



CITY OF FITCHBURG and FITCHBURG PUBLIC SCHOOLS



REQUEST FOR OWNER'S PROJECT MANAGEMENT SERVICES ("OPM RFS") CROCKER ELEMENTARY SCHOOL, 200 BIGELOW ROAD, FITCHBURG #18-380-S

1. Introduction

The City of Fitchburg, ("City" or "Owner") is seeking the services of a qualified "Owner's Project Manager" ("OPM") as defined in Massachusetts General Laws Chapter 149, Section 44A½ and as further defined by the provisions of this RFS, to provide Project Management Services for the design, construction, addition to and /or renovation of the Crocker Elementary School ("School") in Fitchburg, Massachusetts ("Project").

The OPM shall represent the City during the feasibility study and schematic design phases of the project initially. Subject to the approval of the Project by the Massachusetts School Building Authority (the "MSBA") and further subject to continued funding authorized by the City of Fitchburg, the contract between the City of Fitchburg and the Owner's Project Manager may be amended to include continued Project Management Services through design development, construction documents, bid and award, construction and final closeout of the potential Project. A potential approved Project may include a renovation of the existing School, a renovation and addition of the existing school and/or new construction. The City estimated total project costs of an approved potential Project may not exceed \$60,000,000 at this time depending upon the recommended solution that is agreed upon by the City of Fitchburg and the MSBA and that is ultimately approved by a vote of the MSBA Board of Directors.

2. Background

The City of Fitchburg is located in Northern Worcester County, bordered by Westminster, Ashby, Lunenburg, and Leominster. Fitchburg is 25 miles north of Worcester and 46 miles northwest of Boston.

Principal highway access to Fitchburg is via Route 2, the old Mohawk Trail, which runs across northern Massachusetts. Fitchburg has two Commuter Rail Stations providing access to Boston/North Station via the former Boston and Maine Railroad, which parallels Route 2. Fitchburg Station is located in the heart of downtown and in close proximity to Fitchburg State University, and Wachusett Station is located at Routes 2 and 31. Fitchburg also has a public transportation system that links the region, provided by the Montachusett Regional Transit Authority.

Although the second largest city in Worcester County, with over 40,000 residents, Fitchburg is a community that retains a small-town feel, evidenced by old mills that line the Nashua River, hilly topography, regional parks and tightly knit neighborhood districts that still retain their ethnic identity. Today, the former reliance on the paper industry in the community has given way to a healthier economic diversification which includes pharmaceuticals, tool and die makers, machine manufacturers, plastic molders and textile producers.

Among the city's cultural assets are the Fitchburg Art Museum, Fitchburg State College, Annual Civic Days, and the world famous Longsjo Classic Bicycle race.

The City functions under a Mayor-City Council form of government, with eleven City Councilors representing both wards and at-large constituents. The City Council is the legislative and policy-making branch of the City government, and the Mayor is the Chief Executive Officer charged with day-to-day operations of the City. The School Committee consists of the Mayor, serving as Chairperson, and six members elected at-large. The School Committee is charged with appointing the Superintendent of Schools, and controls all school buildings and grounds.

The Fitchburg Public Schools is a school district, and not part of a regional organization of schools. The district functions as a City department and consists of eight (8) buildings in total (PK through 12 enrollment numbers are as of May 7, 2018):

Crocker Elementary School – 683 students
South Street Elementary School – 686 students
Reingold Elementary School – 674 students
McKay Arts Academy – 684 students (this school leased from Fitchburg State University)
Memorial Middle School – 735 students
Longsjo Middle School – 582 students
Fitchburg High School – 1,150 students
Goodrich Academy – 247 students
Out of District (Special Education placements) - 152

A limited number of students from the district attend Montachusett Regional Vocation Technical High School, which is also located in Fitchburg.

The Fitchburg Public Schools have a total (October 1, 2017) pre-Kindergarten through Grade 12 population of 5,794 students, with a high percentage of low income families, and a high percentage of special education students compared to the majority of schools in the Commonwealth.

Crocker Elementary School was built in 1964 and modular classrooms were added between 1996 and 2000. Crocker Elementary School originally served students in grades Kindergarten through Grade 6. The School currently serves 683 students in pre-Kindergarten through Grade 4. The layout of the Crocker Elementary School consists of two wings connected by a central core, making supervision and team-teaching virtually impossible. The school was not designed to accommodate special education programming; therefore the spaces are unbalanced and do not promote inclusion within the school community. Music, art, and computer sciences lack adequate educational space. Basic infrastructure – power supply, HVAC, and the building itself are inadequate for modern educational requirements. A heating subsystem failure in December 2017, resulted in an asbestos ceiling tile incident, and students from the Crocker Elementary School (grades 3 and 4) were relocated to a former parochial school in Fitchburg and pre-Kindergarten, grade 1 and grade 2 were relocated to a former elementary school in the adjacent Town of Lunenburg. The Schools and City are working with the insurance company and their contractors to repair the damages from the past winter and return students to their original school.

Crocker's site is one of the largest sites in the District (17.383 acres according to City Assessor's website) and is used regularly for summer programs. Circulation of buses and student drop-offs is congested and confusing. Parking is limited and inadequate.

In a Strategic Facilities Planning Study presented in January, 2016 by Lamoureux-Pagano Associates, Crocker Elementary School was identified as one of the three buildings in poor condition (all schools except Fitchburg High School were rated as being in poor or fair condition), but also one of the schools with greatest potential for expansion and/or new construction. In 2016, MSBA surveyed all schools across the Commonwealth, including those in Fitchburg. MSBA rated both Crocker Elementary and Longsjo Middle School as in poor condition with potential future action as major renovation or potential replacement.

The School Building Committee consists of twelve (12) members:

Andre Ravenelle, Superintendent, Building Committee Chair*
Mayor Stephen DiNatale
Mary Delaney, Chief Procurement Officer
Pete Stephens, School Committee
Thomas Peterson, Director of School Building Maintenance
Adam Renda, Crocker Elementary School Principal
Paula Giaquinto, Assistant Superintendent for Curriculum & Instruction
Calvin Brooks, City Auditor
Bill Barletta, Director of Capital Planning, Fitchburg State University
Robert Jokela, Assistant Superintendent for Finance & Operations
Ernest Martineau, Chief of Police
Kevin Roy, Fire Chief

*In April 2018, Superintendent Ravenelle announced his retirement to be effective October 12, 2018.

3. Project Description, Objectives and Scope of Services

On or about April 7, 2016, the City of Fitchburg submitted a Statement of Interest (Attachment A) to the MSBA for the Crocker Elementary School. The MSBA is an independent public authority that administers and funds a program for grants to eligible cities, towns, and regional school districts for school construction and renovation projects. The MSBA's grant program is discretionary, and no city, town, or regional school district has any entitlement to any funds from the MSBA. At the April 10, 2018 Board of Directors meeting, the MSBA voted to issue an invitation to the City of Fitchburg to conduct a feasibility study for this Statement of Interest to identify and study possible solutions and, through a collaborative process with the MSBA, reach a mutually-agreed upon solution. The MSBA has not approved a Project and the results of this feasibility study may or may not result in an approved Project.

It is anticipated that the feasibility study will review the problems identified in the Statement of Interest at the Crocker Elementary School. While presently not occupied and under repair, Crocker

Elementary School serves as a PK-4 Elementary school in a the original 1964 facility consisting of 73,716 total square feet on a 17.383 acre parcel of land. It is anticipated that the Feasibility Study of the present Crocker Elementary location will include estimates of eligible and ineligible costs, as part of an overall due diligence process to confirm the current Crocker Elementary School is the best and most economical location for a project, or if alternative and/or more economical sites are possible. Longsjö Middle School hosts students in grades five (5) through eight (8) and consists of 174,580 square feet of space on a 1.577 acre site in a congested urban portion of Fitchburg. Not all space is currently utilized in this 1937 building. The City is replacing the original slate roof, gutter system, and repairing cupola this summer with an asphalt roof for a budgeted cost of \$2 million. Contractor bids are due to the City by May 31, 2018. The City also approved \$75,000 for the replacement of a vacuum condenser pump at Longsjö. Both the roof and pump investments are necessary to provide students and staff a dry and consistently warm learning environment (and preserve the asset) for at least the next five to six years while the Crocker project feasibility study process occurs. As mentioned earlier, MSBA rated both Crocker Elementary and Longsjö Middle School as in poor condition with potential future action as major renovation or potential replacement.

The MSBA agreed-upon study enrollments include enrollment for grades K-4 at the Crocker Elementary School, and enrollment for grades K-8 at a combined Crocker/Longsjö School.

Project Objectives under consideration by the City of Fitchburg include:

- Identification of community concerns that may impact study options;
- Identification of specific milestone requirements and/or constraints of the District – e.g. Town votes, swing space, occupancy issues;
- Potential operational (utilities) and transportation savings to the alternative sites/life cycle costs;
- Life cycle costs of operating the School as it relates to future operational budgets;
- Northeast Collaborative for High Performance Schools (NE-CHPS) criteria or US Green Building Council’s LEED for Schools (LEED-S) Rating System; and,
- CM-at-Risk Delivery Method.

The required scope of services is set forth in Article 8 of the standard contract for Owner’s Project Management Services for a Design/Bid/Build project that is attached hereto as Attachment B and incorporated by reference herein. If the City of Fitchburg determines to use a CM-at-Risk delivery method, this contract shall need to be amended and/or substituted. The work is divided into the Project Phases as listed in Attachment A of this contract. The durations of the Phases shown below are estimates only, based on the City’s experience. Actual durations may vary depending upon the Project agreed upon by the City of Fitchburg and the MSBA. The total duration of the Contract is estimated as follows:

1.	Feasibility Study/Schematic Design Phase;	20-24 months
2.	Design Development/Construction Documents/Bidding Phase; and	10-12 months
3.	Construction Phase.	24-36 months

4. Minimum Requirements and Evaluation Criteria:

Minimum Requirements:

In order to be eligible for selection, each Respondent must certify that it meets the following minimum requirements. Any Response that fails to include such certification in its response, demonstrating that these criteria have been met, may be rejected without further consideration.

Each Respondent must designate an individual who will serve as the Project Director. The Project Director shall be certified in the Massachusetts Certified Public Purchasing Officer Program (“MCPPO”) as administered by the Inspector General of the Commonwealth of Massachusetts and must also meet the following minimum requirements:

- The Project Director shall be a person who is registered by the Commonwealth of Massachusetts as an architect or professional engineer and who has at least five years’ experience in the construction and supervision of construction and design of public buildings;
or,
- If not registered as an architect or professional engineer, the Project Director must be a person who has at least seven years’ experience in the construction and supervision of construction and design of public buildings.

Evaluation Criteria

In addition to the minimum requirements set forth above, all Respondents must demonstrate that they have significant experience, knowledge and abilities with respect to public construction projects, particularly involving the construction and renovation of K-12 schools in Massachusetts. The City of Fitchburg will evaluate Responses based on criteria that shall include, but not be limited to, the following:

- 1) Past performance of the Respondent, (15%) if any, with regard to public, private, Department of Education funded and MSBA-funded school projects across the Commonwealth, as evidenced by:
 - a) Documented performance on previous projects as set forth in Attachment C, including the number of projects managed, project dollar value, number and percentage completed on time, number and dollar value of change orders, average number of projects per project manager per year, number of accidents and safety violations, dollar value of any safety fines, and number and outcome of any legal actions; (10%)
 - b) Satisfactory working relationship with designers, contractors, Owner, the MSBA and local officials.(5%)
- 2) Thorough knowledge of the Massachusetts State Building Code, regulations related to the Americans with Disabilities Act, and all other pertinent codes and regulations related to successful completion of the project. (10%)
- 3) Thorough knowledge of Commonwealth construction procurement laws, regulations, policies and procedures, as amended by the 2004 Construction Reform laws. The City is open and willing to consider utilizing CM@Risk, should it make sense for this particular project; therefore, knowledge and experience with CM@Risk Procurement methodology is required. (10%)

- 4) Management approach: Describe the Respondent's approach to providing the level and nature of services required as evidenced by proposed project staffing for a potential (hypothetical) proposed project for new construction of 167,000 (estimated if combined K-8 building) square feet or renovation of 73,716 square feet; proposed project management systems; effective information management; and examples of problem solving approaches to resolving issues that impact time and cost. (10%)
- 5) Key personnel: Provide an organizational chart that shows the interrelationship of key personnel to be provided by the Respondent for this project and that identifies the individuals and associated firms (if any) who will fill the roles of Project Director, Project Representative and any other key roles identified by the Respondent, including but not limited to roles in design review, estimating, cost and schedule control. Specifically, describe the time commitment, experience and references for these key personnel including relevant experience in the supervision of construction of several projects that have been either successfully completed or in process that are similar in type, size, dollar value and complexity to the project being considered. (10%)
- 6) Capacity and skills: Identify existing employees by number and area of expertise (e.g. field supervision, cost estimating, schedule analysis, value engineering, constructability review, quality control and safety). Identify any services to be provided by sub-consultants. (10%)
- 7) Identify the Respondent's current and projected workload for projects estimated to cost in excess of \$1.5 million. (10%)
- 8) Familiarity with Northeast Collaborative for High Performance Schools criteria or US Green Building Council's LEED for Schools Rating System. Demonstrated experience working on high performance green buildings (if any), green building rating system used (e.g., NE-CHPS or LEED-S), life cycle cost analysis and recommendations to City about building materials, finishes etc., ability to assist in grant applications for funding and track Owner documentation for NE-CHPS or LEED-S prerequisites. (5%).
- 9) Thorough knowledge and demonstrated experience with life cycle cost analysis, cost estimating and value engineering with actual examples of recommendations and associated benefits to Owners. (10%)
- 10) Knowledge of the purpose and practices of the services of Building Commissioning Consultants. (5%)
- 11) Financial Stability: Provide current balance sheet and income statement as evidence of the Respondent's financial stability and capacity to support the proposed contract. (5%)

In order to establish a short-list of Respondents to be interviewed, the Selection Committee will base its initial ranking of Respondents on the above described Evaluation Criteria. The Selection Committee will establish its final ranking of the short-listed Respondents after conducting interviews and reference checks.

The City of Fitchburg reserves the right to consider any other relevant criteria that it may deem appropriate, within its sole discretion, and such other relevant criteria as the MSBA may request. The City of Fitchburg may or may not, within its sole discretion, seek additional information from Respondents.

This RFS, any addenda issued by the City of Fitchburg, and the selected Respondent's response, will become part of the executed contract. The key personnel that the Respondent identifies in its response must be contractually committed for the Project. No substitution or replacement of key personnel or change in the sub-consultants identified in the response shall take place without the prior written approval of the City of Fitchburg and the MSBA.

The selected Respondent(s) will be required to execute a Contract for Project Management Services with the City of Fitchburg in the form that is attached hereto as Attachment B and incorporated by reference herein. Prior to execution of the Contract for Project Management Services with the City of Fitchburg, the selected Respondent will be required to submit to the City of Fitchburg a certificate of insurance that meets the requirements set forth in the Contract for Project Management Services.

Prior to execution of the Contract for Project Management Services, the fee for services shall be negotiated between the City and the selected Respondent to the satisfaction of the City, within its sole discretion. The initial fee structure will be negotiated through the Feasibility Study/Schematic Design Phase. The selected Respondent, however, will be required to provide pricing information for all Phases specified in the Contract at the time of fee negotiation.

5. Selection Process and Selection Schedule

Process

- 1) The Fitchburg School Building Committee will select a subcommittee of its members to serve as the OPM Selection Committee and will review and score responses. The Chief Procurement Officer, who serves as the MCPPO certified procurement officer, shall review the submittals to ensure each is responsive to the RFS. This information will be provided to the OPM Selection Committee and firms, if any, who are determined to be non-responsive will be notified of such.
- 2) The OPM Selection Committee will review and score each of the responsive submittals and record the score on the Scorecard. The selection process shall include the weighted evaluation criteria identified in the RFS that ensure that finalists have significant relevant experience in the supervision of construction of several projects of like type, size, scope, dollar value, and complexity to the project being considered; and that projects have been successfully completed and/or are in process of completion.
- 3) The three (3) firms receiving the highest scores will be invited to interview. The Chief Procurement Officer will conduct a minimum of three (3) reference checks for each of the finalists to be interviewed, and will conduct appropriate investigations. The OPM Selection Committee will be provided the information gathered by the Chief Procurement Officer.
- 4) A list of questions and topics will be developed by the OPM Selection Committee and provided in advance to the firms to be interviewed. The interviewees will be expected to address the questions and topics provided. Following the interviews, the OPM Selection Committee will rank the finalists on the basis of qualifications, reference checks, and quality of the interviewees' responses.
- 5) The highest ranked firm will be selected by the OPM Selection Committee and the fee shall be negotiated with said firm. The Fee for Services will be based upon the level of effort required, job

complexity, specialized knowledge required, estimated construction cost, and comparison with past project fees. The initial fee structure will be through the Feasibility Study/Schematic Design Phase. The firm will be required to include staffing plans for potential projects for future phases and to provide pricing information, including hourly rates by job classification, for all phases specified in the contract at the initial fee negotiation.

- 6) If the Committee is unable to negotiate a fee with the first ranked firm, the Committee will then commence negotiations with its second-ranked selection and so on, until a contract is successfully negotiated and approved by the City of Fitchburg.
- 7) The selected firm will be submitted to the MSBA for its approval.
- 8) The selected firm may be asked to participate in a presentation to the MSBA and/or submit additional documentation, as required by MSBA, as part of the MSBA approval process.
- 9) The City of Fitchburg retains the right to re-advertise if less than three responses are received or to re-advertise if fee negotiations fail.

The following is a tentative schedule of the selection process and key dates, subject to change at the City of Fitchburg's and MSBA's discretion.

May 30, 2018	RFS appears in Central Register
May 30, 2018	RFS appears in Sentinel and Enterprise
June 6, 2018 at 10 am	Informational meeting and site inspection
June 8, 2018 at 2 pm	Last day for questions from Respondents
June 14, 2018 at 2 pm	Responses due
June 19, 2018	Respondents short-listed
June 26, 2018	Interview short-listed Respondents
July 3, 2018	Negotiate with selected Respondent
July 11, 2018	Final selection submitted to the MSBA for review and approval
August 6, 2018	Anticipated MSBA OPM Review Panel Meeting
August 8, 2018	Anticipated execution of contract

The RFS may be obtained on or after May 30, 2018 at 9 am local time from the City's official website at www.fitchburgma.gov, under Current Solicitations. A brief registration is required prior to obtaining the documents.

Any questions concerning this RFS must be submitted in writing no later than June 8, 2018 at 2:00 pm local time to:

Mary A. Delaney, Chief Procurement Officer
 166 Boulder Drive, Suite 108
 Fitchburg, MA 01420
 978-829-1850
mdelaney@fitchburgma.gov

Sealed Responses to the RFS for OPM services must be clearly labeled "Owner's Project Management Services for Crocker Elementary School and delivered to:

Mary A. Delaney, Chief Procurement Officer
166 Boulder Drive, Suite 108
Fitchburg, MA 01420
978-829-1850
mdelaney@fitchburgma.gov

no later than Thursday, June 14, 2018 at 2:00 pm local time. The City of Fitchburg assumes no responsibility or liability for late delivery or receipt of Responses. All responses received after the stated submittal date and time will be judged to be unacceptable and will be returned unopened to the sender.

6. Requirements for content of response:

1. Submit seven (7) hard copies of the response to this RFS and one electronic version in PDF format on a labeled usb (flash) drive. All responses shall be:
 - In ink or typewritten;
 - Presented in an organized and clear manner;
 - Must include the required forms in Attachment C;
 - Must include all required Attachments and certifications;
 - Must include a cover letter with a maximum of two pages in length and include:
 - a. An acknowledgement of any addendum issued to the RFS.
 - b. An acknowledgement that the Respondent has read the RFS. Respondent shall note any exceptions to the RFS in its cover letter.
 - c. An acknowledgement that the Respondent has read the Contract for Project Management Services. Respondent shall note any exceptions to the Contract for Project Management Services in its cover letter.
 - d. A specific statement regarding compliance with the minimum requirements identified in Item 4 of this RFS to include identification of registration, number of years of experience and where obtained (as supported by the resume section of Attachment C), as well as the date of the MCPPO certification. (A copy of the MCPPO certification must be attached to the cover letter).
 - e. A description of the Respondent's organization and its history.
 - f. The signature of an individual authorized to negotiate and execute the Contract for Project Management Services, in the form that is attached to the RFS, on behalf of the Respondent.
 - g. The name, title, address, e-mail and telephone number of the contact person who can respond to requests for additional information.

2. Selection Criteria: The response shall address the Respondent's ability to meet the "Selection Criteria" Section including submittal of additional information as needed. The total length of the Response (including Attachment C only but excluding Attachments A, B and D) may not exceed twenty (20) single-sided numbered pages with a minimum acceptable font size of "12 pt" for all text.
3. Required Forms: All responses shall contain the required forms found in Attachment D.
*Respondents may supplement this proposal with graphic materials and photographs that best demonstrate its project management capabilities of the team proposed for this project. **Limit this additional information to a maximum of three 8½" x 11" pages, double-sided.**

7. Payment Schedule and Fee Explanation:

The City of Fitchburg will negotiate the fee for services dependent upon an evaluation of the level of effort required, job complexity, specialized knowledge required, estimated construction cost, comparison with past project fees, and other considerations. As construction cost is but one of several factors, a final construction figure in excess of the initial construction estimate will not, in and of itself, constitute a justification for an increased OPM fee.

8. Other Provisions

A. Public Record

All responses and information submitted in response to this RFS are subject to the Massachusetts Public Records Law, M.G.L. c. 66, § 10 and c. 4, § 7(26). Any statements in submitted responses that are inconsistent with the provisions of these statutes shall be disregarded.

B. Waiver/Cure of Minor Informalities, Errors and Omissions

The City of Fitchburg reserves the right to waive or permit cure of minor informalities, errors or omissions prior to the selection of a Respondent, and to conduct discussions with any qualified Respondents and to take any other measures with respect to this RFS in any manner necessary to serve the best interest of the City of Fitchburg and its beneficiaries.

C. Communications with the City of Fitchburg

The Procurement Officer for this RFS is:

Mary A. Delaney, Chief Procurement Officer
166 Boulder Drive, Suite 108
Fitchburg, MA 01420
978-829-1850
mdelaney@fitchburgma.gov

Respondents that intend to submit a response are prohibited from contacting any of the City of Fitchburg's staff other than the Chief Procurement Officer. An exception to this rule applies to Respondents that currently do business with the City, but any contact made with persons other than the Procurement Officer must be limited to that business, and must not relate to this RFS. In addition, such respondents shall not discuss this RFS with any of the City of Fitchburg's consultants, legal counsel or other advisors. ***FAILURE TO OBSERVE THIS RULE MAY BE GROUNDS FOR DISQUALIFICATION.***

D. Costs

Neither the City of Fitchburg nor the MSBA will be liable for any costs incurred by any Respondent in preparing a response to this RFS or for any other costs incurred prior to entering into a Contract with an OPM approved by the MSBA.

E. Withdrawn/Irrevocability of Responses

A Respondent may withdraw and resubmit their response prior to the deadline. No withdrawals or re-submissions will be allowed after the deadline.

F. Rejection of Responses, Modification of RFS

The City of Fitchburg reserves the right to reject any and all responses if the City determines, within its own discretion, that it is in the City's best interests to do so. This RFS does not commit the City of Fitchburg to select any Respondent, award any contract, pay any costs in preparing a response, or procure a contract for any services. The City also reserves the right to cancel or modify this RFS in part or in its entirety, or to change the RFS guidelines. A Respondent may not alter the RFS or its components.

G. Subcontracting and Joint Ventures

Respondent's intention to subcontract or partner or joint venture with other firm(s), individual or entity must be clearly described in the response.

H. Validity of Response

Submitted responses must be valid in all respects for a minimum period of ninety (90) days after the submission deadline.

FURTHER INFORMATION

Attachment A: Statement of Interest

Attachment B: Contract for Owner's Project Management Services

Attachment C: OPM Application Form – March 2017

Attachment D: Required Forms (Certifications)