

# REQUEST FOR PROPOSALS GC/CM/CONSTRUCTION MANAGER (GC/CM) SERVICES

## Saratoga Springs Housing Authority 24 Unit Housing Development Project

Written Proposals Due April 30, 2018 at 3:00 p.m.

### A. INTRODUCTION

The Saratoga Springs Housing Authority (SSHA) is planning to construct two 12 unit two story residential buildings on vacant parcels on the SSHA's Jefferson/Vanderbilt Terrace properties. The SSHA ("Owner"), invites General Contractors or Construction Managers (GC/CMs) licensed and bonded in New York State to submit their qualifications to purchase and construct a modular constructed building inclusive of all site work, utilities and work estimated to cost two million (\$2,000,000) dollars.

The GC/CM method is being utilized because the project will involve coordinating the design, construction, scheduling, purchasing and installation of the modular units which will require coordination among all team members. In addition, the construction involves work on a property with housing units which will be occupied by residents during the construction and must continue to operate during construction. Resident safety during the construction process is essential.

The Owner intends to hire a contractor to perform pre-construction services and work with the design team, Owner, and Owner's Representative to design to a fixed construction budget. The intent is then to award a construction contract to the Contractor once they demonstrate their ability during the pre-construction period to purchase the modular building and provide all services related to the installation and construction of the building. The contract anticipated to be utilized will either be in the form of an AIA A102 or A133 where the basis of payment a Guaranteed Maximum Price (GMP). General Conditions of the Contract will utilize AIA Document A201.

Among the factors in determining the use of the GC/CM form of contract is the critical importance

of having the contractor involved during the design and scoping phase for the coordination between the Owner's architect and the building manufacturer and for the site preparation for the building. For the project, it is critical during pre-construction phase that the GC/CM provide detailed construction scheduling, input into procedures and specifications, input into design constructability issues, coordination of contract documents, determination of construction logistics and construction phasing, detailed cost estimates, and investigation of existing conditions. If necessary, to help meet the overall project schedule, the GC/CM may be authorized to bid out early on subcontract bid packages before all of the project construction documents are 100% complete. Or, if deemed appropriate by the SSHA, prepare proposals for design-build sub-contractor services.

The GC/CM selection process shall consist of the submittal of a written proposal which will be evaluated in accordance with the criteria set forth in this Request for Proposal (RFP). Other proposal steps will include an interview phase and the submittal of a fee proposal.

The firm with the highest total score based on the cumulative scoring of the written proposal, interview and fee proposal will be selected to provide Preconstruction Services and for GMP negotiations. If the parties cannot agree on a GMP, negotiations will be terminated, and the SSHA reserves the right to begin negotiations with the next highest scoring firm.

## B. PROGRAM INFORMATION

The SSHA's project consists of two buildings, with 6 units on each floor with a number of the first-floor units being mobility impaired and ADA compliant units. The general layouts and site plans are attached as Attachment A to this package. The site will require site work in preparation for the modular units including site grading and fill, drainage and utilities, foundations and related work. The SSHA proposes to use modular construction for the building structure to minimize onsite construction. The contractor will coordinate with the modular company, contract for the modules and coordinate installation and completion.

The initial design and plan is attached as Attachment A and the Owner is in the process of selecting an architect, and other construction consultants. It should be noted that the architect will have a somewhat limited scope in the process and as such the Contractor's ability to participate with the Owner and their consultants in pre-construction activities immediately is an important consideration for selection.

The total maximum construction cost for the project combined (less contingency) is estimated at \$2 million inclusive of the modular building acquisition, site work, demolition and all construction items. Construction is proposed to commence in November- December 2018 and be substantially complete by November 2019 for both buildings. Onsite construction activities are subject to Davis-Bacon wage rates as the project is funded with HOME funds.

## C. SCOPE OF SERVICES

The selected GC/CM will be expected to begin awarded work upon signature of a “Notice to Proceed” executed by the Owner. Scope of Services and Deliverables will include, but not be limited to the following:

### **C.1 Pre-Construction Services**

Preconstruction services will include, value engineering and assessment of construction options, selection of and coordination with a modular company in concert with the owner, cost-estimating, constructability reviews, interdisciplinary plan checks and coordination, site inspections of existing conditions, scheduling and planning sequence of the work and attending regularly scheduled design meetings and other meetings as needed.

C.1.0 The contractor will participate as a team member with the Owner, Owner’s Representative, Architect and Design Consultants and the Contractor’s proposed modular sub-contractor. Attend all meetings and design sessions as needed.

C.1.1 Site Development Assistance: Provide support and guidance to the owner, the modular company and A/E team during the process of site assessment.

C.1.2 The GC/CM shall provide Cost Estimating, Scope Management, Constructability Reviews, and Cost Control advisory services throughout the design and modular procurement and scoping phase. Upon receipt of general work scope and specifications from Owner, prepare and present a detailed construction estimate showing the values of all major components of the project. The Contractor shall prepare a Guaranteed Maximum Price (GMP) at the completion of the 100% Construction Document Phase, or sooner if practical. The GC/CM shall provide services to monitor project budget and prepare a cost estimate based on the modular contractor’s design and estimates. The GC/CM can use whatever means and methods deemed necessary to develop the estimate, including use of subcontractor pricing, historical unit costs, etc. The estimate shall be sufficiently detailed to enable Owner to review of all site and building components and systems. Construction estimates shall detail all overhead, contingency, and allowances which are appropriate based on the information available. The GC/CM is expected to develop and present scope adjustments and cost reduction ideas generated as a result of the estimating process, coordination with the modular company and the Owner. The GC/CM will work with the modular contractor, the A/E and Owner to develop a scope of work that fits within the Owner’s available budget for site and building construction as revised following the approval of each design phase

C.1.3 Sequencing of Construction. In coordination with the modular company, the GC/CM shall prepare a schedule of construction activities. Specific coordination of modular to site preparation and coordination shall be detailed. The selected GC/CM will work with the Owner to create a final project schedule that will secure competitive pricing and perform the construction in a cost-effective and timely manner in accordance with the Grant Documents. Prepare an interior unit construction/finish schedule by unit.

C.1.4 Procurement Process. The GC/CM will develop and recommend a procurement process for the procurement of the Modular contractor, all trade work, materials and equipment that will result in the development of the GMP. The Modular company will be a subcontractor of the GC/CM

company. The Modular contractor shall be procured timely so as to enable participation in the design and submittal process to approving entities such as the state and city. Provide recommendations regarding bidding strategies with an emphasis upon subcontractor outreach, timing, development of alternates, and bid package scoping. The GC/CM will be responsible for developing the necessary scopes of work not detailed by the architect, creating all bid packages and bid forms, contacting potential bidders, conduct the bidding and presenting a final bid tabulation for approval by the Owner and Owner's Representative. The GC/CM shall prepare a schedule of Unit Prices that may be required in the performance of work. These will include: Description, Unit of Measurement, Price, and Name of Trade. The contractor will work with the Owner to develop a satisfactory process to select these team members based on competitive budget pricing and qualifications. Prepare analysis of bids, outlining areas of qualification. Discuss recommendations of bids with the Owner.

Award Subcontracts / Purchase Orders. If the GC/CM proposes to self-perform work, they must either bid with other subcontractors or present adequate evidence of the cost effectiveness of their proposal. Cost proposal is in the form of a detailed Schedule of Values – AIA G702.

## **C.2 Construction Services**

Following negotiation of AIA A133 Guaranteed Maximum Construction Contract and the A201 General Conditions to the Contract, the following services are to be provided from the execution of a "Notice to Proceed with Construction" through "Final Completion of Construction."

C.2.0 Furnish project management and supervisory services necessary to construct the project as defined by the Contract Documents and in accordance with the approved GMP and final construction schedule.

C.2.1 Closely supervise all work, ensuring adherence to specifications, quality standards, schedule and costs. Develop and manage a site-specific safety plan and lead the building turnover and commissioning program integrating operations staff.

C.2.2 Maintain weekly owner/design team/GC/CM coordination meetings. Create agendas, take minutes, highlight problems or required decisions, and administer corrections as specified by the project team. Submit pay applications on time and with other required information, such as but not limited to lien releases of all subcontractor and unit work orders.

C.2.3 Provide detailed and timely pricing as may be requested for changes to the Scope of Work. The GC/CM should promote competitive pricing of changes. Manage all aspects of approved changes to the Scope of Work. Provide cost reconciliation of interior unit work on a regular basis.

C.2.4 Provide Davis-Bacon and related wage compliance and reporting.

C.3. Close Out Services – Contractor will provide all documentation of guarantees, warranties and operating manuals, and commissioning book to the Owner. Comply and cooperate with project auditing and inspections carried out by a 3rd party approved by Owner. Provide necessary documentation as required by the Owner, state and lender.

## D. SUBMISSION REQUIREMENTS

By the stated RFP Submittal deadline, deliver Sections 1-7 of the submittal (defined below). Proposers must reply to each of the evaluation criteria (Tab 1 through Tab 7) set forth below in a clear and concise manner. Responses must be in the same order as listed, clearly separated with tabs and labeled by response. Brevity is preferred. Submittal responses are to be limited to no more than 30 pages and a single pdf file on disc, flash drive or similar media.

### **Tab 1 – Letter of Interest**

A maximum two-page letter of interest that includes a synopsis of the firm, business principals, operating office location, experience with modular construction, proposed Modular construction subcontractor, distinguishing characteristics, approach to completing this project, primary contact information, type and percentage of work your firm proposes to perform with your own forces, statement of ability to meet pre-qualifications requirements, and signed by the prime contractor/owner or other person legally authorized to commit the Proposer.

### **Tab 2 – Experience and Qualifications**

GC/CM firms are requested to provide the following information in response to this RFQ:

Pre-Qualification Mandatory Requirements: Firms shall provide documentation of the following in order to be considered a Candidate for the Project:

- Licensure: The GC/CM shall be licensed for the type of work to be performed in the State of New York
- Bonding: GC/CM shall demonstrate a bonding capacity in the amount of \$2,000,000
- Insurance: GC/CM shall include as a submittal to this RFP, a copy of the firm's current insurance coverage.
- Worker's Compensation: Provide experience rating for the past five years.

Firm History: Provide information about your firm including:

- Address and phone number of home and any branch offices.
- Contact person, direct phone, fax and email address.
- Brief description of firm's history and key services
- Brief description of firm's modular construction history and experience
- Names and responsibilities of key personnel within your organization.
- Describe any claims, lawsuits or legal settlements your firm has had during the past five years or which are currently pending.

Project Team: The GC/CM shall clearly identify the project staffing they intend to utilize at all of the projects, including all key project staff, their roles and responsibilities and the level of effort to be committed (full time vs. part time) and at what phases of the project they will be utilized. Identify the day to day contacts for each phase of the project.

During the design process, the GC/CM shall provide, at a minimum, one dedicated professional project manager and/or higher level professional staff to attend all design meetings. During the construction phase, the GC/CM shall provide full supervision to coordinate the job in the field and provide for sufficient and appropriately skilled staff to implement a quality control program.

Include a description of the experience of each person assigned to this project as well as the level of effort, as a percentage of time, to be committed and for which phases of the project (preconstruction, construction). Qualifications and references must demonstrate that the construction team has had successful experience with projects of similar size, scope, and conditions.

If selected, the GC/CM agrees that it will provide, for the duration of the project, the full complement of staff, including the specific persons identified in this Request for Qualification, unless otherwise approved by the Owner.

**Project Experience:** Describe your firms past experience with GC/CM services related to the design, procurement and construction of modular building as it pertains to the requirements of the project. Provide examples of at least three recent projects of similar size and scope that your team and/or team members have worked on. Include information on the cost of projects, project budgets, client contact information, start and completion dates of construction, pre-construction services performed, size and unique project features. If your firm has not completed three GC/CM projects, then lists projects you believe were successfully completed using a similar GC/CM or GMP format.

Detail your experience and ability to provide services for all phases of modular construction. Phases include but are not limited to; pre-construction/site work, permitting, installation, building design, construction, tenant improvement, and commissioning of modular building. Include information on how you worked with on-site management personnel, residents and ownership to ensure that the construction work and resident safety/satisfaction were seamless. Identify any other unique challenges/approaches that you have experience that will assist the Owner with a successful project.

### **Tab 3 – Project Approach**

This Project includes many challenges related to the complexities of coordinating Modular construction and maintaining the limited grant budget for the project. The project can benefit from a clear project approach that addresses these challenges. Discuss the major challenges you envision the Project Team will encounter in completing the work for the Project. How would your firm address those challenges? In addition, provide your firm’s plan to address the following contractual responsibilities of the GC/CM:

- Preconstruction Services, including estimating, scheduling, constructability reviews, logistics planning and cost control;
- Procurement Management including selecting, negotiating and contracting with the modular company;
- developing subcontractor interest, conducting pre-bid or preproposal meetings, pre-qualifying subcontractors and suppliers, and optimizing use of qualified local sub-

contractors;

- Safety and Site Management including the services to be rendered and plans to be developed in connection with worker and tenant safety, hazardous material control, and site security;
- Schedule and Budget monitoring and management; Provide a construction schedule with sufficient detail to illustrate your firm's approach to the project, including site work and modular coordination and post installation finish work. Provide recommendations of your approach to and timing of this process and highlight critical path items and any areas of concern.
- Strategies to address special considerations for the project such as two simultaneous projects, dealing with an occupied active residential site and corresponding scheduling, variable environmental conditions, etc.
- The Owner is anticipating utilizing an architect for a limited scope of work and thus counting on the GC/CM to work with the Owner to establish specifications for various scopes of work. The GC/CM is expected to provide all bid packages. Describe your experience in working with a limited architectural scope and providing the necessary bid packages for subcontractor bidding.

#### **Tab 4 – Value Engineering**

The firm must describe its philosophy, experience and methodology in value engineering, identifying and mitigating project risks beyond GC/CM control and constructability analysis. Provide examples of both value engineering reports and risk/constructability analyses developed and utilized on prior projects and the results obtained. A description of the GC/CM's approach to working with the Owner, modular company and the A/E should be included.

#### **Tab 5 – Capacity**

- Based on your current workforce and staffing in addition to the number of projects your firm currently has under contract or in negotiation, does your firm have the capacity to complete this project?
- What has been your firm's annual volume (in dollars) of construction for the past five years?
- What is the anticipated volume for the current year and what is your plan for the next two years? How would your firm's participation in this project affect that plan?
- What is your bonding capacity?

#### **Tab 6 – Fee Proposal**

Respondents shall prepare a detailed fee proposal as outlined below. Failure to provide a fee proposal which addresses each of the items listed below may result in disqualification from the RFP process. The Estimate Construction Cost of the Project is \$2,000,000.

The Contractor shall provide specific cost proposals for the following:

1. **Pre-construction services** - Firms shall offer Pre-Construction Services as a fixed fee/lump sum, and not as a percentage of the work. Assume those services as indicated in C.1 above and further that the pre-construction period is six months in duration. All Pre-Construction related costs, including printing costs for cost estimating/bidding shall be included in the Pre-Construction Services Fee. The lump sum amount shall include potential services necessary to accommodate minor changes in the scope of work and/or Estimated Hard Cost of the Work.

2. **Construction:**

**General Contractor / Construction Manager Fee** - Cost related to the General Contractor Fee shall be provided as a lump sum amount and the corresponding percentage of that lump sum amount divided into the Estimated Hard Cost of the Work shall be provided as a percentage of construction cost. Costs which will be considered as included in the General Contractor Fee include all items listed below:

- Scheduling and accounting services provided during construction;
- Timekeepers or other accounting personnel;
- Project Executives and other non-project management personnel;
- Any lodging, travel or food expense of GC's staff and employees;
- Extra printing required by GC/CM after GMP is established and accepted;
- Legal fees;
- Equipment maintenance costs for any contractor-owned equipment;
- Costs associated with any corrective work, during construction or within warranty;
- GC/CM profit.
- Fee for self-performed work

**Contractor's General Conditions Cost** shall be provided as a lump sum amount and the corresponding percentage of that lump sum amount divided into the Estimated Hard Cost of the Work shall be provided. Assume a construction period of twelve (12) months. The General Conditions/General Requirements estimate of items shall include all of the following, if necessary for the project:

- Employee costs for personnel directly assigned to or performing management or supervisory work on the project, including:
  - General Superintendent
  - Project Superintendent
  - Project Manager
  - Project Engineer
  - Project Coordinator/Administrator
- Costs for establishment and maintenance of a jobsite construction office including:
  - Trailer moving and rental costs;
  - Office equipment installed within the construction office;

- Costs for hooking up necessary utilities to jobsite and jobsite office;
- Costs for periodic (minimum weekly) job-site clean-up, trash collection and trash removal;
- Negotiated General Support Services which are items a contractor normally manages on a construction project that are not able to be quantified during selection and bidding of specified general conditions including but not limited to subcontractor scheduling and logistics, inventory control, hoisting, safety enforcement, temporary heat, cleanup,
- Temporary protections of existing building from Construction activity;
- Temporary toilets used by construction personnel;
- Temporary fire protection, if required;
- Temporary power (construction trailers, etc.)
- Jobsite construction fencing, storage or tool trailers, etc.;
- Construction sign;
- Mailing and shipping of shop drawings, samples, etc.;
- Security costs;
- Final clean-up;
- Assistance in start-up and owner orientation for all building systems;
- Environmental management related costs such as Construction Waste Recycling, Indoor Air Quality Plan, etc.

**Contractor's Liability Insurance Costs** shall be provided as a lump sum amount and the corresponding percentage of that lump sum amount divided into the Estimated Hard Cost of the Work shall be provided as a percentage.

**Contractor's Payment and Performance Bond Cost** shall be provided as a lump sum amount and the corresponding percentage of that lump sum amount divided into the Estimated Hard Cost of the Work shall be provided as a percentage.

**Contractor's Fee related to subcontractor Change Orders**, only the percentage fee amount shall be provided. The fee percentage shall include ALL of the contractor's related cost (general conditions, fee, insurance, payment and performance bond) but excluding sales tax.

**Contractor's Fee for Change Orders for Contractor's self-performed work** for only the percentage fee amount shall be provided. The fee percentage shall include ALL of the contractor's related cost (general conditions, fee, insurance, payment and performance bond) but excluding sales tax.

## **Tab 7 – References**

Provide a comprehensive list of ALL projects (highlighting similar projects) completed or begun within the last 3 years, with contact information, along with a project description. Identify in the reference list which projects this team has performed collectively. We intend to contact the most

relevant project contacts, particularly those completed by the proposed GC/CM team.

## E. INTERVIEW PROCESS

E.1 Format. Proposers should regard the interview process as the interactive kick-off meeting for the project rather than a traditional interview presentation. The format, as described below, provides a total of 60 minutes for the discussion. Proposers are allowed 15 minutes at the beginning of the discussion to present their team and a single case study. The remaining 45 minutes will be an interactive conversation about the topics described below. The participants should be the individuals committed to the project with whom the Owner, Owner's Representative and Architect will work. The selection panel wants to hear from and discuss the project with the Project Manager, Cost Estimator and others with whom they will be working on a regular basis, especially those having a major role in pre-construction services. We want to understand what key individuals will be doing on the project and what it is like to work them.

E.2 Formal Team Introduction and Case Study. As indicated above each firm will be allowed to introduce their team formally and present a case study. A guideline of the topics is outlined below:

- Project Team, Organization, Roles and Responsibilities. Why and how are the individuals you propose right for this particular project? What do the various titles of key team members mean i.e., what will they be doing on the project during the pre-construction and construction phases? Under what circumstances might your proposed staffing change? What is the likelihood of changing or expanding your staffing during the pre-construction and construction phases?
- Case Study - Present one project similar and directly applicable to the project which is the subject of this proposal. What challenges did you help resolve? What innovations did you contribute to the success of the project? What did you learn that will be helpful to the Team on this proposed project? While the focus here is on one case study, you may wish during the remainder of the discussion to have other recent project examples available to help demonstrate your experience and abilities as they relate to the project subject to this proposal. (Additional follow-up questions may be asked regarding your case study).
- It is not necessary or desirable to use this time to explain the general qualifications and experience of the firm and team. Presenting such information is likely to be counter-productive because it is already covered in your Statement of Qualifications. The panel will move into the next portion of the meeting after 15 minutes.

E.3 Project Discussion Topics - Consistent with making this meeting the kick-off for the project, be prepared to have a dialogue on the following agenda items:

- GC/CM Services during the Pre-construction phase
  - In general, what will you do for the project and how will you do it?
  - What specific examples can you cite of reduced GC/CM and/or reduced construction costs from similar projects? How can the Owner verify that it is realizing these benefits?

- How will you handle the compressed schedule for evaluating and providing recommendations on the scope of work and working with a limited architectural scope?
- How do you anticipate providing an accurate construction schedule?
- Considering the construction market, how will you reach out to modular construction subcontractors to ensure bid coverage as well as competitive pricing?
- Cost Estimating and Control
  - We want to discuss your opinion on how best to track baseline scope and budget estimates.
  - How do you propose to evaluate and negotiate costs with the modular company?
  - How will you ensure that staff knowledge learned during pre-construction will be translated to the construction phase?
- Establishing the Guaranteed Maximum Price for this Project - Please comment on the approach to establishing the GMP presented in the A133 Agreement, including the following: definitions of Specified General Conditions and Negotiated Support Services, use of Allowances, use of Contingency.
- Subcontractor Bidding, Procurement & Management
  - How will you involve the Owner, Owner's Rep and the Design Team in developing bid packages?
  - Given a combined project for the three projects, what is the best approach to packaging sub-contractor work for each of the three sites? Provide actual examples.
  - What risks do you consider when structuring a bid package?
  - What do you consider "best efforts" in attempting to attract sub-bidders?
  - How will you create "responsibility" criteria for the subcontract bid packages?
  - What do you do with a troublesome low bidder?
- Managing the Construction Phase
  - Given a combined project for the two individual projects, what is the most cost-effective approach to managing simultaneous work at the two sites?
  - How will you manage sub-contractors in light of the bidding strategy you envision for the project?
  - What other construction phase issues do you see as significant for a simultaneously completing two building?
  - In your experience in working with projects on sites that are occupied by residents, describe some instances in which you might have dealt with difficult residents and how you helped to resolve those issues.
  - Please address any additional information you may have obtained from this RFP or your investigations after your response to the RFP.

Any other questions or comments are welcome.

## F. Solicitation Schedule

- RFP Available – March 5, 2018
- Site Visit – March 23, 2018
- Clarifications and Questions due from Proposer – April 4, 2018
- RFP Clarification and Response to Questions from Proposers – April 23, 2018
- Proposal Due Date – April 30, 2018
- Interviews for Invited Proposers – Week of May 7<sup>th</sup>, 2018
- Notice of Selection – May 16, 2018

## G. SELECTION CRITERIA

RFP Selection Criteria	Max Points
Section 1: letter of Interest. How complete and concise was the letter of interest and RFP response? Was the RFP well organized, with complete information responding to all of the submittal criteria?	5 points
Section 2: Experience and Qualifications, Firm History. How long has the company been in business and are services comprehensive?	10 points
Section 2: Experience and Qualifications, Project Team. Has the proposer provided a comprehensive and insightful experience and qualification package for the proposed staff? Do proposed key personnel have comprehensive experience with modular projects with similar size, scope and complexity?	20 points
Section 2: Experience and Qualifications, Project Experience. Has proposer provided a comprehensive qualification package for past experiences related to GC/CM modular projects. Does proposer demonstrate experience with pre-construction services including cost estimating, cost control strategies, and negotiated contract experience? Does proposer demonstrate familiarity with modular construction and construction on occupied properties?	25 points
Section 3: Project Approach. Has proposer affirmed each of the Owner's requirements for this project and demonstrates a clear understanding of the Owner's needs and clear direction in completing the scope of work. Has proposer provided a project approach appropriate for the project considering the scope, budget, schedule, as well as site and resident considerations.	20 points
Section 4: Value Engineering. Has the proposer provided a clear philosophy and methodology for mitigating risk during both the pre-construction and construction? Has proposer provided a detailed approach with working with a limited architectural scope of services?	15 points
Section 5: Company Capacity. Did proposer provide sufficient information to demonstrate capacity to take on the project consistent with the proposed schedule?	10 points
Section 6: Fee Proposal. Does applicant's fee proposal address all of the items requested? Is fee proposal competitive with the other candidates?	45 points
Section 7: References. Were the reference checks positive or negative?	10 points
Interview. Did the applicant respond adequately to the items requested? Did the participants have a good grasp on the project and the Owner's goals? Was their overall presentation cohesive, well thought-out and engaging?	40 points
<b>Total Possible Points</b>	<b>200 points</b>

## H. COMMUNICATION

The SSHA believes strongly in maintain a fair competitive process. Ex parte communications with the staff of the SSHA or any Board members may render the proposer ineligible for the award of a contract under this solicitation. The SSHA has retained the Fresnel Group, a consulting firm, to assist in the procurement and management of the project. Correspondence regarding this solicitation, including questions to this solicitation, shall be directed via email with the subject line labeled "Saratoga Springs Housing Authority, GC/CM RFP" as follows:

Brian Sweeney, PE. The Fresnel Group  
Owner's Representative and Project Manager  
Brian.sweeney@thefresnelgroup.com

All requests for clarifications or information will be responded to at the same time via a posting to the SSHA website, which will be after the "RFP Clarification and Response to Questions from Proposers" deadline. No inquiries will be accepted after the clarification deadline to promote a timely award. Candidates should not rely on any other statements, either written or oral, that alter any specification or other term or condition of the RFP during the open solicitation period. Fax submittals will not be accepted. Incomplete submittals, or those that do not address information requested in this RFP, will be considered non-responsive. The SSHA reserves the right to reject any and all responses.

## I. RESPONSE DELIVERY ADDRESS AND DEADLINE

1. All documentation required in this RFP for the proposer's response must be received no later than April 30th, 2018 at 3:00 p.m.
2. Proposers must provide one (1) electronic PDF copy on disc or flash drive with the proposal submission and one to [Brian.sweeney@thefresnelgroup.com](mailto:Brian.sweeney@thefresnelgroup.com).
3. Proposers shall provide 5 print copies as per the specifications above to the attention of:

Saratoga Springs Housing Authority  
Attn: Paul Feldman  
One South Federal Street  
Saratoga Springs, NY 12866

**End of RFP**

# Attachment A – Preliminary Building Plans