



**PORT OF PORTLAND**

P.O. Box 3529  
Portland, Oregon 97208

**REQUEST FOR PROPOSALS**

**for**

**CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES**

**PORTLAND INTERNATIONAL AIRPORT  
HEADQUARTERS/PARKING GARAGE (HQ/P2)**

Project No. 100828

Solicitation No. 2006-0039

EAN 2005D070

September 11, 2006

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## **1. SCOPE OF WORK**

### **1.1 Background**

The Port has just completed the preliminary design phase for the construction of a new long-term parking garage with an integrated Port headquarters office building at Portland International Airport.

In July 2006, the Port Commission approved further design development of the project. The goal of this next design phase (schematic design) will be to determine the feasibility for the project to include the headquarters portion. Regardless of the decision to proceed with the headquarters, parking demand is such that the Port is committed to construct the parking garage. It is expected that the decision on the headquarters portion will be made in the spring of 2007.

### **1.2 Project Description**

This project has three major elements:

1. Construction of a new long-term parking garage (P2). The new garage, to be situated between the existing garage (P1) and the air traffic control tower (ATCT), will be a seven-level structure with approximately 500 spaces for rental cars on the ground level and approximately 3,000 new public parking spaces on levels 2 through 7. Construction will include pedestrian tunnels, a utility tunnel, elevators, moving walkways, and utilities.
2. Construction of a new headquarters building (HQ) integrated with P2. The new HQ will be a steel-framed structure, approximately 160,000 square feet on three levels (8, 9, and 10). This is a very important component of the project for the Port. The HQ is intended as a "signature" building and will give the Port the opportunity to consolidate all major departments into one location, thus providing efficiencies of operation and management and fostering a "one-Port" culture.
3. Realignment of inbound Airport Way extending east approximately 2,000 linear feet from the existing P1 garage entry plaza. This work is intended to provide improved sight distance for wayfinding and decision making. Included shall be roadway connectors, utilities, traffic signals, sign bridges, lighting, and landscaping. The Port fully intends to proceed with the roadway realignment, but it is yet to be determined if this scope will be included in the CM/GC construction services contract.

The Port is proceeding with this project by selecting a Construction Manager/General Contractor (CM/GC). The CM/GC is being selected early in the project to provide the Port and its design team with expertise and experience that will assist in project decision-making, and to ensure that procedures are implemented to aggressively manage the construction costs, schedule, and phasing requirements. The design shall allow for economical and efficient methods of construction. Construction shall be conducted and phased in order to minimize the impact to airport, parking, and tenant operations, and the traveling public. The Port seeks a CM/GC who can best provide the services needed to achieve these goals.

The services requested of the CM/GC shall be provided in two phases:

1. Preconstruction Services: Consultation with the Port during the planning and design of the project.
2. Construction Services: Management of construction contract bidding and completion of the construction work within the negotiated construction price (NCP) and project schedule.

### **1.3 Appendixes**

The detailed project work scope and primary work elements are described in Appendix A.

A preliminary project schedule is attached as Appendix B.

The sample draft contracts and Division 1 presented in Appendixes C, D, and E will be the basis of the agreements for services provided by the selected proposer on the project.

Preliminary project drawings are included in a separate attachment as Appendix F.

#### **1.4 Concept Phase Final Report**

The concept phase final report for HQ/P2 is included with this RFP as a separate attachment.

#### **1.5 Project Organization**

The Port's Operations Department will manage the project for the Port. The Port has retained Zimmer Gunsul Frasca (ZGF) as lead design consultant to manage and coordinate a team of architectural/engineering subconsultants in the design of the HQ/P2 portion of the project and to provide services through construction completion. All design subconsultants will report to ZGF's project manager, who reports to the Port's program manager. HNTB will be the lead design consultant on the Airport Way realignment portion of the work.

#### **1.6 Construction Budget**

Based on preliminary design, the estimated construction cost for the HQ/P2 project is \$179 million; P2 garage alone without the HQ is \$118 million; and the roadway realignment is \$10 million.

#### **1.7 OCIP/CCIP**

The Port is considering the implementation of an owner-controlled insurance program (OCIP) for this project. The Port is also willing to consider the implementation of a contractor-controlled insurance program (CCIP) if proposed by the proposer. The Port will make a decision during the preconstruction services phase of the project.

#### **1.8 Pre-Proposal Meeting**

A pre-proposal meeting will be held on September 15, 2006, from 1:30 p.m. to 3:30 p.m. in St. Helens Conference Room B in the Portland International Airport Conference Center (located on the mezzanine level of the terminal building at 7000 N.E. Airport Way). Take the stairs near the clock tower in the concession lobby. At the top of the stairs, turn left and continue down the hall, pass one set of stairs, and walk up the second set of stairs to the conference room. The meeting will allow proposers the opportunity to inspect the construction site and gain a better understanding of the work and the unique challenges and limitations imposed by working in an operating airport environment. Prospective proposers are strongly encouraged to attend.

A second construction site tour is scheduled from 8:30 a.m. to 10:30 a.m. on September 22, 2006. Meet in St. Helens Conference Room B. This site tour is intended for contractors' staff, subcontractors, and those who are unable to attend the pre-proposal meeting. This will be a site tour only, not a second pre-proposal meeting.

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## **2. PROPOSAL PROCESS**

### **2.1 General**

#### **2.1.1 Evaluation**

Proposals will be evaluated by a Port evaluation team. The evaluation will be in accordance with Section 5, Evaluation Criteria, and may include requests by the team for additional information, reference calls, oral discussions, site visits, or inquiries into the experience and responsibility of the proposer. The team will report its findings to the Port's Executive Director.

#### **2.1.2 Obligation to Award**

The issuance of this RFP, and the receipt and evaluation of proposals does not obligate the Port to award a contract. The Port will not pay any costs incurred in responding to this RFP. The Port may cancel this procurement without liability at any time prior to the Port's execution of a contract.

#### **2.1.3 Commencement of Work**

The successful proposer may commence work only after the Port delivers a fully executed contract to that proposer.

#### **2.1.4 Questions**

General questions pertaining to this RFP should be directed to the Port's Contracts and Procurement Department, attention Gretchen Harold. Ms. Harold can be reached by telephone at (503) 944-7596 or via e-mail at gretchen.harold@portofportland.com. Questions concerning required services and content of proposals should be directed to the Port project manager, John Kennedy, (503) 944-7405, john.kennedy@portofportland.com. Proposers should not direct questions to the design consultants listed in section 1.5. The Port will direct questions to the consultants when appropriate.

## **2.2 Pre-Proposal Interpretation of Contract Documents**

### **2.2.1 Changes to RFP**

**2.2.1.1** The Port reserves the right to make changes to the RFP. Changes will be made only by written addendum which will be issued to all prospective proposers on the Port's list of RFP holders.

**2.2.1.2** Prospective proposers may request or suggest any change to the RFP by submitting a written request. The request will specify the provision of the RFP in question, and contain an explanation for the requested change. The request must be submitted at least five (5) calendar days prior to the date set for receipt of proposals.

**2.2.1.3** The evaluation team will evaluate all requests submitted, but reserves the right to determine whether to accept the requested change.

### **2.2.2 Amend or Withdraw Proposal**

A proposer may amend or withdraw its proposal any time prior to the time and date established for submission of proposals.

## **2.3 Public Disclosure of Proposals**

**2.3.1.1** Any information provided to the Port pursuant to this RFP is subject to public disclosure pursuant to Oregon's public records laws (ORS 192.410 to 192.505).

**2.3.1.2** The general requirement for public disclosure is subject to a number of exemptions. Each page containing information deemed by the proposer to remain exempt from public disclosure after proposals have been evaluated (e.g., pages containing trade secret, economic development information, etc.) should be plainly marked. Marked pages should be placed in a group separate from the remainder of the proposal.

**2.3.1.3** The fact that a proposer marks and segregates certain information as exempt from disclosure does not mean that the information is necessarily exempt. The Port will make an independent determination regarding exemptions applicable to information that has been properly marked and segregated. Information that has not been properly marked and segregated may be disclosed in response to a public records request. When exempt information is mixed with nonexempt information, the nonexempt information must be disclosed. The Port will redact pages that include both exempt and nonexempt information to allow disclosure of the nonexempt information.

**2.3.1.4** Unless expressly provided otherwise in this RFP or in a separate communication, the Port does not agree to withhold from public disclosure any information submitted in confidence by a proposer unless the information is otherwise exempt under Oregon law. The Port considers proposals submitted in response to this RFP to be submitted in confidence only until the Port's evaluation is complete, and agrees not to disclose proposals until the Port has completed its evaluation of all proposals and publicly announced the results.

## **2.4 Submission of Proposals**

### **2.4.1 Requirements**

Each proposer's submission in response to this RFP must:

**2.4.1.1** Include one original (marked as such) and 11 copies;

**2.4.1.2** Be submitted in a sealed envelope that is plainly marked "Proposal to Provide CM/GC Services – PDX Headquarters/Parking Garage (HQ/P2)" and that bears the proposer's name and address; and

**2.4.1.3** Be delivered to the Port's Contracts and Procurement office at 121 NW Everett Street, 5th Floor, Portland, OR 97209 (Mailing address: PO Box 3529, Portland, OR 97208) by 3 p.m. on September 29, 2006. The Port, at its option, may decline to consider late submissions.

## **2.5 RFP Schedule**

### **2.5.1 Deadlines**

**2.5.1.1** Deadlines for this procurement are tentatively scheduled as follows:

- September 11, 2006 Issue RFP
- September 15, 2006 Pre-proposal meeting/construction site tour
- September 22, 2006 Second construction site tour
- September 29, 2006 3 p.m. for receipt of proposals
- October 16, 2006 Interviews with Port evaluation team (if required)
- October 18, 2006 Selection of apparent successful proposer announced
- November 8, 2006 Commission award of preconstruction services contract
- Spring 2007 Commission award of construction services contract
- Early 2010 Construction complete

## **2.5.2 Period of Irrevocability**

Proposals will be offers that are irrevocable for a period of sixty (60) days after the time and date proposals are due. Proposals will contain the name, address and telephone number of an individual or individuals with authority to bind the company during the period in which the proposal will be evaluated.

## **2.6 Protests**

### **2.6.1 Objections or Protests**

A proposer or prospective proposer who wishes to object or protest any aspect of this procurement must deliver a written protest to the Manager of Contracts and Procurement, 121 NW Everett Street, 5th Floor, Portland, OR 97209; mailing address, PO Box 3529, Portland, OR 97208; or Facsimile (503) 548-5812.

### **2.6.2 Timeliness**

**2.6.2.1** If the protest relates to matters that are apparent on the face of the solicitation documents or that are otherwise known or should have been known to the protester, the protest must be delivered no later than five (5) business days prior the deadline for the Port's receipt of offers.

**2.6.2.2** If the protest relates to other matters, including but not limited to the award of the contract, it must be delivered as soon as possible, and in no event later than five (5) business days, after the protester knows or reasonably should have known of the award of the contract, the Port's intent to award the contract, or other matters to which the protest is addressed.

### **2.6.3 Delivery**

A protest is delivered, for the purposes of this paragraph, when it is actually received by the Port's Contracts and Procurement Department staff.

### **2.6.4 Late Protests**

**2.6.4.1** The Port may decline to review a late protest.

**2.6.4.2** A protest shall be deemed to include only the documents timely delivered pursuant to this paragraph. It must clearly state all of the grounds for the protest and must include all arguments and evidence in support of the protest. Testimonial evidence may be submitted by affidavit. The Port may investigate as it deems appropriate in reviewing the protest, and will issue a written response to the protest. The Port may proceed with contract award, execution, and performance while a protest is pending.

### **3. PROPOSAL CONTENT**

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#### **3.1 Preparation**

Proposals should be prepared simply and economically, providing a straightforward, concise description of the proposer's ability to satisfy the requirements of this RFP. Submissions of technical literature, display charts, or other supplemental materials are the responsibility and within the discretion of the proposer. The Port shall not be liable for any expense incurred in the preparation of proposals. Firms interested in being considered for this work must submit the following written information for review by the evaluation team.

Proposers are encouraged to use creativity and to provide complete information in their written proposals. However, except as provided otherwise below, a proposal response to section 3.2.2 shall be in a font size no smaller than 10 points and shall not exceed 60 single-sided pages, including pictures or diagrams. Resumes required by section 3.2.2.2 and OSHA 300 logs required by section 3.2.2.3 are excluded from the page limit, and should be included in separately tabbed sections of the proposal. If a proposer exceeds the page limit in responding to section 3.2.2, the Port will consider the information on the first 60 pages, and may decline to consider information beyond the 60th page.

#### **3.2 Format**

Proposals shall conform to the following format:

##### **3.2.1 Part I - Proposal Form**

The proposal form follows this section of the RFP. It must be completed and included in the proposal.

##### **3.2.2 Part II - Required Submissions**

Proposals shall contain the following information, provided in the order listed below. Concise and direct responses are encouraged.

**3.2.2.1 Management of the Work:** In detail, describe the overall plan to manage the project. Include the following as a minimum:

- a. Describe plan for providing services in the preconstruction and construction phases.
- b. **Key Issues and Constraints:** To clearly show an understanding of the scope and complexity of the work, identify key issues and/or potential constraints and risks anticipated for the project, including areas of design, construction, and management. Describe the process to resolve these challenges and maintain the progress of the work.
- c. Explain the preliminary approach and ideas for the work coordination process that would be employed to ensure minimal disruption to parking and rental car operations, tenant operations, FAA operations and facilities, and roadway traffic, and minimal inconvenience to the public. With the understanding that a team effort by the Port, designers and the selected proposer will be required to develop an approach to the design and construction sequence, include a discussion of the process employed to develop phasing to minimize disruptions to operations.
- d. Explain plan to establish and maintain good relations and foster open and productive communications with the Port, designers, airport personnel, operators, subcontractors, and airport tenants.

##### **3.2.2.2 Proposed Personnel Qualifications and Experience, and Organization of Personnel**

- a. Provide a project organization chart showing the proposed staff for this job, including all professional staff in the following areas: Project management, corporate oversight and



administration, engineering and estimating, construction management/supervision, safety, project controls, and quality control. Clearly identify field staff versus offsite staff.

- b. Include resumes for all key individuals shown on the chart and indicate the approximate percentage of the time each person will be working on the project during the design and construction phases of the work. Resumes should include education, work history, length of tenure with this company, and experience in the role proposed for this project.
- c. Describe the duties and responsibilities for all key staff positions.
- d. Identify corporate resources which will be providing support to this project, and identify key personnel responsible for overseeing these resources' performance.
- e. Provide an organizational chart of the company. Include all wholly owned subsidiary companies and define their relationship in providing personnel or equipment for the project.

### **3.2.2.3 Cost Management, Schedule, Quality Control, and Safety**

- a. Discuss the plan for managing and tracking the cost for the work. Include descriptions of cost tracking tools and summary reports.
- b. Describe experience and expectations for labor and materials availability on this project. Explain the plan to generate sufficient subcontractor and/or material supplier competition in the bidding to minimize project costs.
- c. Explain how the proposer will approach the cost estimating and value engineering work.
- d. Provide a preliminary construction schedule. Describe approach to managing the schedule, taking into consideration operational, regulatory, security, and access issues. Include a discussion on elements that put the schedule at risk and if appropriate, an approach to accelerate the schedule and the premium cost to do so.
- e. Describe the proposer's quality control plan and how it will be implemented.
- f. Describe the proposer's commissioning process as it relates to the ASHRAE Guideline 0-2005 – The Commissioning Process and Section 019100, General Commissioning Requirements.
- g. Describe the proposed method of documenting the line item components of the NCP and the method of determining whether project changes are inside or outside the scope of the NCP.
- h. Describe safety program, including training, hazard identification, and audit/inspection. Include specific information on subcontractor and employee accountability for safety, formal disciplinary program, and copies of OSHA 300 Log for the past three years.

### **3.2.2.4 Sustainable/LEED Project Experience**

- a. Describe the proposer's experience with the LEED Green Building Rating System on similar or more complex projects. Provide documentation outlining the degree of green building training and credentials within the proposer's team.

### **3.2.2.5 Small Business Participation**

The Port is committed to increasing small business participation in Port business opportunities. Small business is defined as a business that is certified by the State of Oregon Office of Minority, Women and Emerging Small Business (OMWESB) as an emerging small business. Refer to <http://egov.oregon.gov/dcbs/omwesb/> for a list of certified emerging small businesses. The Port's annual small business participation target is 15 percent. The Port encourages all proposers to consider how they can help the Port achieve its small business participation target. A small business participation goal will

be negotiated with the selected proposer for this project. Include the following information in the proposal:

- a. With the proposer's knowledge of the HQ/P2 project, what specific proactive efforts will the proposer make to maximize small business participation in this project from preconstruction through construction close-out? Include detail regarding efforts, including but not limited to, community outreach, gaining inclusion buy-in from first-tier subcontractors, small subcontractor development, and bonding assistance. This response should not be a summary of what the proposer has done on past projects to maximize small business inclusion but should be specific to this project and the Port.
- b. Many times general contractors utilize MWESB subcontractors on public jobs due to public customer requirements, but do not utilize MWESB subcontractors on privately owned projects. Describe three instances in the past two years where the proposer has utilized MWESB subcontractors on private projects in the Portland metropolitan region. Provide project name, project owner, project dates, MWESB subcontractors' names, and MWESB subcontractor final contract amounts.

#### **3.2.2.6 Apprenticeship for Construction Trades**

The Port is a founding stakeholder of Construction Apprentice Workforce Solutions (CAWS), a regional effort to provide on-the-job training opportunities for approved and registered apprentices. The Port-wide target for registered apprentice participation is 10 percent of total construction labor hours. Describe the proposer's program for providing on-the-job training opportunities for approved and registered apprentices, including how the proposer's program will be implemented on this project. An apprentice participation goal will be negotiated with the selected proposer for this project.

#### **3.2.2.7 State where and how the proposal deviates from the general requirements of the RFP.**

- a. List all exceptions to the sample preconstruction services contract (Appendix C) and the sample negotiated construction agreement (Appendix D). If no exceptions are identified and the proposal is accepted by the Port, the proposer shall conform to all the requirements.

### **3.2.3 Part III - Fee Proposal**

#### **3.2.3.1 Present a proposed fee for providing the following CM/GC services:**

- a. Preconstruction Services:
  1. Schematic Design Services: Identify a not-to-exceed price for services to be provided during schematic design (SD or 30 percent). Refer to Appendix A.
  2. Design Development Services: Identify a not-to-exceed price for services to be provided during design development (DD or 60 percent). Refer to Appendix A.

Preconstruction services (the combination of schematic and design development services) will be provided prior to establishment of a negotiated construction price (NCP). Identify labor hours and cost per hour. Hourly rates shall be broken down to identify overhead and profit. Include an estimate of reimbursable expenses. The SD price will be the basis of the preconstruction services contract and will be the maximum amount due the CM/GC if the CM/GC's services are terminated, the project does not proceed to DD, or if all of the services had been provided prior to cancellation. At or near the completion of SD, the CM/GC shall refine the DD services fee estimate for the Port's review. A mutually agreed-upon price will be the basis of a contract amendment for completion of preconstruction services through DD.

- b. Construction Services:
  1. Fixed Fee: State the fixed fee, as a percentage of the NCP, for which the proposer's firm would contract to perform the required services. Identify what costs the

proposer will include in the fixed fee. Refer to the sample negotiated construction agreement (Appendix D) for instructions. Identify all proposed project staff that would be included as part of the fixed fee.

2. Reimbursables: Based upon the staffing shown on the project organizational chart, and individuals identified in section 3.2.2.2, provide a detailed estimate of the staffing costs which are not included in the fixed fee, but will be included within the NCP as a reimbursable cost of the work for performing the construction services. Identify and estimate the cost of expenses, other than subcontract labor and material costs, which will be included in the reimbursable costs. A cost range may be used, describing the parameters that would affect the high and low ends of the range. Note if proposed cost items are different from the sample negotiated construction agreement in Appendix D. If the proposer, including subsidiary companies, decides to self-perform any of the construction, this labor and material would be considered, for purposes of this section, the same as subcontracted labor and material, except that it is ineligible for any application of additional fees.

**4. PROPOSAL FORM**

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**Proposal Form  
Port of Portland**

**CONSTRUCTION MANAGER/GENERAL CONTRACTOR SERVICES**

**PORTLAND INTERNATIONAL AIRPORT  
HEADQUARTERS/PARKING GARAGE (HQ/P2)**

The undersigned proposer submits this proposal in response to the Port of Portland's (Port's) Request for Proposals (RFP) dated September 11, 2006, for the contract named above.

The proposer warrants that the proposer has carefully reviewed the RFP and that this proposal represents proposer's full response to the requirements described in the RFP. The proposer further warrants that if this proposal is accepted, the proposer will contract with the Port of Portland, agrees to all terms and conditions found in the attached contract, and will provide all necessary labor, materials, equipment, and other means required to complete the work in accordance with the requirements of the RFP and contract documents.

The proposer acknowledges that the proposer must be licensed by the State of Oregon Construction Contractors Board before signing the construction agreement or otherwise making an offer to perform the construction work.

The proposer hereby acknowledges the requirement to carry or indicates the ability to obtain the insurance required by the contract documents. Indicate in the affirmative by initialing here: \_\_\_\_\_

The proposer hereby acknowledges receipt of Addendum Nos. \_\_, \_\_, \_\_, \_\_, \_\_ to this RFP.

Name of Proposer:

Business Address:

Telephone Number:

Fax Number:

Email Address:

Authorized Signature:

Printed/Typed Name:

Title:

Date:

## **5. EVALUATION CRITERIA**

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### **5.1 Evaluation Procedures**

#### **5.1.1 General**

Proposers in the selection process for CM/GC services will be evaluated and rated based on a written proposal (and interviews if required) that addresses project-specific issues. Submittal requirements for the proposal are detailed in section 3.2.2.

It is the Port's intent to select a single CM/GC contractor.

#### **5.1.2 Competitive Range**

An evaluation team will determine which proposals are within the competitive range in accordance with the evaluation criteria set forth below. Only those proposals determined within the competitive range will be considered for award.

#### **5.1.3 Interviews**

Selected proposers may be invited to participate in the interview stage of the evaluation process. Proposers should be prepared to respond to questions related specifically to their proposals and other pertinent matters with respect to the RFP. Upon completion of the interviews, if interviews are necessary, the evaluation team will report its findings to the Port's Executive Director.

#### **5.1.4 Evaluation Criteria**

The Port evaluation team will evaluate information provided in the written proposal and interviews (if conducted) to rank the proposers in order of suitability to meet the Port's needs. Criteria for evaluation are listed as follows in order of importance with the most important criteria listed first:

1. Project management plan.
2. Key personnel qualifications and experience, and organization of personnel.
3. Cost management, schedule, and quality control and safety plans.
4. Preconstruction services fee, and construction fixed fee and reimbursables proposal.
5. Demonstrated experience constructing sustainable/LEED certified projects.
6. Small business participation plan.

After evaluation by the team, the top-ranked proposer will be invited to work with the Port to finalize the preconstruction services contract. If the Port is unable to successfully negotiate with the top-ranked proposer, the Port reserves the right, in the exercise of its sole discretion, to terminate negotiations and begin new negotiations with the next highest-ranked proposer. The Port reserves the right to waive informalities or to reject any and all proposals.

