

# Request for Owner’s Representative Services Proposal

Cooper University Health Care & Ronald McDonald House Charities

Ronald McDonald House Relocation

April 27, 2024

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## CONFIDENTIAL

The information contained within this request for proposal (RFP) is confidential. All recipients shall not discuss the contents of this RFP with anyone other than those involved in constructing its response.

If you do not intend to respond to this RFP, return all RFP documents to Cooper University Health Care and/or destroy all documents and related electronic media.

### SECTION 1 – BACKGROUND

Cooper University Healthcare (CUHC) is working with Ronald McDonald House Charities (RMH) (collectively, “Owner”) to relocate the existing RMH facility to a nearby site at Block #177 on West Street between MLK Blvd and Stevens Street (the “Project”), as depicted in Exhibit A. CUHC is acting as the developer to move the RMH program off-site so CUHC can expand its footprint.

The new facility is expected to have a construction cost of approximately \$25 million and will be similar to an extended stay hotel, where families will stay for days, weeks, or even months, while a family member is being treated at CUHC or another hospital in the Philadelphia region. The new facility will continue to offer a supportive, nurturing haven: a place of normalcy and comfort during a stressful time for parents, siblings, and extended family who want to be nearby while their child is receiving treatment. It will be a place to focus on self-care and wellness by resting, recuperating and recharging.

**Our Team Approach:** Talented, diverse professionals are central to accomplishing Project goals, and the ability to collaborate at a high-level is key to this Project’s success. The Owner, Architect/Engineers of Record, Construction Manager, Geotechnical Engineer, and Civil Engineer (collectively, the “Team”) must apply a collaborative approach throughout the Project and support the integration of diverse roles, skillsets, and solutions. The Owner intends to build a culture of trust among the Team by framing constructive attitudes and requiring leadership finesse by all parties. All Team members will be expected to maintain a balanced focus on forward progress and value creation for the Project, while maintaining accountability for cost control, quality, and schedule. Team members’ responsibilities shall include but are not limited to:

**CUHC and Program Manager** will have overall responsibility for directing the design and construction efforts, and coordinating all Team members so they will provide their necessary services in a complete and timely manner. They will drive rapid and

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dependable internal decision-making and bi-directional reporting between the design and construction teams and Owner leadership. They will also ensure that sufficient funds are available to complete the Project within the current budget estimates.

The **Architect/Engineers of Record** ("AE") will contract directly with CUHC and are to lead the research, program validation, ideation, best practice application, budget adherence, design, design schedule adherence, standard of care execution, documentation, and construction administration for the Project to meet the Project goals and objectives, regulatory guidelines, and the CUHC approved scope.

The **Construction Manager** ("CM") will contract directly with CUHC. During the design phase, the CM will be an advisor on construction methods and costs, and will conduct continuous cost modeling. The CM will also lead value engineering efforts through a capable in-house source or subcontractor resources. During the construction phase, the CM will lead the construction planning, procurement of labor and materials, installation, and the coordination of commissioning. The CM's contract format will be a Guaranteed Maximum Price with a fixed fee.

The **Geotechnical Engineer** ("Geotech") will contract directly with CUHC and will work in collaboration with the AE, Civil Engineer, and CM by providing field explorations, soil samplings, field testing, analysis, and geotechnical investigation reports. Each of the foregoing are required for the planning, design and contract administration of the Project.

The **Civil Engineer** will contract directly with CUHC and will work in collaboration with the AE, Geotech, and CM by providing site planning, surveying, environmental planning, utility plans, grading and drainage plans, and sedimentation/erosion control plans. Each of the foregoing are required for the planning, design and contract administration of the Project.

The Owner's Representative's proposal shall be for a fixed fee based on the referenced scope and outline of responsibilities. The awarded contract with the Owner will be patterned after the AIA C172-2014 Agreement. To assist you in developing a proposal, the following information is enclosed:

- Scope of Services
- Scope of Project/Program/Schedule

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## SECTION 2 – SCOPE OF SERVICES

The Owner’s Representative is primarily responsible for advocating for Owner’s best interests by managing the Project scope, budget, and schedule during each phase of design, bidding, construction, occupancy, and closeout. It is also the responsibility of the Owner’s Representative to add value to the Project with their expertise in the design and construction of this type of Project, while ensuring the Project remains aligned with Owner’s vision and goals for the Project. As part of your response, please provide a breakdown of the cost for each element of the Scope of Services. Offeror shall also include any exclusions, qualifications, or exceptions to the proposed Scope of Services.

**Diversity:** CUHC values diversity in its work force, patient population, and with our partner companies. CUHC promotes within the State of New Jersey and local communities, minority-owned, women-owned, and veteran-owned businesses, and veteran participation (“MWVBE”) with our institution to maximize community participation with potential consultants and vendors. Include in your proposal if your firm is an MWVBE.

CUHC expects the successful firm to take affirmative steps to strongly consider contracting opportunities for minority-owned, women-owned, and veteran-owned businesses. As used in this RFP, the terms “minority owned business,” “women-owned business,” and “veteran-owned business” mean a business that is at least fifty-one percent (51%) owned and controlled by minority group members, women, or veterans. For purposes of this definition, “minority group members” are African Americans, Spanish speaking, Spanish surnamed, or Spanish-heritage Americans, Asian-Americans, and Native Americans.

Affirmative steps include dividing total requirements, when feasible, into smaller tasks or quantities to permit meaningful participation by minority-, women-, and veteran-owned businesses.

While CUHC has not yet established a percentage requirement for diverse company participation, this goal could be developed prior to design development documents being finalized. In the event that requirement is established, the design and construction teams will be required to meet that goal. The Owner’s Representative will assist in managing the documentation required to record these metrics and ensure accountability to the specified goals.

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## **Team Selection:**

- A. Assist the Owner in the RFP and selection process for the CM. Provide guidance on sub-consultants that may be required on the AE Team such as Elevator, Building Envelope, Data/Telecommunications, Acoustic, Food Service, etc.
- B. Assist the Owner in the RFP and selection process for Owner's consultants and vendors, such as Commissioning Agent, Special Inspector, Furniture Vendors, etc.

## **Project Controls:**

- A. Finalize a detailed timeline and phasing plan to meet the Owner's needs. Work with the Consultant Team, CM, and Project stakeholders to develop an overall detailed Project schedule including durations for all design and construction phase activities, key milestones and all required Project approvals and decisions by the Owner, Authorities Having Jurisdiction, etc. Drive the Project to adhere to the established schedule and immediately notify the Owner's leadership team of any risks to the schedule throughout the Project.
- B. Develop a comprehensive monthly report that includes budget, schedule, scope and hot topic issues to keep the Owner up to date on the status of the Project.
- C. Review the current order of magnitude Project budget, provide an analysis of current assumptions and estimates, and finalize a realistic total Project cost model. Continuously update and refine this cost model based on the dynamics of the Project's development. Actively facilitate value management, and regular exercises during subsequent phases and as needed to keep the Project within its financial constraints.
- D. Utilize the Owner's budget management system to monitor and manage the comprehensive budget and anticipated cost report tracking of all Project related costs. Maintain necessary logs to track allowances, contingencies, and change orders. Revise and refine the anticipated final Project cost report, incorporating pending and approved changes, and potential exposures as they occur, and develop cash flow reports and forecasts as needed.
- E. Regularly review all invoices and make recommendations to the Owner's leadership for payment. Reconcile the actual spend on the Project with the Owner's finance team monthly and provide budget report updates to the Owner's leadership team as part of a monthly report.

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- F. Oversee or produce meeting minutes for all meetings including design, construction, and steering committee meetings. Ensure minutes are distributed to attendees and designated Project leadership.
- G. Recommend courses of action to the Owner and the AE when requirements of any contract are not being fulfilled.
- H. Collaborate with the Owner, AE and CM to ensure and oversee community engagements in conjunction with the Owner's operations, public relations, marketing, and other associated teams. Prepare and present materials as needed to engage and establish successful communication with community stakeholders.
- I. Perform services consistent with any grant requirements and assist the Owner by providing oversight and reporting on the compliance of the team with the grant requirements applicable to the scope of services of each vendor.

## **Design Phase:**

- A. Drive and monitor the programming and design process to confirm that all program requirements, building and site investigation results are appropriately incorporated into the design process and meetings with stake holders are scheduled for review and approval.
- B. Coordinate and manage design meetings with the Design Team and end users to ensure that timely decisions are identified and made in order to maintain the Project schedule.
- C. Promote the integrated function of the Project team and the activities of all team members. Schedule and attend all regular Project meetings.
- D. Oversee and manage third-party consultants, in concert with the Design Team and CM as appropriate, to develop design, technical documents, and outcomes that accurately reflect the required occupant program.
- E. Working with the Design Team, assist in the coordination of all FF&E (furniture, fixture & equipment) for space programming, development of bid package, procurement/vendor selection, and installation.
- F. Obtain departmental signoff of plans at various design stages.
- G. Review plans and specifications for suitability, operational flexibility, and budget constraints.

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- H. Create, manage, and drive the process to identify and satisfy all City, State, NJDOT, and other Regulatory Agency requirements. This includes but is not limited to Zoning, Planning Board, Permitting, Traffic Impacts, Utility Impacts, etc.
- I. Work with the Owner's leadership to facilitate all necessary internal, governmental and regulatory approvals, including approval by the Owner's Internal Boards and other Leadership, and including internal document reviews by stakeholders and the Design Team.
- J. Actively monitor and maintain all Project controls across all phases, incorporating and escalating to Owner's leadership in real time the actual or potential impacts to Project control constraints. This includes identifying budget, quality and schedule impacts as a result of user meetings, idea generation, probes, investigations, etc.
- K. Drive the design process related to critical milestones of the schedule.
- L. Develop stakeholder communications plans to address design concepts, logistics, sequencing, etc. for the RMH staff, consultants, neighborhoods and other stakeholders.
- M. Anticipate and articulate to the Owner's leadership the risks and exposures throughout the process in such manner to allow the Owner's leadership team to take educated and timely action.

## **Construction:**

- A. Oversee the CM's management of insurance coverage of during construction and recommend the merits of various programs (i.e.: CCIP, SDI/Bonds etc.) to the Owner's leadership.
- B. In collaboration with the Design Team and CM, investigate and recommend a schedule, of all materials and equipment requiring long lead time procurement which may be required prior to finalizing the Guaranteed Maximum Price. Coordinate the pre-purchase schedule with the early preparation of respective partial construction documents by the AE. This may also include the onboarding of design assist/design build subcontractors or fabricators for the façade or other building systems.
- C. Oversee the sub-contractor bid process by vetting the bidders list and participating in all pre-bid or pre-award conferences with the responsive, responsible bidders, as needed. Take an active role in sub-contractor bid leveling, review the award recommendations of the CM and advise the Owner on those recommendations. Complete the bidding/award process with a recommendation to the Owner for the award of the trade contracts.

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- D. Develop and monitor the logistics and safety plans in conjunction with the AE and CM.
- E. Consult with the Design Team if the CM or any contractor requests interpretations of the meaning and intent of the drawings and specifications, and assist in the resolution of any questions, which may arise. Establish and implement a system for timely review and response for requests for information from all team members.
- F. In collaboration with the Design Team, establish and implement procedures for expediting the processing and approval of shop drawings and samples.
- G. Coordinate the periodic site visits by the AE and other consultants, as well as inspections by various authorities having jurisdiction and special inspectors.
- H. In consultation with the Owner and CM, develop a requisition review process including a pencil requisition walkthrough for the review and approval of the monthly requisition. Develop a system and manage monthly requisition process including coordination, formatting, and reviewing monthly requisitions per lender requirements. Make recommendations to the Owner for payment.
- I. Require the CM to maintain at the Project site on a current basis: records of all contracts; shop drawings; samples; purchases; materials; equipment; applicable handbooks; federal, commercial and technical standards and specifications; as-built drawings and operating & maintenance manuals, and revisions which arise out of the construction documents or the work. At the completion of the Project, require the CM to deliver all such records to the Owner.
- J. Coordinate with the CM to accept delivery and arrange storage, protection and security for all Owner purchased materials, systems and equipment which are a part of the work, until such items are turned over to the trade contractors for installation or coordination.
- K. Coordinate all necessary parties for all interim and final inspections by Authorities Having Jurisdiction including: Camden City, Camden County, et al.
- L. Upon the determination of "substantial completion," which shall include receipt of the Certificate of Occupancy, for the Project or designated portions thereof, direct the Design Team's preparation of a punch list of incomplete or unsatisfactory items and schedule for their completion. Assist the AE in the supervision of the correction and completion of the required work.

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## **Post-Construction Phase:**

- A. Work with the RMH leadership to establish an activation plan for the Project. Establish a schedule for the activation process. Schedule meetings for activation with the Owner and the stake holders that would be moving into the building.
- B. Work with the Owner, the Design Team and the CM in developing an Owner's punch list. Manage the process and completion of the punch list to ensure all items are completed to the Owner's satisfaction.
- C. Negotiate the financial closeout of the Project and prepare a final closeout report. Assist the Owner in negotiating any claims. The final closeout report shall include a breakdown of the Actual Cost of the Work, which shall be based upon the actual cost of all the items included to calculate the Project Budget.
- D. Review and prepare a final accounting of the CM's recommendations for final payment, with all necessary final lien waivers and substantial completion forms from the contractors.
- E. Assist the Owner and CM in close-out of the Project, verifying that all sign-offs are in place by the responsible consultants and/or contractors, and that all other building department and governmental agencies have signed off on the completed Project.
- F. Assist the Owner to obtain copies of Project records, including but not limited to: testing & inspection reports; claim settlements; guarantees & warranties; as-built drawings; and operating & maintenance manuals.
- G. Eleven (11) months after the Certificate of Occupancy is awarded to the Project coordinate a walk through with the AE, the design consultants, and construction team to walk through the Project with Owner to assess performance issues related to equipment, finishes, and building performance. The walkthrough shall occur prior to the expiration of any warranties.

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## SECTION 3 – SCOPE OF PROJECT/PROGRAM/SCHEDULE

The new building will generally be the same size as the existing RMH facility: 4 stories and 40,000 SF. The facility is anticipated to be R-1 use (extended stay hotel). The units are hotel-like rooms that will consist of 1 and 2 bedroom suites. The building will have common areas, including a dining/commercial kitchen, indoor and outdoor social spaces, and a playground. A parking garage will be located on ground level below the occupied second floor.

There will be no healthcare component to the new building, nor healthcare-associated regulatory guidelines or agency reviews. The Owner’s Representative will need to work together with the Team to satisfy all City, State, NJDOT, and other Regulatory Agency requirements, including, but is not limited to, Zoning and Planning Board approvals, Permitting, Traffic Impacts, Utility Impacts, etc.

A conceptual site plan has been provided in Exhibit A.

The scope of the Project will include program development and full design of the Project (SD, DD, CD, and CA phases). To achieve this, CUHC and RMH are looking to engage an experienced Owners Representative to manage this Project. Work will include planning and design management of the consultant teams, procurement and award, and management of the future construction manager. CUHC and RMH expect that your team will deliver this Project on schedule, within budget and meeting the expectations of RMH and CUHC.

### **Schedule:**

The Project is intended to be completed by September 2026. To accomplish this, construction is intended to begin Q1 2025. Please provide a schedule to ensure this overall timeline for the Project. The schedule shall include timelines for each phase of the Scope of Services and allowances for periods of time for the performance of other Project consultants and for CUHC to review submissions, as needed.

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## SECTION 4 – SUBMISSION REQUIREMENTS

Proposals shall include, at a minimum, the following information and be no more than (8) pages, excluding resumes and project experience sheets:

### 1. General Information

- a. Firm Size (total number of staff and number of Project Managers/Owner's Reps).
- b. Office Locations and intended office location proposed for performance.
- c. Date firm was established.
- d. Ownership of Firm.
- e. Dollar volume of business per year.
- f. List of contractor, architect, and owner references.
- g. List and describe current status of all pending litigation(s), arbitration(s), or settlement(s).
- h. Demonstrate that your firm has the resources available to work on this Project.

### 2. Project Understanding

- a. Demonstrate an understanding of the Project organization.
- b. Demonstrate an understanding of GMP project delivery methods.
- c. Demonstrate creative solutions your firm has brought to the table to combat supply chain and lead time issues.
- d. Provide a high level Project schedule.

### 3. Firm Experience

- a. Provide examples of recent applicable projects your firm has completed.
- b. Provide evidence of client relationships within the last five years that have resulted in subsequent work/repeat business.

### 4. Personnel

- a. Provide an organizational chart for the staffing of this Project.
- b. Provide resumes for each of the staff members proposed. The resumes shall include recent relevant experience.

### 5. Fee

- a. Provide a lump sum fixed fee for the services with a breakdown by phase.
- b. Provide a listing of fully burdened hourly rates (for additional services).

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- c. Provide an estimate of reimbursable costs. CUHC does not allow a mark up to the reimbursable costs; they must be billed at cost.

CUHC will make an award based on Project Understanding, Firm Experience, Proposed Personnel, and Fee. All factors except Fee are of equal importance and are more important/of equal importance to Fee. All offerors must be responsible, as evaluated by the General Information submission and any other information available to CUHC. CUHC reserves the right to make a selection among the offerors to the RFP or to firms not responding to the RFP using criteria that are entirely within its discretion. Nothing herein shall create any binding obligation on CUHC to consider the Offeror or to make an award as a result of this RFP.

## **SECTION 5 - CONFIDENTIALITY**

The Offeror to this RFP understands the confidential nature of this RFP and agrees that any information, data, documents or other material concerning or related to this RFP, whether provided in writing, electronically, or orally shall be considered confidential information (the "Confidential Information") and shall be maintained by the Offeror in confidence, regardless of whether the Offeror ultimately submits a proposal. Offeror agrees that it shall undertake all necessary and appropriate steps to ensure the confidentiality of the Confidential Information in its possession is maintained. Offeror shall not disclose any such information to third parties or use any portion of the Confidential Information for any purpose except to evaluate the RFP.

## **SECTION 6 – INSURANCE**

The Offeror shall be expected to procure and maintain the insurance policies and limits listed in the C172-2014 included with this RFP. In the event the policies or limits required in the C172-2014 are beyond those normally maintained by the Offeror, Offeror shall include in its response the cost of procuring the required insurance.

## **EXHIBITS**

- A. Site Concept
- B. Amended AIA C172-2014