



# Standard Form of Request for Qualifications

For progressive design-build project delivery under Indiana Code Section 5-30, as amended

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This **REQUEST FOR QUALIFICATIONS** ("RFQ") from the Owner named below invites the submittal of Verified Statement of Qualifications ("VSQ") from firms interested in providing design-build services for the Project described below. By submitting a VSQ, the Offeror represents that it has carefully read the terms and conditions of this RFQ and all attachments and Addenda and agrees to be bound by them. This RFQ is not an offer to enter into a contract, but merely a solicitation of persons interested in submitting VSQ to the Owner for the Project.

**OWNER:**

*(Name and address)*

**Michigan City Area Schools**

408 South Carroll Avenue  
Michigan City, IN 46360

**PROJECT:**

*(Include Project name and location)*

**2023 Early Childhood Center and CTE Program Expansion Project**

(Renovation of former Brown Mackie College building)  
325 East U.S. Highway 20 | Michigan City, IN 46360

**DELIVER Verified Statement of Qualifications Electronically TO:**

**Michigan City Area Schools**

408 South Carroll Avenue  
Michigan City, IN 46360

Attn: Dr. Wendell McCollum, Associate Superintendent for Human Resources and Operations  
[wmccollum@mcas.k12.in.us](mailto:wmccollum@mcas.k12.in.us)

With a copy to the Design Criteria Developer: [Dan@TheRawlinsGroup.com](mailto:Dan@TheRawlinsGroup.com)

**Verified Statement of Qualifications DUE DATE AND TIME**

Offeror's VSQ shall be submitted no later than:

Monday, November 28, 2022  
2:00 PM, Central Standard Time

All VSQs must be submitted pursuant to the instructions below. It is the Offeror's sole responsibility to ensure that the VSQ is delivered in the manner required by this RFQ and Indiana Code Section 5-30, as amended, by the Due Date and Time. Owner has the right to reject any VSQs not properly delivered.

## **SECTION 1: OWNER DESCRIPTION**

### **1.1. General**

Michigan City Area Schools has acquired the former Brown Mackie College campus, and desires to expand and re-purpose existing facilities to support program offerings in the district, including the following:

#### **1.1.1. Preschool Phase 1**

- *Building infrastructure renovation, cafeteria renovation and roof replacement. Currently under construction as a Guaranteed Savings Project*

#### **1.1.2. Preschool Phase 2**

- *Remodeling for Preschool classrooms and restrooms, Preschool Administrative Suite and workroom. This work is part of this Progressive Design-Build Project.*

#### **1.1.3. Career Technology Education Program**

- *Remodeling for CTE Labs, classroom space, Large Group Instruction / Professional Development spaces, and CTE Program Administration Suite. Building Addition to accommodate additional CTE Labs. Related sitework and Building envelope improvements. This work is part of this Progressive Design-Build Project.*

**1.2. Project Delivery:** The School Corporation intends to complete the project using Progressive Design-Build Project Delivery, in accordance with the Indiana Public Works Design-Build Law (Indiana Code Section 5-30, as amended).

### **1.3. Funding/Authority**

**1.3.1.** The School Corporation intends to issue First Mortgage Lease-Rental Bonds to fund the project.

**1.3.2.** The Owner will conduct public hearings for a project with total maximum funding of \$11,750,000. The project will be debt service tax levy neutral due to the retirement of existing debt.

### **1.4. Access to RFQ | Communications during Proposal Process | Procurement Website**

**1.4.1.** Legal Notice of Request for Qualifications is published on November 12, 2022. A copy of the Legal Notice of Request for Qualifications is attached to this RFQ as Exhibit A.

**1.4.2.** As of the date of Publication of Legal Notice of Request for Qualifications noted above, until the completion of the procurement process, all prospective Design-Builders must communicate with the Owner, the TRC and its agents solely through the Design Criteria Developer

**Daniel D. Rawlins**, RA., DBIA

The **Rawlins Group** LLC

6706 Marmont Circle

Indianapolis, Indiana 46220

(317) 441-7905

[Dan@TheRawlinsGroup.com](mailto:Dan@TheRawlinsGroup.com)

Any Design-Builder who otherwise contacts any employee, agent, TRC member, appointed official, or elected official of the Owner between the initial date of this notification and the award of the Design-Build Contract is subject to disqualification at the sole and complete discretion of the Owner.

**1.4.3.** This RFQ is available on the Owner's Website and is also available by e-mail request to the Owner's Design Criteria Developer, noted above.

## **SECTION 2: OVERVIEW OF PROJECT**

### **2.1. General**

- 2.1.1. The Owner intends to complete the project using a two-step progressive design-build project approach.
  - 2.1.1.1. The design-builder will be selected on the basis of best value proposal for progressive design-build services, per IC 5-30.
  - 2.1.1.2. The selected design-builder will be compensated for Step 1 Progressive Design-Build Services that will establish the optimum scope of project attainable within the Owner's funding and budget. The work product of Step 1 is a report as defined in Section 2.3.2 of this RFQ.
  - 2.1.1.3. Upon Owner's acceptance of the Design-Builder's Step 1 Report, Design-Builder will be authorized to provide Step 2 Progressive Design-Build Services that include completion of design, permitting, construction and close-out.
- 2.1.2. The priority of Work items attainable within the project budget will be established jointly between the Owner and Design-Builder as part of the Design-Builder's Step 1 Services Report.

### **2.2. Project Goals and Objectives**

- 2.2.1. Optimize the quality and scope of work that can be provided within the funding available for the project.
  - 2.2.1.1. Design-Builder must provide excellent leadership in assisting the Owner to establish priorities and make appropriate trade-off decisions about the Project.
  - 2.2.1.2. Design-Builder must guide the Project development process through thoughtful consideration of options relating to the function of each programmed area for improvement in order to help the Owner make the most informed decisions about the appropriate design and construction of the project.
- 2.2.2. Establish a collaborative relationship between the Owner and the Design-Build Team to deliver quality design and construction on time and within the Owner's budget.
- 2.2.3. Design and construct new and remodeled educational spaces that are well suited to the curriculum and pedagogy being delivered in each space.
- 2.2.4. Design and Construct facilities that are durable, withstanding decades of intense use with minimum need for maintenance and repair.
- 2.2.5. Design and Construct facilities that are energy efficient, with excellent indoor air quality, acoustics, and lighting comfort.
- 2.2.6. Comply with all applicable Federal, State and Local Building Codes, Ordinances, Legal Constraints, Standards, etc.
- 2.2.7. Maintain a safe, injury free work site.
- 2.2.8. Minimize impacts to ongoing community and school operations through close coordination with the Owner.
- 2.2.9. Provide opportunity for qualified local companies and individuals to participate in the project.
- 2.2.10. Achieve Substantial Completion of the project by July 15, 2024 to allow the school corporation to begin instruction in the new spaces on August 1, 2024.

### **2.3. Scope of Design-Builder's Services**

- 2.3.1. Design-Builder's services will be provided in a two-step progressive design-build process. The Owner intends to execute a Progressive Design-Build Contract based on DBIA

Document 544, *Progressive Design-Build Agreement Between Owner and Design-Builder (2022 Edition)*, edited specifically for this project and to be in compliance with the Indiana Public Works Design-Build Law, IC 5-30. A draft copy of the Agreement and General Conditions of the Contract is attached to this RFQ as Exhibit B.

**2.3.2.** Step 1 Progressive Design-Build Services

**2.3.2.1.** Review and confirm the Owner's space program and project performance needs such that they can be accomplished within the Owner's established design-builder's target project budget of \$8,900,000 to \$9,350,000 in an overall maximum funding of \$11,750,000. The Owner's preliminary space needs include:

**2.3.2.1.1.** Preschool:

**2.3.2.1.2.** CTE Program:

**2.3.2.2.** Prior to beginning design, develop a detailed cost model that accounts for the entire project budget, including design-build services and Owner's project hard costs, soft costs and financing costs.

**2.3.2.2.1.** Develop the cost model in a manner that is easily understood by all stakeholders, allows tracking the impact of design evolution, potential trade-off decisions and advancement of the design in a design-to-budget process, as well as tracking costs as the project moves from design to construction.

**2.3.2.2.2.** Develop the cost model to a level of detail that is no less than the project narrative described below.

**2.3.2.2.3.** Develop any contingencies or allowances in collaboration with the Owner. Define the review and approval mechanisms by which contingencies or allowances may be committed to project scope.

**2.3.2.2.4.** Obtain Owner's concurrence with the Cost Model and accompanying cost control assumptions prior to commencing design work.

**2.3.2.2.5.** Adjust the cost model as the design is advanced.

**2.3.2.3.** Provide preliminary design services. Document the design to a level of detail required to achieve understanding by the Owner of the proposed design and scope of the project as well as to allow mutual commitment to a Guaranteed Maximum Price (GMP) or Lump Sum Price for the Design-Build Contract.

**2.3.2.3.1.** As a minimum, provide the following drawings:

**2.3.2.3.1.1.** Site Plan

**2.3.2.3.1.2.** Floor Plans of all building renovations, additions, and any new construction

**2.3.2.3.1.3.** Exterior Elevations or renderings of building main entry and additions

**2.3.2.3.2.** Provide a complete scope narrative that fully defines the scope, quality and features of the proposed project.

**2.3.2.3.2.1.** Narrative to be submitted in the Construction Specifications Institute UniFormat, to a minimum of level 3 detail.

**2.3.2.3.2.2.** Identify all building components and systems listed in the UniFormat index at level 3 detail.

**2.3.2.3.2.3.** If a particular component or system listed in the index has no work for this project, indicate so by stating "No Work" for that item.

- 2.3.2.3.2.4. If a particular component or system has work as part of this project, provide a description of the work, proposed systems, basis of design products, and other descriptors that will help the Owner understand what is being proposed.
- 2.3.2.3.2.5. The narrative may be developed in greater detail than Level 3 for certain systems at the discretion of the Design-Builder
- 2.3.2.3.2.6. The narrative may be supplemented by calculations, equipment cuts, samples or other information that may further inform the Owner's understanding of the scope and quality of the proposal.
- 2.3.2.3.3.** Include a project permit list that identifies all of the permits, governmental agency and utility company submittals, reviews, hearings, variances, waivers, etc. that are required for the project.
  - 2.3.2.3.3.1. Identify the critical submittal dates and review timeframes for each permit, review, etc.
  - 2.3.2.3.3.2. Identify the Owner's role and the Design-Builder's role in obtaining each required permit, review, approval, variance or waiver.
- 2.3.2.3.4.** Provide a detailed schedule for execution of Step 2 Design-Build Services, including but not limited to:
  - 2.3.2.3.4.1. Completion of Design
  - 2.3.2.3.4.2. Permitting
  - 2.3.2.3.4.3. Complete Trade Contractor Engagement, submittals
  - 2.3.2.3.4.4. On-Site Mobilization for Construction and Phasing Plan
  - 2.3.2.3.4.5. Site Preparation, grading and utilities
  - 2.3.2.3.4.6. Building superstructure enclosure, by addition area and/or freestanding buildings
  - 2.3.2.3.4.7. Interior build out of MEP Systems in each area
  - 2.3.2.3.4.8. Interior finishes of each area
  - 2.3.2.3.4.9. Site finishing
  - 2.3.2.3.4.10. Systems Commissioning
  - 2.3.2.3.4.11. Substantial Completion
  - 2.3.2.3.4.12. Closeout
- 2.3.2.3.5.** Provide an executable Step 2 Design-Build Contract, with all terms and conditions fully negotiated, including the Contract Price Exhibit in either the form of a Guaranteed Maximum Price (GMP) or Lump Sum Price.
  - 2.3.2.3.5.1. Provide an exhibit to be attached to the Step 2 Design-Build Contract that establishes in detail the basis for the Contract Price, broken-down in no less detail than the original project cost model.
  - 2.3.2.3.5.2. Provide a summary of differences between the Contract Price and the Pre-Design Cost Model, along with an explanation of the reason for each line-item variation.
- 2.3.2.3.6.** Present all Step 1 Deliverables in a formal written report to the Owner.
  - 2.3.2.3.6.1. Upon receipt of the Step 1 Report, the Owner may take one of three actions:
    - 2.3.2.3.6.1.1. Accept the Step 1 Report as presented and authorize execution of the Step 2 Contract and issuing a Notice to Proceed with the Project.
    - 2.3.2.3.6.1.2. Negotiate further modifications to the Step 1 Report with the Design-Builder prior to accepting a revised report and

authorizing execution of the Step 2 Contract and issuing a Notice to Proceed with the project.

2.3.2.3.6.1.3.

Cease negotiations with the Design-Builder, and seek to complete the project by other means, which may or may not include commencing negotiations with the 2nd place design-build offeror. If this third option is taken, the Design-Builder shall be due its proposed compensation for preparing the Step 1 Report, but will not receive the Step 2 Contract and Notice to Proceed with the Project.

2.3.2.3.7. Regardless of the Action taken by the Owner, the work products of the Step 1 Report shall belong to the Owner.

2.3.3. Step 2 Progressive Design-Build Services

- 2.3.3.1. Complete design and permitting for the project.
- 2.3.3.2. Complete procurement of all goods and services required to construct the project.
- 2.3.3.3. Mobilize for Construction
- 2.3.3.4. Monitor Quality Assurance and Quality Control measures during Construction.
- 2.3.3.5. Establish, implement and maintain a site-specific safety program throughout the Construction and Close-Out phases
- 2.3.3.6. Complete Construction
- 2.3.3.7. Achieve Substantial Completion for the entire project
- 2.3.3.8. Achieve Final Completion for the entire project, including resolution of any non-conforming work issues
- 2.3.3.9. Provide follow-up for all warranty items that become known prior to 1-year after the Date of Substantial Completion. Provide follow-up on each item until it is fully resolved, regardless of the timeframe of final resolution.

**2.4. Project Procurement Schedule**

2.4.1. The following is the Project Procurement Schedule. The Owner reserves the right to modify the Project Procurement Schedule via Addenda issued prior to the date set forth for the receipt of Verified Statements of Qualifications.

Date	Event
November 12, 2022	Legal Notice of Request for Qualifications Published
Monday   2:00 PM CST November 28, 2022	Design-Builders' Verified Statements of Qualifications Due
Tuesday   5:00 PM CST November 28, 2022	Deadline to submit self-reporting forms from Design-Build Entity references
Wednesday   1:00 PM CST November 30, 2022	TRC Meeting: Shortlisting to most highly qualified, or decide to conduct interviews prior to shortlisting
December 1, 2022	Notify Proposers of shortlisting status. <ul style="list-style-type: none"> <li>• Issue Draft RFP to shortlisted proposers</li> </ul>
December 12, 2022	Pre-Proposal Individual Breakout Meetings with shortlisted Design-Build Teams
January 13, 2023	Funding public approval process complete

Date	Event
Thursday   2:00 PM CST January 19, 2023	Design-Builder's Proposals Due <ul style="list-style-type: none"> <li>• Qualitative Proposal</li> <li>• Sealed Price Proposal</li> </ul>
Tuesday January 24, 2023	TRC Meeting: Qualitative Proposal Interviews and Scoring
January 24, 2023	Open Price Proposals and determine Best Value Proposal
January 31, 2023	School Board Meeting: Select Design-Builder & Authorize Step 1 Services
February 1, 2023	Issue Letter of Intent and Notice to Proceed with Step 1 Progressive Design-Build Services
February – April 2023	Selected Design-Builder meets with Owner's Design Committee per approved Step 1 Schedule
April 25, 2023	School Board Meeting: <ul style="list-style-type: none"> <li>• Approve Step 1 Report,</li> <li>• Execute Design-Build Contract,</li> <li>• Authorize Step 2 Progressive Design-Build Services</li> </ul>
Spring 2023	Mobilize for Construction
July 15, 2024	Target date for Substantial Completion
August 1, 2024	First day of classes

## 2.5. Definitions

- 2.5.1. Business Day:** any day on which the Owner's central office is open for regularly conducted business.
- 2.5.2. Confidential Individual Meetings (Breakout Meetings):** The confidential meeting(s) conducted individually between the Owner and each Shortlisted Offeror after the issuance of the RFP. All Confidential Individual Meetings will be conducted pursuant to the instructions in the Procurement Documents, and all participants will be required to enter into a confidentiality agreement before the meeting.
- 2.5.3. Design-Builder:** The entity with the prime design-build contract with the Owner.
- 2.5.4. Design-Build Team:** All entities listed by the Design-Builder as providing services or construction on the Project. The Design-Builder is not required to list all members of the Design-Build Team in the VSQ. Members of the Design-Build Team may also be referred to as "Team Members."
- 2.5.5. Key Team Member:** Individuals who will be assigned to the Project who play an important role in the design, construction, or management of the Project.
- 2.5.6. Local Participation:** Local is defined as concentric rings of proximity to the project site. Most local is a business entity located within LaPorte or Porter Counties and paying taxes to the county. Next most local is a business entity located in a county bordering LaPorte or Porter Counties, Indiana, or a business entity with employees working on the project that reside in those counties. Next most local is a business entity located within 100 miles of the project site.

- 2.5.7. Procurement:** The Owner's process for selecting a Design-Build Team for this Project.
- 2.5.8. Procurement Documents:** All documents issued by the Owner in connection with the Procurement or Project.
- 2.5.9. Projects of Similar Scope and Complexity:** Projects that have achieved Substantial Completion, and that have many or all the following characteristics:
- 2.5.9.1.** Projects of a similar size and budget that include design and construction of alternative school facilities, office facilities and remodeling/upgrading of existing facilities.
  - 2.5.9.2.** Projects that utilize an integrated delivery method that require strong coordination and integration of the design and construction professionals and early involvement of the construction professionals during design; and
  - 2.5.9.3.** Projects where the Design-Builder was selected prior to the establishment of the final price and schedule and where the Design-Builder collaborated with the Owner to develop the final price and schedule.
- 2.5.10. RFP:** The Owner's Request for Proposals, which will be issued to those Short-Listed Offerors who are selected to proceed to the next phase of this Procurement.

### **SECTION 3: PROCUREMENT PROCESS**

#### **3.1 General Information**

##### **3.1.1 Compliance with Legal Requirements**

This Procurement will be in accordance with the Indiana Public Works Design-Build Law, Indiana Code Section 5-30, as amended, and all applicable federal, state, and local laws, as well as Owner policies and procedures.

##### **3.1.2 Conflict of Interest and Communications with the Owner**

**3.1.2.1.** Consultants who assist the Owner in the RFQ/RFP preparations may not propose or participate on any Design-Build Team on this Project.

**3.1.2.2.** Members of the Owner's Technical Review Committee (TRC) may not propose or participate on any Design-Build Team on this Project.

**3.1.2.3** Offerors are required to conduct the preparation of their VSQs with professional integrity and free of lobbying activities. Communication with the Owner regarding this Project shall be via email or regular mail only and directed to the Owner's Design Criteria Developer noted in paragraph 1.3.2 above.

Do not communicate about the Project or the Procurement with any other Owner employees, TRC members, representatives, or consultants. Any verified allegation that a responding Offeror or Team Member or an agent or consultant of the foregoing has made such contact or attempted to influence the evaluation, ranking, and/or selection of short-listed Offerors may be the cause for Owner to disqualify the Offeror team from submitting an VSQ or Proposal, to disqualify the Team Member from participating in the Procurement, and/or to discontinue any further consideration of such Offeror or Team Member.

The members of the Owner's Technical Review Committee (TRC) are:

- Dr. Wendell McCollum *Michigan City Area Schools | Associate Superintendent*
- Kevin McGuire *Michigan City Area Schools | Chief Financial Officer*
- Dave Williamson *Michigan City Area Schools | Director of Facilities*
- Tim Jensen, PE *Professional Engineer | Veridus Group*
- Daniel Rawlins, RA, DBIA *Design Criteria Developer | The Rawlins Group, LLC*

**3.1.2.4** Following the Owner's approval of the Shortlisted Offerors, the Owner anticipates that certain communications and contacts will be permitted. The RFQ, RFP and/or other written communications from Owner will set forth the rules and parameters of such permitted contacts and communications. To the extent any Offeror intends at any time to initiate contact with the general public regarding the Project, the nature of such intended contact and the substance thereof must be approved in writing by the Owner prior to the commencement of such activities.

### **3.1.3 Expenses of Offeror and Stipend**

**3.1.3.1** The Owner accepts no liability for the costs and expenses incurred by firms in responding to this Procurement. Each Offeror that enters into the Procurement process shall prepare the required materials, the VSQ, and the Proposal at its own expense and with the express understanding that the Offeror cannot make any claims whatsoever for reimbursement from the Owner for the costs and expenses associated with the process, even in the event the Owner cancels this Project or rejects all Proposals.

**3.1.3.2** Due to the simplicity of RFP submittals required by the Owner for this Project, the Owner will not be paying a stipend to the Short-Listed Offerors submitting responsive Proposals to the RFP that remain in competition until the point of Contract award but who are not awarded the Design-Build Contract.

### **3.1.4 Public Disclosure**

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

**3.1.4.2** Any materials requested to be treated as confidential documents, proprietary information, or trade secrets must be clearly identified and readily separable from the balance of the VSQ or Proposal. Such designations will not necessarily be conclusive, and Offerors may be required to justify why such material should not, upon written request, be disclosed by the Owner under the applicable public records act.

**3.1.4.3** The Owner will endeavor to provide at least two (2) Business Days' notice to the Proposer of a public records request for material submitted pursuant to this Procurement. Offerors must respond to the notice in writing with any objection to the production of the documents within two (2) Business Days of receipt of the notice, or the requested documents will be released in accordance with the Owner's policy for responding to such requests.

### **3.1.5 Protest Procedures**

The protest procedures applicable to the Procurement are as follows:

a. All Protests will be directed, in writing, to the Owner's Design Criteria Developer

**Daniel D. Rawlins**, RA, DBIA  
The **Rawlins Group** LLC  
6706 Marmont Circle  
Indianapolis, Indiana 46220  
[dan@therawlinsgroup.com](mailto:dan@therawlinsgroup.com)

b. Any Protest based on the form or content of the Procurement documents, which is or should have been apparent prior to the date established for submittal of the VSQ or Proposal, will not be considered if received by the person set forth above later than seven (7) calendar days prior to the specified submittal date.

- c. Protests based on any other circumstances must be received by the person noted above within five (5) business days from the date the Offeror or Short-Listed Offeror was notified of any selection decision; however, in no event will a protest be considered if all VSQ or Proposals are rejected or if the Protest is received after award of the Contract.
- d. To be considered, a Protest shall be in writing and shall include: (1) the name, street address, and email address of the aggrieved party; (2) the name of the Project for which the Protest is submitted; (3) a detailed description of the specific grounds for the Protest and any supporting legal and/or factual documentation; and (4) the specific ruling or relief requested.
- e. In computing any period of time prescribed by this procedure, the day of the act or event from which the designated period of time begins to run shall not be included. The last day of the period shall be included. Any document received after the close of regular business hours (7:30 a.m. to 4:30 p.m., Eastern Time) shall be deemed received the following Business Day.
- f. The Owner's Design Criteria Developer will initially review the Protest, and may upon review: (1) Act upon the Protest to grant the ruling or relief requested; (2) Deny the Protest on the basis of information provided in the Protest if the facts do not support validity of the Protest; or refer the Protest for review by the School Board.
- g. The decision of the Owner's Design Criteria Developer, if not reviewed by the School Board may be appealed to the School Board. The decision of the School Board is final and binding.
- h. By submitting a VSQ and/or Proposal in response to this Procurement, the Offeror acknowledges that it has reviewed and acquainted itself with the protest procedures herein and agrees to be bound by such procedures as a condition of submitting an VSQ and/or Proposal.

### **3.2 Owner Rights and Procurement Conditions**

**3.2.1** The Owner reserves without limitation, and may exercise at its sole discretion, the following rights and conditions with regard to this Procurement process:

- 3.2.1.1** To cancel the Procurement process and reject any and all VSQs and/or Proposals;
- 3.2.1.2** To waive any informality or irregularity;
- 3.2.1.3** To revise the Procurement Documents and Schedule via an Addendum;
- 3.2.1.4** To reject any Offeror that submits an incomplete or inadequate response or is not responsive to the requirements of this RFQ;
- 3.2.1.5** To require confirmation of information furnished by an Offeror, require additional information from an Offeror concerning its VSQ or Proposal and require additional evidence of qualifications to perform the work described in this RFQ or a subsequent RFP;
- 3.2.1.6** To seek or provide clarifications, or conduct discussions, at any time, with one or more Offerors;
- 3.2.1.7** To contact references who are not listed in the Offeror's VSQs and investigate statements on the VSQs and/or qualification of the Offeror and any firms or individuals identified in the VSQ;
- 3.2.1.8** To consider Alternative Technical Concepts and/or approaches identified by Offerors;
- 3.2.1.9** To take any action affecting the RFQ process, the RFP process, or the Project that is determined to be in the Owner's best interests; and

- 3.2.1.10 Approve or disapprove of the use of particular Subconsultants, Subcontractors, or Key Team Members and/or substitutions and/or changes to Subconsultants, Subcontractors, or Key Team Members from those identified in the VSQ or Proposal. Such approval or disapproval shall not be unreasonably exercised.

### **3.3 Outline of the Procurement Process**

#### **3.3.1 Request for Qualifications (RFQ).**

- 3.3.1.1 This RFQ invites firms to submit VSQs describing in detail their technical, management, and financial qualifications to design, permit, construct, commission, and close out the Project. The issuance of this RFQ is the first phase of the Procurement process.
- 3.3.1.2 Offerors will submit their VSQ and other deliverables required pursuant to this Procurement at the time and in the manner set forth in this RFQ and any Addenda. Offerors will provide a complete and accurate response to the RFQ Questionnaire found in Exhibit B, attached to this RFQ. The Owner will not consider VSQ or other deliverables that are submitted after the Time set forth in the RFQ. Offerors are solely responsible for making sure that the Owner receives the VSQ in a timely fashion.
- 3.3.1.3 The Owner will evaluate the information submitted by each Offeror to:
  - 3.3.1.3.1 Determine whether the Offeror meets the mandatory minimum requirements identified as prerequisites in paragraph 3.4.1 of this RFQ.
  - 3.3.1.3.2 Evaluate the VSQ provided by each Offeror pursuant to the evaluation system identified as weighted evaluation criteria in paragraph 3.4.2 of this RFQ.
- 3.3.1.4 Any Offeror who fails to meet the mandatory minimum requirements set forth in this VSQ will be deemed non-responsive and will not be considered further by the Owner in this Procurement.
- 3.3.1.5 The Owner's Technical Review Committee (TRC) will conduct the evaluations of all VSQs that meet the mandatory minimum requirements. The TRC may elect to conduct the evaluation solely on the basis of the material contained in the VSQ, or may elect to conduct Qualifications phase interviews with some, or all, of the Design-Build Entities submitting a VSQ.
  - 3.3.1.5.1 Should the TRC decide to conduct Qualifications Phase Interviews, all respondents will be notified by the close of business on the date cited for such notification in section 2.4.1 of this RFQ.
  - 3.3.1.5.2 If Qualification Phase Interviews are conducted, the project schedule will be adjusted accordingly.
- 3.3.1.6 All VSQs will be evaluated in accordance solely with the criteria established in the RFQ and any Addenda issued thereto. The evaluation criteria are listed below, including the relative weight or importance given to each criterion.
- 3.3.1.7 The Owner intends that not more than three responsive and responsible firms will be selected as Short-Listed Offerors. Only those firms that have been short-listed will be invited to submit a Proposal in response to the RFP.

**3.3.1.8** The results of the VSQ evaluations will not directly be carried forward and included in the final evaluation and selection during the RFP phase. The same evaluation criteria, or some similar to them may be included in the RFP evaluation criteria, and Short-Listed Offerors will be re-evaluated according to the RFP evaluation criteria, informed by the interaction with each Short-Listed Offeror during the RFP phase.

**3.3.1.9** Design-Build Team Members and individual Key Team Members will be evaluated as a basis for selection. Once shortlisted, neither the Offeror nor Team Members that are submitted to the Owner as part of the VSQ or Proposal may substitute a listed consultant, subconsultant or subcontractor, or any individual listed as a Key Team Member.

### **3.3.2 Request for Proposal (RFP), Confidential Individual Meetings & Selection Process**

**3.3.2.1** The Owner will first issue the RFP to the Short-Listed Offerors in draft form. The RFP will further explain the evaluation criteria, Proprietary Meetings, and other elements of the RFP process.

**3.3.2.2** Prior to the submission date for Proposals, written questions will be accepted as defined in the RFP.

**3.3.2.3** The Owner will conduct at least one set of Confidential Individual Meetings with each Short-Listed Offeror as described in the RFP. The format of the Confidential Individual Meetings will be designed to allow the Short-Listed Offerors to ask the Owner questions regarding the Project and the Owner's goals and concerns. All information from the Design-Build Teams provided in the Confidential Individual Meetings will remain confidential during the procurement process; however, see Section 3.15 with respect to the potential public disclosure of information provided during the procurement pursuant to any applicable public records act. The Proprietary meetings will also provide an opportunity for direct interaction between the Short-Listed Offeror and the Technical Review Committee.

**3.3.2.4** A Short-Listed Offeror may submit suggested proposed changes to the Contract provisions or Alternative Technical Concepts no later than the date set forth in the Schedule. The Owner, at its sole discretion, may revise the RFP, the contract provisions, and/or program documents and issue the Final RFP to all Short-Listed Offerors.

**3.3.2.5** Short Listed Offerors will submit a Qualitative Proposal and Price Proposal in accordance with the Procurement schedule.

**3.3.2.5.1** The Qualitative Proposal will define the Offeror's approach to Progressive Design-Build Delivery of the project, including processes, staffing, work plan and schedule.

**3.3.2.5.2** The Price Proposal will be submitted in a separate, sealed envelope from the Qualitative Proposal and will include an affirmation of the ability of the Design-Builder to deliver the project within the Owner's maximum project budget as well as the basis for establishing a guaranteed maximum price for the project. The Price proposal will also include a price for the Design-Builder to provide Phase 1 Services. The cost of Phase 1 Services will be part of the Design-Builder's GMP to be established prior to the commencement of Phase 2 Services.

**3.3.2.6** The Owner's Design Criteria Consultant will initially review each Qualitative Proposal for compliance with the requirements of the RFP and issue a professional opinion of compliance.

- 3.3.2.7 Each member of the Owner's TRC will certify that no conflict of interest exists between any TRC Member and any Offeror.
- 3.3.2.8 The Owner's Technical Review Committee will review and evaluate each Qualitative Proposal Without knowledge of the contents of the Price Proposal.
  - 3.3.2.8.1 Each Offeror will have the opportunity to present and discuss its Qualitative Proposal to the Owner's TRC in a confidential Qualitative Proposal Interview.
  - 3.3.2.8.2 The Owner's TRC will meet in a public session to assign a written composite score to each Qualitative Proposal, in accordance with the evaluation criteria published in the RFP.
- 3.3.2.9 The Owner will publicly open and read aloud the Price Proposals at the date, time and location Identified in the RFP.

### **3.3.3 Basis for Award of Progressive Design-Build Contract**

- 3.3.3.1 The Price Proposal received from each Offeror will be divided by the written composite score assigned by the TRC to each Offeror's Qualitative Proposal to arrive at an Adjusted Price Score for each Offeror in accordance with IC 5-30-7-5.
- 3.3.3.2 The Owner will award a two-phase Progressive Design-Build Contract to the Design-Builder offering the Best Value Proposal, defined by IC 5-30-7-6 as the Offeror with the lowest Adjusted Price Score. In accordance with IC 5-30-7-8, the award of contract is subject to successful final negotiation of terms and conditions of the contract.
- 3.3.3.3 The Owner is not required to award the contract to the Offeror submitting the lowest Price Proposal, per IC 5-30-7-6.
- 3.3.3.4 The Owner will provide written notification to all Short-Listed Offerors of the selection decision and make a selection summary available to all Offerors at the conclusion of the Procurement.
- 3.3.3.5 The Owner reserves the right to not issue a Design-Build Contract or to suspend or cancel the Project for any reason or no reason at all.

### **3.3.4 Design-Builder's Services under the Progressive Design-Build Contract**

- 3.3.4.1 Upon Award of Contract, the Owner intends to enter into a two-phase Progressive Design-Build Contract with the selected Design-Builder that is based on DBIA Document 544,(as amended for IC 5-30), *Progressive Design-Build Agreement for Indiana Public Works Projects Per IC 5-30*, and DBIA Document 535, *General Conditions of the Contract Between Owner and Design-Builder*, as specifically amended for this Project. A draft copy of the Contract and General Conditions is attached to this RFQ as Exhibit B.
- 3.3.4.2 The services required of the Design-Builder in each phase of the Progressive Design-Build Contract are further described in Section 2.3 of this RFQ.
- 3.3.4.3 By submitting a proposal pursuant to the RFP, the Offerer represents and warrants that the Project Goals, Objectives, Scope, Schedule and Budget set forth in the RFP are realistically attainable through a progressive design-build contract.
- 3.3.4.4 By submitting a Proposal pursuant to the RFP, the Offeror represents and warrants that it will enter into the first phase of the progressive design-build contract provided by the Owner subject to the terms set forth in its Proposal.

### 3.4 Qualifications Phase Criteria for Ranking of Offerors

#### 3.4.1 Prerequisites - Pass/Fail Criteria

VSQs will initially be reviewed by the Design Criteria Consultant for compliance with the minimum criteria. The Design Criteria Consultant may seek clarifications or additional information from Offerors prior to completing the initial analysis. The following evaluation criteria will be reviewed on a pass/fail basis:

- 3.4.1.1 Complete response to the RFQ Questionnaire, found as Exhibit B, attached to this RFQ, and a response that is also in accordance with IC 5-30-5-3.
- 3.4.1.2 Design-Build Entity submitting the VSQ is legally entitled to provide services in Indiana and is listed as holding a Certificate of Good Standing by the Indiana Secretary of State.
- 3.4.1.3 Design-Build Entity submitting the VSQ has assembled a team with the licenses, Registrations and credentials necessary to design and construct the project.
- 3.4.1.4 Design-Build Entity submitting the VSQ has adequately demonstrated the capacity to provide a Performance and Payment Bond of not less than \$10,000,000 from an acceptable surety.
- 3.4.1.5 Design-Build Entity submitting the VSQ has adequately demonstrated the capacity to provide all of the required insurance coverage identified in Section 4.6 of this RFP from acceptable insurance carriers.
- 3.4.1.6 Design-Build Entity submitting the VSQ has established and maintained a Safety Program that results in a safety record below industry averages for the three (3) previous years (or has adequately explained a higher than average record) according to the following metrics:
  - EMR: Less than 1.0
  - TCIR/TRIR: Less than 1.8 [per US Bureau of Labor Statistics 2020 Data]
  - DART: Less than 1.0 [per US Bureau of Labor Statistics 2020 Data]
- 3.4.1.7 Design-Build Entity submitting the VSQ has a written plan for Employee Drug Testing, and will cause all team members to maintain a similar plan.
- 3.4.1.8 Design-Build Entity submitting the VSQ has demonstrated compliance with the Federal E-Verify Program and will be able to sign the Owner's E-Verify Affidavit if awarded the project.
- 3.4.1.9 Design-Build Entity submitting the VSQ has a written corporate non-discrimination plan that complies with all federal, state and local requirements.
- 3.4.1.10 Design-Build Entity submitting the VSQ has program in place to perform Background Checks on all of its team members who will be working on the Project Site.
- 3.4.1.11 Design-Build Entity submitting the VSQ has no record of unacceptable past failure to perform on a similar project, as evidenced by reference checks.

### 3.4.2 Weighted Evaluation Criteria

VSQs that pass the prerequisite criteria identified in paragraph 3.4.1 of this RFP will be further evaluated by the Owner's Technical Review Committee according to the following weighted evaluation criteria. The weighting is assigned by the possible points associated with each criterion:

#### 3.4.2.1 Design-Build Entity's Team Qualifications | 35 possible points

- 3.4.2.1.1 Quality and capabilities of the Design-Build Entity's key management staff assigned to the Project | **0-15 Possible Points**
- 3.4.2.1.2 Composition and completeness of the Design-Build Entity's proposed project team | **0-10 Possible Points**
- 3.4.2.1.3 Experience of the Design-Build Entity's team in the design and construction of projects of similar type, size, scope and schedule, using any project delivery method | **0-10 Possible Points**

#### 3.4.2.2 Design-Build Entity's Past Performance and the Ability to Perform

45 possible points

- 3.4.2.2.1 Demonstrated success of the Design-Build Entity's team providing *integrated project delivery services together* previously on similar design-build projects **0-15 Possible Points**
- 3.4.2.2.2 Demonstrated capacity to perform the Work and process to positively engage qualified local companies in the Project. | **0-15 Possible Points**
- 3.4.2.2.3 Demonstrated *individual successful past performance* of members of the Design-Build Entity's team on similar projects using the design-build project delivery method. | **0-15 Possible Points**

#### 3.4.2.3 Design-Build Entity's Managerial Resources and Management Plan

20 possible points

- 3.4.2.3.1 Design-Build Entity's management plan to ensure a successful project, including Project safety and maintenance of campus operations during construction. **0-5 Possible Points**
- 3.4.2.3.2 Design-Build Entity's management plan to achieve excellent integration and cohesion of the entire project team | **0-5 Possible Points**
- 3.4.2.3.3 Design-Build Entity's management plan to ensure that the design phases of the Project includes the "voice" of trade contractors, and that the construction phase of the project is adequately staffed with a highly qualified and appropriately trained workforce. | **0-5 Possible Points**
- 3.4.2.3.4 Design-Build Entity's management plan and resources to achieve the highest possible Quality Assurance and Quality Control in both design and construction of the project. | **0-5 Possible Points**

## **SECTION 4: Verified Statement of Qualifications (VSQ) Documentation Requirements**

### 4.1. **VSQ Format Requirements**

The VSQs shall comply with the following format requirements:

- 4.1.1 Follow the format outlined in the "Qualification Questionnaire for Design-Build Services", attached to this RFQ as Exhibit C.
  - 4.1.1.1 Provide VSQ submittals electronically in .pdf format.

- 4.1.1.2 Arrange VSQ Documents as 8.5" x 11" pages, arranged in portrait format.
- 4.1.1.2 Provide dividers between each major heading in the Questionnaire. Major Headings in the Questionnaire are indicated in **BOLD-FACED TYPE AND ALL CAPITAL LETTERS**.
- 4.1.1.3 Re-state each item in the Questionnaire, exactly as it is written, including the outline reference number. Follow the question with the appropriate response. Check-Box options in the Questionnaire do not need to be repeated. The appropriate choice may be part of the response.
- 4.1.1.4 Provide a graphic layout of the submittal that makes it easy for the reader to distinguish between Questionnaire items and responses.
- 4.1.1.5 Some items in the Questionnaire cite a specific paragraph from the Indiana Public Works Design-Build Law (e.g. "IC 5-30-4-3(b)") These items **must** have a direct response, as they are required for a Design-Builder's VSQ submittal by law. Respond directly to the item, even though the follow up questions below address parts of the same topic.

#### 4.2 **Submittal of VSQ via E-Mail:**

E-Mail the submittal to the Owner and Owner's Design Criteria Developer as follows:

**Dr. Wendell McCollum**

Associate Superintendent for Human Resources and Operations  
Michigan City Area Schools  
[wmccollum@mcas.k12.in.us](mailto:wmccollum@mcas.k12.in.us)

**Daniel Rawlins**

Design Criteria Developer  
The Rawlins Group, LLC  
[dan@therawlinsgroup.com](mailto:dan@therawlinsgroup.com)

- 4.2.1 The Owner's e-mail system will accept documents sized up to 5 Mb. Larger documents must be sent via download link to a file transfer website.
- 4.2.2 The date and time stamp on the Associate Superintendent's e-mail noted above shall be the official time of receipt of VSQ, and must be no later than the date and time stated in this RFQ and any addenda.

#### 4.3 **Self Reporting Reference Forms:**

- 4.3.1 Design-Builders are responsible to ensure that the self-reporting forms from the references the design-builder has identified are e-mailed to the Owner's Design Criteria Developer by the date and time set forth in this RFQ.
- 4.3.2 Failure of references to submit self-reporting forms by the deadline will not be a basis for disqualification of the Design-Builder, but may be reflected in TRC scoring for criteria related to Design-Builder's project management effectiveness.

#### 4.4 **Oath and Affirmation**

- 4.4.1 Provide a notarized Oath and Affirmation swearing that the facts and information included in the Design-Builder's Verified Statement of Qualifications are true and correct. An electronic version of this form is acceptable for the submittal. The Design-Builder must be able to provide an original document upon request from the Owner.
- 4.4.2 The form of the statement is found in Part 1 of the Qualification Questionnaire for Design-Build Services.

#### **4.4 Team Identification**

**4.4.1** Indiana Code Section 5-30-5-3(b)(1) requires the Design-Builder's Verified Statement of Qualifications to include "A listing of all prime contractors and architectural and engineering firms that participate financially as part of the team." Part 3 of the Qualification Questionnaire for Design-Build Services includes specific questions about the entire project team and when each entity on the team will become engaged in the Design-Build Process.

**4.3.2** The Owner desires that Most Highly Qualified Design-Build Teams will include early engagement of all key team members to drive both integration and cohesion of the team. Research has shown that projects with higher levels of team integration and team cohesion achieve better project outcomes. The Owner also believes a well-trained and qualified labor force committed to the project team and engaged in the total process will enhance project outcomes.

**4.3.3** The Most Highly Qualified Design-Builders will be able to demonstrate the following in the Verified Statement of Qualifications:

##### **4.3.3.1 Team Integration**

*The degree to which team members from separate organizations and disciplines are engaged prior to the start of conceptual design in collaborative, integrated activities, such as:*

- Joint goal setting
- Cross-disciplinary design
- BIM Execution planning
- Increased information sharing
- Co-Location for increased team interaction

##### **4.3.3.2 Team Cohesion**

*The degree to which individual team members have shared task commitment, group pride & interpersonal alignment, including:*

- Commitment to shared goals
- High levels of positive team chemistry
- Exemplary communication
- Rock-solid trust of one another

**4.3.4** While the Questionnaire allows opportunity for Design-Build Teams to commit to certain trade partners after the submittal of the Verified Statement of Qualifications, the Owner believes that early team integration that drives the optimization of the design and construction process will accomplish more to achieve Best Value for the project than will selecting trade partners on price alone after the design is completed. Design-Builders that propose to select trade partners primarily on the basis of price (low bid mentality) will not be regarded as highly as those teams that seek a high level of team integration and team cohesion.

#### **4.4 Professional Licensing and Certification**

**4.4.1** Design-Builder must verify that they employ or are teaming with individuals and entities that are licensed, registered, certified and otherwise qualified in good standing to provide the design and construction services required to complete an Indiana Public Works Project. An outline of the required submittal information is found in Part 3 of the Qualification Questionnaire for Design-Build Services.

**4.4.2** The Owner also seeks verification of project team qualifications that extend beyond professional or trade licensure. In addition to any validation or disclosure required by this RFQ, Most Highly Qualified Design-Build Teams will be able to demonstrate that individuals with particular knowledge and experience in Design-Build project delivery are serving in meaningful roles on the project team.

- 4.4.3 The Owner encourages the use of Design-Build Institute of America (DBIA) Universal Best Design-Build Practices. Design Build Team members in a meaningful role on the Project who carry a "*DBIA Professional Designation*" will be considered an asset in the selection process.

#### 4.5 **Payment and Performance Bonding**

- 4.5.1 In accordance with IC 5-30-8-4, the Design-Builder that is awarded the Design-Build Contract must furnish performance and payment bonds for the portion of the Project related to construction. Bonding is not required for the portion of the Design-Build Contract related to design.
- 4.5.2 For the purpose of evaluating the capacity of the Design-Build Entity to meet this requirement, at the RFQ phase, the Design-Builder is required to provide a letter from surety documenting the ability to provide Performance and Payment Bonding of at least ten million dollars (\$10,000,000).
- 4.5.3 The letter must be less than sixty (60) days old and written by a Surety Company authorized to do business in Indiana and is listed in the U.S. Department of Treasury's Circular 570, latest revision, and whose underwriting limitation is at least one hundred twenty million dollars (\$120,000,000). This also excludes any Surety delisted subsequent to the most recent publication of Circular 570.
- 4.5.4 The letter must specifically identify the Design-Build Entity and affirm that the Design-Build Entity has the capacity to obtain Performance and Payment Bonding for the project, stating the Design-Build Entity's single project bonding ability and its aggregate bonding ability.
- 4.5.5 Performance and Payment Bonding is not required as part of the Verified Statement of Qualifications. The Design-Builder that is awarded the Design-Build Contract will be required to provide Bonds upon execution of the Design-Build Contract. The Bonds will be made in favor of the Owner, using the DBIA series of Bond Forms for an amount not less than 100% of the value of the Construction Portion of the Design-Build Contract.
- 4.5.6 The Surety on the Performance and Payment Bonds shall not be released earlier than one (1) year after the date of Final Completion of the Project.

#### 4.6 **Liability Insurance**

- 4.6.1 The Design-Builder must document existing insurance coverage in the following minimum amounts and not less than Indiana statutory requirements. Coverage must be from established insurance carriers with AM Best Rating of at least A- (Very Good). The coverage must be free from any exclusion related to the Design-Build delivery method. It will be a condition of the Design-Build Contract that the Design-Builder must keep the coverage in place for at least three (3) years after the Date of Substantial Completion.
- 4.6.2 If the Design-Builder is currently carrying coverage less than the specified amounts, a letter from the Design-Builder's insurance carrier affirming the Design-Builder's ability to obtain the required coverage, along with a statement by the Design-Builder of its willingness to obtain the required coverage will also meet the documentation requirements of the RFQ.

- 4.6.3** Provide Certificates of Insurance, as outlined in Part 4 of the Qualification Questionnaire for Design-Build Services that document the following minimum insurance coverages.

**Worker’s Compensation and Liability Insurance**

Employer’s Liability: <i>Bodily Injury by Accident</i>	\$1,000,000 <i>each accident</i>
Employer’s Liability: <i>Bodily Injury by Disease</i>	\$1,000,000 <i>policy limit</i>
Employer’s Liability: <i>Bodily Injury by Disease</i>	\$1,000,000 <i>each employee</i>

**Commercial General Liability Insurance (Occurrence Based)**

General Aggregate Limit (per job): <i>Other than products/completed operations</i>	\$2,000,000
Products / Completed Operations:	\$1,000,000
Personal & Advertising Injury Limit:	\$1,000,000
Each Occurrence Limit: <i>completed operations</i>	\$1,000,000
Damage to rented premises:	\$100,000
Medical Expenses ( <i>any one person</i> ):	\$10,000

**Abuse, Molestation and Sexual Misconduct Insurance (Occurrence Based)**

Aggregate Limit:	\$2,000,000
Each Occurrence:	\$1,000,000

**Professional Services Liability Insurance (Errors + Omissions)**

Per Claim: <i>Minimum 3-year extended reporting or continuation of coverage for 3 years following Date of Final Completion.</i>	\$1,000,000
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**Comprehensive Auto Liability Insurance**

Single Limit – each accident: <i>Owner, Hired &amp; Non-Owned Bodily Injury &amp; Property Damage</i>	\$1,000,000
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**Pollution Liability Insurance**

Single Limit – Each Occurrence:	\$1,000,000
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**Umbrella Excess Liability Insurance**

Each Occurrence & Aggregate: <i>Must provide umbrella coverage for all forms of insurance listed above.</i>	\$5,000,000
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- 4.6.4** It is not necessary that the Certificates of Insurance be endorsed for the Owner as additional insured at this time. Endorsements will be required on the Certificates of Insurance provided by the Selected Design-Builder after the Progressive Design-Build Contract is executed.

- 4.6.5** Upon execution of the Agreement between Owner and Design-Builder, the Certificate of Insurance, in addition to coverages outlined in Section 4.6.3 and language in 4.6.4 will include for each line of coverage, the following:

**Workers’ Compensation and Employer’s Liability Insurance**

- Waiver of Subrogation in favor of the Owner
- 30-day notice of cancellation

**Commercial General Liability Insurance** (Occurrence Form)

- The Owner as Additional Insured for Ongoing Operations and Products/Completed Operations (CG2010 07/04 & CG2037 07/04 or equivalent)
- Primary and Non-Contributory
- Waiver of Subrogation in favor of the Owner
- 30-day notice of cancellation

**Abuse, Molestation, and Sexual Misconduct Liability Insurance** (Occurrence Based)

- The Owner as Additional Insured
- Waiver of Subrogation in favor of the Owner
- 30-day notice of cancellation

**Professional Services Liability Insurance**

- The Owner as Additional Insured
- Waiver of Subrogation in favor of the Owner
- 30-day notice of cancellation
- If Claims-Made form, the retroactive date must be on or before the date of the Notice to Proceed with the Work

**Comprehensive Automobile Liability Insurance**

- The Owner as Additional Insured
- Waiver of Subrogation in favor of the Owner
- 30-day notice of cancellation

**Pollution Liability Insurance**

- The Owner as Additional Insured
- Waiver of Subrogation in favor of the Owner
- 30-day notice of cancellation

**Umbrella Excess Liability Insurance**

- The Owner as Additional Insured
- Waiver of Subrogation in favor of the Owner
- 30-day notice of cancellation

**4.7 Safety Program and Safety Record**

**4.7.1** All phases of construction are to be governed, at all times, by applicable provisions of Indiana and Federal Law(s), including, but not limited to, the latest Amendments of the following statutes:

- Williams-Steiger Occupational Safety and Health Act of 1970, Public Law 91-596.
- Part 1910 – Occupational Safety and Health Standards, Chapter VIII of Title 29, Code of Federal Regulations.
- Part 1926 – Safety and Health Regulations for Construction, Chapter XIII of Title 29, Code of Federal Regulations.

**4.7.2** Design-Builder must document, as a minimum requirement, an on-going active formal safety plan and an established safety record comparable to the U.S. Department of Labor's Bureau of Labor Statistics national averages for Design-Builder's SIC and NAICS codes.

**4.7.3** For the purpose of evaluation of the Design-Build Entity's safety record, submit the data requested in Part 4 of the Qualification Questionnaire for Design-Build Services.

**SECTION 5: LIST OF ATTACHMENTS**

- A. Legal Notice of Request for Qualifications
- B. Sample Form of Agreement and General Conditions of the Contract
- C. Verified Statement of Qualifications Questionnaire
- D. Professional Reference Form



# Exhibit A

## Legal Notice of Request for Qualifications

*This document is published in local newspapers on November 8, 2022*

### NOTICE OF REQUEST FOR QUALIFICATIONS FOR PROGRESSIVE DESIGN-BUILD CONTRACT

Notice is hereby given that Michigan City Area School, LaPorte and Porter Counties, Indiana (the "School Corporation"), requests any design-builder (as defined in Indiana Code Section 5-30-1-4, as amended) which is interested in being considered by the School Corporation as a potential design-builder with respect to the design, construction and equipping of the 2023 Early Childhood Center and CTE Program Expansion Project, (the "Project"), located at:

Former Brown Mackie College Campus  
325 East U.S. Highway 20 | Michigan City, IN 46360

all as described in more detail in the Request for Qualifications, dated November 8, 2022 (the "RFQ") to submit Verified Statements of Qualification and Proposals as set forth in Indiana Code Section 5-30-5-1(c), as amended.

All responses to the RFQ, in the form of a Verified Statement of Qualifications (a "VSQ") shall be received until 2:00 PM, Central Standard Time on Monday, November 28, 2022 at the Administrative Office of Michigan City Area Schools, Attention: Dr. Wendell McCollum, Associate Superintendent, 408 South Carroll Avenue | Michigan City, IN 46360

Design-Builders may submit responses electronically via e-mail to [wmccollum@mcas.k12.in.us](mailto:wmccollum@mcas.k12.in.us) with a copy to [dan@therawlinsgroup.com](mailto:dan@therawlinsgroup.com)

Each response to the RFQ must be in accordance with the RFQ, all of which is incorporated herein by reference, and all of the provisions of Indiana Code 5-30, as amended and as applicable to the RFQ and the RFQ process, and must be submitted by a person or entity satisfying the definition of a design-builder or team, each as defined in Indiana Code 5-30-1, as amended (each a "Design-Builder")

For a copy of the RFQ, contact the School Corporation's Design Criteria Developer (the "DCD"):

**Daniel D. Rawlins**, RA, DBIA  
The Rawlins Group, LLC  
6706 Marmont Circle  
Indianapolis, Indiana 46220  
e-mail: [dan@therawlinsgroup.com](mailto:dan@therawlinsgroup.com)  
telephone: (317) 441-7905.

As of the date of publication of this notice, all communications between the School Corporation and any prospective Design-Builder is to be through the School Corporation's Design Criteria Developer.

A Pre-Submittal Conference will not be conducted for this project. Any Design-Builder with questions about the project and the RFQ process should contact the School Corporation's Design Criteria Developer.

The RFQ contains, but is not limited to, the following: (a) A description of the Project, including the size and function of the facilities that are the subject of the Project, the approximate budget and the anticipated schedule, (b) A description of the selection process, including the process for communications between the potential Design-Builders and the School Corporation, including, but not limited to the Michigan City Area Schools Technical Review Committee (the "TRC") and any agent of either the School Corporation or the TRC, the schedule for the selection process, the TRC procedure and a description of submission requirements; (c) The general qualifications for prospective Design-Builders, including appropriate experience with similar projects, team experience with design-build, organizational resources and depth of the Design-Builder, the prospective Design-Builder's history of contracting with or hiring minority business enterprises and women's business enterprises, the prospective Design-Builder's litigation and disputes history and the prospective Design-Builder's experience in dealing with bonding authorities; (d) The Project specification qualifications for prospective Design-Builder, including: The prospective Design-Builder's experience with the facilities or building types that are the subject of the Project, the prospective Design-Builder's performance record, including quality, schedule and cost of each project, the prospective Design-Builder's proposed team composition, including the team's past experience in working together, the prospective Design-Builder's proposed key project personnel and the prospective Design-Builder's client references; and (e) A description of the qualifications statement evaluation process, which includes: An established rating system that complies with Indiana Code Section 5-30-5-4, as amended and Indiana Code Section 5-30-5-5, as amended.

All of the information set forth in the RFQ as described in the paragraph above are incorporated into this notice by reference. In addition to the foregoing information, the response submitted by prospective Design-Builders must include all of the information required by Indiana Code Section 5-30-5-3, as amended.

After reviewing and evaluating all of the responses to the RFQ received by the date and time set forth above, the TRC shall identify and recommend to the Board the Design-Builder that is Highly Qualified and provides the Best Value proposal to the taxpayers of the School Corporation. The TRC or the School Corporation reserves the right to reject for any reason and for no reason at all any and all responses received to the RFQ and to be the sole judge of the value and merit of the responses offered. The School Corporation reserves the right to terminate for any reason and for no reason at all this Project prior to awarding the design-build contract,

Dated: November 12, 2022

MICHIGAN CITY AREA SCHOOLS  
LAPORTE AND PORTER COUNTIES, INDIANA  
By: Dr. Wendell McCollum  
*Associate Superintendent for  
Human Resources and Operations*

[TO BE PUBLISHED ONE (1) TIME, ON NOVEMBER 12, 2022  
IN AT LEAST ONE (1) NEWSPAPER PUBLISHED OR OF GENERAL CIRCULATION  
IN THE SCHOOL CORPORATION – AND POSTED ON SCHOOL CORPORATION WEBSITE]



## Exhibit B

# Sample Form of Agreement

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Michigan City Area Schools

### **2023 Early Childhood Center and CTE Program Expansion Project**

In accordance with Design-Build Institute of America (DBIA) Universal Best Design-Build Practices, a sample Form of Agreement and General Conditions of the Contract for Construction follow this page to allow potential design-builders to understand the potential commercial terms and conditions under which progressive design-build services will be provided. All Contract terms and conditions are negotiable during the execution of Step 1 Progressive Design-Build Services.

The Form of Agreement includes the following documents:

- Letter of Intent and Notice to Proceed with Step 1 Progressive Design-Build Services
- DBIA Document 544 (2022 Edition) *Standard Form of Agreement Between Owner and Design-Builder* as amended for this project.
- DBIA Document 535 (2022 Edition) *General Conditions of the Contract* as amended for this project.



## Exhibit C

# Qualifications Questionnaire

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Michigan City Area Schools

### 2023 Early Childhood Center and CTE Program Expansion Project

## Qualification Questionnaire for Design-Build Services

*Please note: Any question that includes a legal citation reference requires a direct response in order to be in compliance with the Indiana Public Works Design-Build Law [IC 5-30].*

#### **TAB 1: DESIGN-BUILDER IDENTIFICATION**

1.1. Date of Submittal of Verified Statement of Qualifications

1.2. Legal Name of Design-Build Entity

- 1.2.1. d/b/a Name (*if different than legal name*)
- 1.2.2. Street Address
- 1.2.3. City, State, Zip Code
- 1.2.4. Federal ID Number
- 1.2.5. Website URL

1.3. Identification of Primary Contact Person

- 1.3.1. Name
- 1.3.2. Title
- 1.3.3. Office Telephone Number
- 1.3.4. Cellular Telephone Number
- 1.3.5. E-mail address

1.4. Verification: Provide a Notarized Oath and Affirmation on Design-Builder's Letterhead that reads as follows:

"OATH AND AFFIRMATION

I affirm under the penalties of perjury that the facts and information included in this Verified Statement of Qualifications are true and correct to the best of my knowledge and belief.

Dated at \_\_\_\_\_ this \_\_\_\_\_ day \_\_\_\_\_ of \_\_\_\_\_

\_\_\_\_\_  
(Name of Design-Build Entity)

By: \_\_\_\_\_

(Title of Individual Signing)

ACKNOWLEDGEMENT

State of \_\_\_\_\_ )

) SS:

County of: \_\_\_\_\_ )

\_\_\_\_\_ being duly sworn, deposes and says that he/she is \_\_\_\_\_ of the above \_\_\_\_\_  
(Name of Individual) (Title) (Name of Organization)

and that the statements contained in this Verified Statement of Qualifications are true and correct.

Subscribed and sworn before me this \_\_\_\_\_ day of \_\_\_\_\_

My Commission Expires \_\_\_/\_\_\_/\_\_\_

County of Residence \_\_\_\_\_

\_\_\_\_\_  
(Notary Public)

## 2. EXECUTIVE SUMMARY

Provide a concise statement that summarizes the reasons, in accordance with the stated evaluation criteria, why this team should be considered a highly qualified Design-Builder.

## 3. ORGANIZATION AND LEADERSHIP

3.1. What is the business organization of the Design-Build Entity?

**Integrated Team:** Design-Build Entity includes both design and construction services as employees of the Design-Build Entity. Services not performed by the Design-Build Entity are subcontracted to the Design-Build Entity.

**Integrated Team with a Teaming Agreement:** Design-Build Entity includes both design and construction services as employees of the Design-Build Entity. Services not performed by the Design-Build Entity are subcontracted to the Design-Build Entity, with key subcontractors and subconsultants performing under a teaming agreement. If so, provide a copy of the Teaming Agreement behind Tab 1, with other supplementary information.

**Sole Services:** Design-Build Entity holds the Contract with the Owner and all other team members are subcontracted to the Design-Build Entity.

**Sole Services with a Teaming Agreement:** Design-Build Entity holds the Contract with the Owner and all other team members are subcontracted to the Design-Build Entity, with some key members of the team participating under a formal teaming agreement for the pursuit of the project. If so, provide a copy of the Teaming Agreement behind Tab 1, with other supplementary information.

**Joint Venture:** A special business entity has been formed to serve as the Design-Build Entity expressly for this Project. If so, provide full disclosure of the composition of the Joint Venture, including identification of the individuals that will assume the mantle of responsibility and liability for the project.

**Other:** Provide full description.

- 3.2. List all the entities, including prime & trade contractors, architectural and engineering firms, as well as any other sub-consultants, suppliers, etc. that will be a part of the team at any point in the duration of the project. Provide the following information for each:
- 3.2.1. Role of the entity in the project
  - 3.2.2. Point of engagement with the team:
    - Currently a full member of the team
    - Currently a conditional design-assist member of the team.  
*Describe the basis upon which this team member will be fully engaged, and the timing for full engagement to occur.*
    - Will become engaged after the draft RFP is issued and prior to the submittal of a Design-Build Proposal
    - Will become engaged after award of the Design-Build Contract
  - 3.2.3. Name of the entity  
*If the entity is not currently a full member of the team, list all of the entities under consideration for this position on the team.*
- 3.3. Provide the following information about the individuals in key leadership roles for the project:
- 3.3.1. Individual's Name
  - 3.3.2. Company / Title / Role on this Project.
  - 3.3.3. Education and Training.
  - 3.3.4. Professional Registrations and Certifications.
  - 3.3.5. Professional Experience, Representative Projects and Particular Talents.
  - 3.3.6. Responsibilities, other than this project, that will run concurrently with this project.
  - 3.3.7. Tenure this person has with the company, and in the current position.
- 3.4. Provide a responsibility chart and narrative that indicates how the Design-Builder's team will function, and how it will interface with Michigan City Area Schools, its vendors and consultants. Note that Dave Williamson, Director of Facilities will serve as primary Owner contact.
- 3.5. Describe your management plan for this project.
- 3.5.1. What processes and procedures will you employ that will ensure success for this project?
  - 3.5.2. Describe how the Design-Builder will maintain project budgets and communicate project cost with the Owner in a design-to-budget Progressive Design-Build process.
  - 3.5.3. Describe how the Design-Builder will guide the Owner through making trade-off decisions that will result in a final design that optimizes the tension between maintaining the initial project budget and selecting systems and components that may have the overall lowest total cost of ownership, but a higher initial cost. Describe how the Design-Builder will identify options for Owner review and consideration.
  - 3.5.4. Describe how the Design-Builder will maintain project schedules.
  - 3.5.5. Describe how the Design-Builder will maintain a healthy and safe optimum project site and working environment during the execution of the Design-Build project.
  - 3.5.6. Describe how the Design-Builder will drive early integration and cohesion, both within its team and with the Owner's prime stakeholders for the project.
  - 3.5.7. Describe how the Design-Builder will bring the "voice" of the Trade Contractors to a point of positive influence during the design-phases of the project, including Step 1 Services of the Progressive Design-Build Contract.
  - 3.5.8. Describe how the Design-Builder will promote and engage local companies in the project for the economic health of the Michigan City Area Schools community.

- 3.5.9. Describe how the Design-Builder will manage quality assurance and quality control in the design-build process, including both design and construction phases of the project.
- 3.6. In accordance with IC 5-30-5-3(b)(3), Provide a statement that the Design-Builder and/or team members have the licenses, registrations and credentials required to design and construct the project.
- 3.6.1. List the names of all professionals who will provide the certifications necessary for this project and provide proof of certification of each.
- 3.6.2. List the names of any individuals or entities that hold trade licenses or certifications that are needed for this project and provide proof of each.
- 3.6.3. List the names of any individuals or entities on the Design-Builder's team who have ever been involved in debarment, disqualification or removal from a federal, state or local government public works project. Include the names of any individual or company that has had its license suspended or revoked.
- Provide an explanation of the situation and any extenuating circumstances or remediation that otherwise would qualify the individual or entity to serve effectively as part of the Design-Builder's team for this project.
  - If there are no such circumstances, please indicate so.
- 3.6.4. Disclose any association or other circumstance that could be construed as a conflict of interest with the Owner, its consultants and established vendors. If you do not believe there to be any such circumstances, please indicate so.

#### **4. GENERAL QUALIFICATIONS**

- 4.1. Provide Financial Statements for the Design-Builder that is specific enough in detail so that the Technical Review Committee can make proper determination of the Design-Builder's capability for completing the project if awarded.
- 4.1.1. Provide Audited Financial Statements for 2020, 2021
- 4.1.2. Provide a Balance Sheet for 2022.
- 4.2. In accordance with IC 5-30-5-3(b)(9), Provide a Statement containing information concerning any bankruptcy or receivership, past or present of the Design-Builder or a member of the Design-Builder's team. If no such condition exists, provide a statement attesting to that fact.
- 4.3. In accordance with IC 5-30-5-2(2)(G), Provide an account of any history of litigation and disputes between any Public Entity Owner, or any other Owner, and the Design-Builder or any member of the Design-Builder's team.
- 4.3.1. Provide a list of all outstanding or past judgments or lawsuits against the Design-Builder, its team members and/or Owners.
- 4.3.2. Provide a summary of any mediation or arbitration history of the Design-Builder and its team members in the past ten (10) years.
- 4.4. In accordance with IC 5-30-5-3(b)(4), Provide a summary statement that the Design-Builder has the capacity to obtain all required Payment and Performance bonding, liability insurance, and errors and omissions insurance. Provide validation of that fact with the information requested below:
- 4.4.1. Provide a letter from Surety indicating that the Design-Builder has the capacity to Bond a project of at least \$10,000,000 in value.
- 4.4.2. Provide Certificates of Insurance demonstrating compliance with stated minimum coverage for Worker's Compensation & Liability Insurance.
- 4.4.3. Provide Certificates of Insurance demonstrating compliance with stated minimum coverage for Commercial General Liability Insurance.

- 4.4.4. Provide Certificates of Insurance demonstrating compliance with stated minimum coverage for Abuse, Molestation, and Sexual Misconduct Liability Insurance
  - 4.4.5. Provide Certificates of Insurance demonstrating compliance with stated minimum coverage for Professional Services (Errors & Omissions) Liability Insurance.
    - Provide verification of a minimum three-year carry-over of Professional Services Liability Insurance coverage or similar length extended reporting period from the date of Substantial Completion.
  - 4.4.6. Provide Certificates of Insurance demonstrating compliance with stated minimum coverage for Comprehensive Auto Liability Insurance.
  - 4.4.7. Provide Certificates of Insurance demonstrating compliance with stated minimum coverage for Pollution Liability Insurance.
  - 4.4.8. Provide Certificates of Insurance demonstrating compliance with stated minimum coverage for Umbrella Excess Liability Insurance.
- 4.5. Provide the following information to allow the Technical Review Committee to evaluate the Design-Builder's safety performance record. Provide this information for the firm that will be providing the umbrella of leadership responsibility and liability for the Design-Builder. Design-Builders must validate their on-going safety program in one of the following ways:
- 4.5.1 Safety Program Documentation Option 1: Document that the Design-Build Entity has established and maintained participating membership status in any one of the following industry construction safety programs:
    - Coalition for Construction Safety (CCS): "Qualified" or "Certified" Status.
    - IDOL Safety Partnership Programs – Provide a letter from the Directors of ICA or ABC attesting to the Design-Builder's Participation in the IDOL Safety Partnership Program.
  - 4.5.2 Safety Program Documentation Option 2: Provide the following information about the Design-Build Entity's Safety Program:
    - Provide one (1) copy of the Design-Builder's Occupational Safety and Health Administration (OSHA) Form 300A, Summary of Work-Related Injuries and Illnesses for each of the three calendar years preceding the current year. Provide an accompanying explanation of the nature of injuries or illnesses reported on OSHA Forms 300A
    - Provide Design-Builder's SIC (Standard Industrial Classification) and/or NAICS (North American Industrial Classification System) Codes as defined by the U.S. Department of Labor's Bureau of Labor Statistics (BLS).
    - Provide documentation and a summary of the Design-Builder's on-going Safety and Training plans that are most pertinent to this project. (Note: A copy of the cover and Table of Contents of the Design-Builder's safety plan will generally suffice for compliance with this requirement.)
- 4.6. In accordance with IC 5-30-5-3-(b)-(5), Provide documentation of Design-Builder's current Experience Modifier Rate (EMR) for each of the past three (3) calendar years [2021, 2020, 2019].
  - 4.7. In accordance with IC 5-30-5-3-(b)-(5), Provide documentation of Design-Builder's illness and injury total recordable case incidence rate (TCIR/TRIR) for each of the past three (3) years [2021, 2020, 2019].
  - 4.8. In accordance with IC 5-30-5-3-(b)-(5), Provide documentation of Design-Builder's illness and injury days away, restricted, or transfer case incident rate (DART) for each of the past three (3) years [2021, 2020, 2019].

- 4.9. In accordance with IC 5-30-5-3-(b)-(8), Provide a statement regarding any prior serious, repeat, willful, or criminal violation of the federal Occupational Safety and Health Act of 1970 and any equivalent violation under a state plan authorized under Section 18 of the federal act that has become a final order for the Design-Builder or any member of the Design-Builder's team. If no such violations exist, provide a statement attesting to that fact.
- 4.10. Please include information required in Paragraph 3.3 for the person primarily responsible for safety on this project.
- 4.11. In accordance with IC 5-30-5-2-(2)-(F), Provide an account of the Design-Builder's and Design-Builder's team's history of contracting with or hiring minority business enterprises (MBE) and women's business enterprises (WBE).
- 4.12. In accordance with Senate Enrolled Act 590 (2011), Indiana Code Section 12-32-1, as amended and Indiana Code Section 22-5-1.7, as amended, the selected Design-Builder will be required to sign an affidavit stating it is enrolled in the Federal E-Verify and that it does not knowingly employ an unauthorized alien. As a precursor to that requirement, provide a statement affirming the Design-Builder's current status of enrollment in the Federal E-Verify program, as well as the Design-Builder's ability to sign the Owner's E-Verify affidavit.
- 4.13. Provide a copy of the Design-Builder's written corporate non-discrimination policy.
- 4.14. Provide a copy of the Design-Builder's written employee drug testing program to verify compliance with IC 4-13-18-5 or IC 4-13-18-6.
- 4.15. Provide a copy of the Design-Builder's policy for performing background checks for all team members working on the Project Site.
- 4.16. In compliance with IC 5-30-5-3(b)(6), provide a statement that the Design-Builder or employees of the firm performing construction services, including employees of all subcontractors, have completed or are enrolled in an apprenticeship program certified by the United States Department of Labor Bureau of Apprenticeship and Training.

## **5. EXPERIENCE AND PERFORMANCE RECORD**

- 5.1. How long has your firm been involved in the Design-Build profession? Please provide an overview of your company's history in providing professional services for Public Owners in Indiana.
- 5.2. What experience do the team members identified for this project have in providing Design-Build services for projects of similar size and scope as the proposed project?
- 5.3. What experience do the team members identified for this project have in working together successfully on other projects of similar size and scope as the proposed project that have used delivery methods other than Design-Build?
- 5.4. Submit a list of up to five similar facilities designed / constructed by the Design-Builder and Design-Builder's team that are most representative of the experience required for this Project. For each project, provide the following information:
  - 5.4.1. Name of the Project
  - 5.4.2. A brief description of the project. Why did you include it as an example?
  - 5.4.3. Representative Illustrations of the Project (Photographs, floor plans, renderings, etc.)
  - 5.4.4. Type of project delivery used
  - 5.4.5. Design-Build Entity's role in the Project
  - 5.4.6. Other Design-Builder's teammates roles in the Project
  - 5.4.7. Legal name of Owner
  - 5.4.8. Owner's Contact Person (Name, title, telephone, e-mail) – Have that individual complete the Professional Reference Form attached to this RFQ as Exhibit C
- 5.5. Provide a matrix citing the involvement those individuals identified in response to questions 3.3 and above had with the projects cited in response to question 5.4 above.

5.6. Has your firm ever failed to complete a project? If the answer is “yes”, please explain.

5.7. In accordance with IC 5-30-5-3(b)(2), provide a summary statement that the Design-Builder and/or team members have completed or demonstrated the experience, competency, capability to complete projects of similar size, scope or complexity; and that proposed key personnel have sufficient experience and training to competently manage and complete the design and construction of the project. Provide specific examples that serve to validate the statement provided.

## **6. REFERENCES**

Please provide at least three additional references from Owners other than those listed in response to question 5.4 above.

Provide a written list of the individuals cited as references in response to this section as the formal response behind Tab 6

Offerors are responsible for ensuring that each individual listed as a reference, either in this Section or in response to Question 5.4.8 above, completes the Professional Reference Form found in Exhibit D of this RFP and submits it via e-mail to the Owner’s Design Criteria Developer: Daniel Rawlins [dan@therawlinsgroup.com](mailto:dan@therawlinsgroup.com) no later than 5:00 PM CST, November 29, 2022.

If the Design Builder has submitted references in response to Sections 5 and 6 of similar RFQs issued through The Rawlins Group, LLC as Design Criteria Developer within the past twelve (12) months, in the interest of minimizing the imposition on individuals providing references, the proposing Design-Builder may cite the previous reference(s) in lieu of asking the same individuals to again submit a reference for this response. The Design-Builder’s response to the RFQ should list any individuals for whom such prior references are being cited.

## **7. COLLATERAL MATERIAL**

Include any other material you feel would help the Technical Review Committee understand and appreciate your capabilities and unique distinction that would make the TRC consider you most highly qualified to serve as Design-Builder for this project.

*(Note: There is no requirement to include any collateral material. If any is included, it is at the prerogative of the Design-Builder. Any and all collateral material should be placed behind Tab 7*



## Exhibit D Professional Reference Form

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Michigan City Area Schools

### 2023 Early Childhood Center and CTE Program Expansion Project

*You have been asked to provide a professional reference for a member of a Design-Build Team that is submitting its qualifications for this project.*

Please complete this form and e-mail it to [dan@therawlingsgroup.com](mailto:dan@therawlingsgroup.com) no later than 5:00 PM CST on November 29, 2022.

Your Name:  Click or tap here to enter text.  
Company / Organization:  Click or tap here to enter text.  
Telephone:  Click or tap here to enter text.  
E-Mail:  Click or tap here to enter text.

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Reference For:  Click or tap here to enter text. (the Company)

Project:  Click or tap here to enter text.

1. How would you rank the service you received from the Company for this Project?

Excellent Very Good Adequate Inadequate

2. The Project was completed:

Ahead of Schedule On Time Late Not Completed

3. The Project was completed:

Under Budget On Budget Over Budget

4. The Project delivery method used was:

Design-Bid-Build Design-Build CM at Risk CM Agency

Guaranteed Savings Project Other:  Click or tap here to enter text.

5. The best aspect of the Company's services is:  Click or tap here to enter text.

6. One thing the Company could do better is:  Click or tap here to enter text.