needs to reach a larger audience, including hours of operation
- 2. Follows the “Café Model” community center by providing:
 - a. Congregate meals for multi-generational families from 8am-2pm, and ability to expand to evening meals
 - b. A creative blend of the health and wellness focus through traditional and innovative programs as expressed in the city’s community vision
 - c. Supplemented programming through lifelong learning opportunities – arts and creativity, technology, music and entertainment
 - d. The creativity to allow for a revenue stream, such as a catering kitchen available to a wider public
- 3. Design excellence is achieved with:
 - a. A memorable design solution that exceeds the Owner’s vision and defined functional requirements to provide high-quality services unique to a city government both today and moving forward
 - b. Creative space for a robust volunteer program to cross pollinate populations in order to create Lakewood’s intergenerational community center
 - c. State of the art structures and facilities that are high performance with an innovative approach to energy efficiency and sustainability
 - d. Successful incorporation of programming needs based on community input into the final design
 - e. Attracting an underserved population aging from 18-59, who are not raising children
 - f. A holistic awareness that considers the context, site, and the environment

PROJECT LOCATION

The boundaries of the project site include Lake Ave to the north, Cove Ave to the west, Clifton Blvd to the south and private residential properties to the west.

CRITERIA ARCHITECT

The Owner will serve as the criteria architect for the project (or Owner’s designee).

PROJECT BUDGET

The Owner has established the following budget for the project:

\$4million total project costs, including but not limited to design, selective demolition, fixtures, furniture, equipment, and construction, and as defined by project goals and design-builder responsibilities.

Identification of additional funding sources will occur concurrently and may impact the pace of the project schedule.

PROJECT DELIVERY AND DESIGN BUILDER’S RESPONSIBILITIES

The Project will be constructed using the Design-Build project delivery model as generally described below.

1. Design Criteria

The Owner will serve as the Criteria Architect and work with the Design-Builder to develop the final program, scope, and design of the Project, and to validate design intent during completion of design by the Design-Builder’s architect/engineer (“A/E”). Additional input related to programming needs will be gathered by the Owner through community engagement to be incorporated into the final design criteria package. The A/E team members will be responsible for, among other duties, reviewing select shop drawings and other submittals with the Owner in order to certify pay applications and verify dates of substantial and final completion. (Preliminary Design Criteria package – see attachments.)

2. Design-Builder

The Design-Builder will be selected in a two-stage process in accordance with ORC 153.693, which shall include a statement of qualifications (SOQ) from firms desiring to be considered, followed by a selection of a short list of firms requested to provide a cost proposal for pre-construction and design fees, as well as fees associated with the project based on the Owner's estimate of construction costs. Separate GMPs may be requested for separate sections of the Project.

The Design-Builder shall work cooperatively with Owner/Criteria Architect and other design professionals to provide, among other services, design, structural and MEP, cost estimating, due diligence, budgeting, value engineering, constructability, scheduling, pre-construction, construction phasing throughout the pre-construction phase of the Project. The Design-Builder, through its A/E, shall produce the detailed design development documents and construction documents.

3. Development of the GMP

When the design documents are at a 30% stage of completion, or as agreed upon by the Owner and Design-Builder, the Design-Builder shall submit its proposed GMP to Owner/Criteria Architect, and the proposal shall include, at a minimum, the following:

- Detailed breakdown of the GMP to include Cost of Work, detailed by each subcontract, trade, or bid division, the Design-Builder's contingency for the work, Design-Builder's staffing cost, General Conditions, Overhead and Profit. Work to be self-performed by the Design-Builder shall be pre-approved by the Owner. Competitive prices for rented equipment and materials shall be secured, in addition to, pre-established labor rates
- Schedule of values that allocates the GMP among the various categories of work and services being provided by the Design-Builder
- Construction schedule
- Complete Design Development documents as approved by the Owner/Criteria Architect
- List of any incomplete design elements and a statement of intended scope with respect to such incomplete elements
- List of any qualifications and assumptions relating to the GMP

4. Construction Documents

After the GMP is established, the Design-Builder, through the A/E, shall proceed to complete the construction documents. During this stage of document production, the design documents will continue to be reviewed by the Owner/Criteria Architect for consistency with design intent of the documents prepared by the Owner and the GMP documents as approved by Owner.

5. Coordination of Documents

Design-Builder shall be responsible for the quality, completeness, accuracy and coordination of the construction documents. Design-Builder shall provide for all testing and inspections required by sound architectural and engineering practices and by government authorities having jurisdiction over the Project. Design-Builder shall secure all necessary approvals to complete the work.

6. Open Book

The parties will engage in an "open book" process in which Owner/Criteria Architect and Design-Builder will review bids for trade work as available at the time the GMP is established, the costs proposed for the general conditions, of the Design-Builder and the fee of the Design-Builder. For each subcontract, there will be a competitive pricing obtained from a list of mutually agreed-upon subcontractors. Self-performed work shall be pre-approved by Owner in strict accordance with the Request for Proposals (RFP)

7. Construction Phase Services

The Design-Builder shall construct the Project pursuant to the construction documents and in accordance with the Owner's schedule requirements. The Design-Builder shall hold all subcontracts and shall be fully responsible for the means and methods of construction, project safety, project completion within an agreed upon schedule in the pre-construction phase, monitoring compliance with all equal employment, prevailing wage requirements and funding sources, as well as submitting monthly reports of these activities to the Owner.

PROJECT SCHEDULE (DRAFT - Subject to Change)

Design-Builder Contract Negotiation	March-May 2020
Final Design Criteria Package	June 2020
Design Documents begin	July 2020
Furniture Package	August - October 2020
Initial GMP proposal and 30% DDs	September 2020
*Phased Construction/Repairs Begin	October 2020
GMP Proposal and 75% CDs	December 2020
Main Construction Begins	January 2021
Project Completion	September 2021

*Environmental assessment has been completed for the city by others. Coordination of budget and schedule for hazardous material abatement to be determined under separate contract.

STATEMENT OF QUALIFICATIONS

SOQ Format Requirements

Electronic SOQs shall be formatted in a searchable .pdf format. Hard copies to be bound.

Pages shall be 8.5 x 11 inches, except for relevant Projects of Similar Scope and Complexity pages, which may be presented in 11x17 inch format if limited to only graphics, images, and/or designs and may not be used for narratives. Font shall be no smaller than 10 point.

SOQ EVALUATION CRITERIA AND SUBMITTALS INFORMATION

SOQ Evaluation and Ranking

- **General Firm Information (No points)**
- **Technical and Management Qualifications (Total 100%)**
 - **Project Team Organization (5%)**
 - **Projects of Similar Scope and Complexity (40%)**
 - **Design-Build A/E Past Performance (25%)**
 - **Design-Build Construction Past Performance (25%)**
 - **Team's Benefit and Integration into Project (5%)**

General Firm Information

- **Letter of Interest** must include: the name, address, phone number, and email address of the offices where personnel assigned to the Project will be based; name, title, and phone number of principal contact person
- **Company Overview** for each of the firms listed above, to include: years of existence, legal form of firm (corporation, partnership, joint venture, etc.), location of home office, general firm history
- **Insurance Certificate** documenting firm's current limits of liability for commercial general liability, business automobile liability and professional liability insurance
- **Sub-Consultants** planned to be utilized for the Project (i.e., architect, structural engineer, landscape architect, MEP engineers, community engagement consultant). Please be certain all disciplines are included. Provide the same items required of the prime firm (i.e., cover letter, company overview, insurance certificate).

Technical and Management Qualifications

The SOQ shall demonstrate the Design-Builder's ability to undertake the Project by providing the technical and management qualifications of Teams and Key Team Members. Emphasis will be placed on past performance and expertise in performing substantive work on projects that are of Similar Scope and Complexity. The Owner reserves the right to award more points that have characteristics as set forth as defined in the Projects of Similar Scope and Complexity. The Owner also reserves the right to award more points to successful projects in which Key Team Members have previously worked on under the Design-Builder.

– **Project Team Organization (5%)**

Resumes of principals of each firm (Design-Build, A/E, and sub-consultants) and that of each key team member expected to work on the project. Each resume should include one paragraph of the anticipated duties and responsibilities for the Project. List prior experience of Key Team Members on similar projects. (Max. 1-page per team member)

Key Team Members should include at a minimum:

- person responsible for overall management of the Project and design-build contract
- designer of record
- person responsible for overall construction management
- site superintendent
- person responsible for quality assurance
- person responsible for risk management
- person responsible for cost controls and budgeting
- person responsible for scheduling
- person responsible for systems testing, configuration and commissioning

Describe the anticipated working relationship between the Design-Builder, A/E, and any sub-consultants, and relationship and history of coordination of the Team. (Max. ½-page)

Provide a list of the present significant projects and any heavy workload considerations or deadlines for the Design-Builder, A/E, and sub-consultants. (Max. ½-page)

– **Projects of Similar Scope and Complexity (40%) (Max. 10 projects, 20 pages)**

Relevant projects of similar nature, in cost and constructability analysis, projects completed for city governments, adaptive reuse projects, and had many or all the following characteristics:

- Projects which utilized an integrated project delivery method requiring strong coordination and integration of design and construction professionals and early involvement of all construction professionals during design
- Projects where the Design-Builder was selected prior to the establishment of the final price and schedule where the Design-Builder collaborated with the Owner to develop the final price and schedule
- Projects of a similar size and budget that included design and construction
- Projects which incorporated input from community members related to programming needs

Include the following for each project:

- Description of the project and services provided, including key staff members and role
- Name, title, and telephone number of client most familiar with your services on the project
- Initial contract price, final contract price, and explanation for any differences between the two
- Initial date scheduled for substantial completion, the actual date of substantial completion, and an explanation for any differences between the two dates

- Narrative explaining community engagement
 - History of collaboration between firms on team
- **Design-Build A/E Past Performance (25%) (Max. 2-page)**
 - Describe the Design-Builder Team's past performance in managing the design process
 - Describe the Design-Builder's experience with cost and constructability planning related to the adaptive reuse of existing buildings, innovation related to energy efficiency and sustainability
 - Describe any issues or problems that arose on a project of similar scope and complexity and how those issues or problems were resolved.
 - Litigation history, including any pending litigation and binding arbitration.
 - **Design-Build Construction Past Performance (25%) (Max. 2-page)**
 - Describe the Design-Builder Team's past performance with management and construction. Include the Team's approach for the following:
 - Sequencing construction activities to maximize efficiency and minimize impact on the owner
 - Assessing whether the Design-Builder has achieved performance requirements
 - Change orders
 - Configuration, commissioning and testing for Projects of Similar Scope and Complexity
 - **Team's Benefit and Integration into Project (5%) (Max. 1-page)**
Describe firm's reason for interest in the project, anticipated added value to the project, and approach to community engagement and inclusivity.

INTERVIEWS AND SELECTION

Short List

This RFQ invites firms to submit SOQs describing in detail their technical, management, and financial qualifications to design, permit, construct, commission and close out the Project. The issuance of this RFQ is the first phase of the procurement process. All SOQ will be evaluated solely in accordance with the criteria established in the RFQ and any Addenda issued thereto. The evaluation criteria are listed above, including the relative weight or importance for each criterion. Not more than three responsive and responsible firms will be selected as short listed. Only those short-listed firms will be invited to submit a Proposal in response to the Request for Proposals (RFP).

Request for Proposals

The short-listed firms shall be sent an RFP inviting firms to submit a pricing proposal containing their proposed fees for services. The RFP will further explain the evaluation criteria and elements of the RFP process, including a performance and payment bond confirming ability to obtain performance/payment bond as required for the scope of the project.

Interviews

In addition to submitting a response to the RFP, short listed firms will be interviewed by the Owner. The purpose of the interview will be to meet the proposed project team, become familiar with key team members, and understand the Project approach and ability to meet Owner's stated objectives for the Project. Please be prepared to discuss with specificity the firm's capacity to conduct the design-builder services in compliance with the Owner's budget and schedule.

Selection of Design-Builder

Owner shall enter into contract negotiations with the team/firm deemed to be the best value and best qualified for this Project. Upon negotiation of contract terms, an agreement shall be entered between Owner and the firm chosen to be the Design-Builder.

SELECTION SCHEDULE (DRAFT - Subject to Change)

November 5	RFQ issued
November 13	Mandatory walk-through on site
November 15 (5pm)	Questions Submitted by email
November 19	Owner Responses posted
November 25 (4pm)	RFQ submittal deadline
December 23	Short List and RFP issued
January 6-10 TBD	Mandatory walk-through
January 20	RFP submittal deadline
February 3-7 TBD	Interviews
February	Selection/Recommendation of Design-Builder
March - May 2020	Design-Builder Contract Negotiations

INSTRUCTIONS FOR SUBMISSION

Mandatory Walk-through City staff will hold a pre-submission walk-through November 13th from 11:30am-1:00pm at the Cove Church site, located at 12501 Lake Ave, Lakewood OH 44107. Parking is accessed from Cove Avenue. Attendance by a team representative is mandatory.

Questions must be submitted in writing to mayorsoffice@lakewoodoh.net Please use "Cove Church Adaptive Reuse RFQ" followed by the company name, as the subject heading. Questions received by email shall be answered by November 19th and posted on the project website <http://www.onelakewood.com/cove-church-redevelopment/>

Submit (1) hard copy and (1) .pdf copy on a thumb drive of the Statement of Qualifications by 4:00pm on November 25, 2019. Responses must be sent to:

Allison Hennie, RA
City of Lakewood
Planning and Development
12650 Detroit Ave
Lakewood OH 44107

LIST OF ATTACHMENTS <http://www.onelakewood.com/cove-church-redevelopment/>

- *Existing drawings Cove Church (1969)*
- *Preliminary Cove Church fit plans*
- *DOHS Programming matrix*
- *Supplementary programming documents*
- *Existing conditions photos Cove (July 2019)*

Communications

Firm's considering responding to this RFQ are required to conduct the preparation of the SOQs with professional integrity and prohibited from communicating with any member of the Owner's staff, representatives or consultants.

Expenses

Owner accepts no liability for the costs and expenses incurred by firms submitting a SOQs.

Conflict of Interest

The role of the Consultant was limited to the provision of preliminary design or “low-level” documents incorporated into the design-builder procurement process and did not include assistance in development of instructions or evaluation criteria for the SOQs. All documents delivered to the Owner by the Consultant are made available to all firms.

Owner Rights

- Owner reserves the rights to cancel the RFQ process and reject any and all SOQs. Owner shall have no liability to any firm arising out of such cancellation or rejection.
- Owner reserves the right to waive minor variations in the selection process.
- Owner reserves without limitation to approve or disapprove of the use of Sub-consultants, Sub-contractors, or Key Team Members, and/or substitutions and or changes from those identified in the SOQ. Such approval or disapproval shall not be unreasonably exercised.
- Owner reserves the right to contact references who are no listed in the firm’s SOQs and investigate statements on the SOQs and/or qualification of the firms or individuals identified in the SOQ.

Public Disclosure

All documentation and submittals provided to the Owner may be considered public documents under applicable laws and may be subject to disclosure. Firms recognize and agree that the Owner will not be responsible or liable in any way for any loss firms may suffer from the lawful disclosure of information or materials to third parties.

Any materials requested to be treated as confidential, proprietary, or trade secrets must be clearly identified and readily separable from the balance of the SOQ. Such designations will not necessarily be conclusive, and firms may be required to justify why such material should not, upon written request, be disclosed by the Owner under the applicable public records act. The owner will endeavor to provide at least (2) business days’ notice of a public records request for material submitted pursuant to this process. Firms must respond to the notice in writing with any objection to the production of the documents within (2) business days of receipt of notice. All costs incurred by firms associated with any public records request are the responsibility of the firms.