

REQUEST FOR PROPOSALS FOR PRECONSTRUCTION & CONSTRUCTION MANAGEMENT SERVICES

Master Campus Plan Cooper University Health Care – Camden, New Jersey

Bidders meeting the qualifications herein (or below) are invited to submit a Proposal for construction management services for the Master Campus Plan for Cooper University Health Care. This request for proposals is a competitive selection process to engage a firm to provide preconstruction and construction management services for this project. The specific requirements for this proposal are set forth below.

A. PROJECT DESCRIPTION

1. Brief Overview

Hammes Company has been engaged by Cooper as program manager for the Master Campus Plan (“Project”). The Project is planned for a multi-year, multi-phased program on the site of the existing academic medical campus located in Camden, NJ.

Cooper University Health Care (“Cooper”) is the leading academic health system in South Jersey. Cooper is comprised of a 635-bed tertiary care hospital, South Jersey’s only Level I trauma center, MD Anderson at Cooper, Children’s Regional Hospital at Cooper, the only Level II pediatric trauma center in the Delaware Valley, one of the largest physician groups in the region, three urgent care centers, and more than 100 outpatient offices in South Jersey and Pennsylvania. Large multispecialty centers in Camden, Cherry Hill, Voorhees, Willingboro and soon in Moorestown make it easy to schedule appointments for multiple services in a convenient location.

Cooper University Hospital is an academic, tertiary care medical center affiliated with Cooper Medical School at Rowan University and is located on the Health Sciences Campus in Camden. Cooper has a long history in the city of Camden and is playing a prominent role in its revitalization. Cooper Medical School at Rowan University has approximately 430 students, 1800 faculty members, and since its inception in 2012, graduated over 350 new physicians.

Annually, Cooper has approximately 30,000 hospital admissions, more than 1.7 million patient visits, and 400,000 outpatient hospital encounters. Cooper’s primary service area is in Camden, Burlington, and Gloucester Counties and secondary service area is in Atlantic, Cape May, Cumberland, and Salem Counties.

Cooper University Health Care’s mission is **To Serve. To Heal. To Educate.**

Our Team Approach: Talented, diverse professionals are central to accomplishing project goals. Their ability to collaborate at a high-level will be key to any project's success. It is Cooper's intent to build a culture of trust among the team, framing constructive attitudes and requiring leadership finesse by all parties. All principal team members will be expected to maintain a balanced focus on forward progress and value creation for the project, while maintaining accountability for every team member to control cost, quality, and schedule.

Cooper and Program Manager will have overall responsibility for directing the design and construction efforts, coordinating all team members so they will provide their necessary services in a complete and timely manner. They will drive the rapid and dependable internal decision-making and bi-directional reporting between the design and construction teams and Cooper leadership. They will also assure that sufficient funds are available to complete the project within the current budget estimates. Hammes Healthcare will assist Cooper's Design & Construction group in this role.

The **Architect/Engineers of Record ("AE")** will contract directly with Cooper 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 scope approved by Cooper. HKS & Array Architects are joined with BR+A/ Highland Consulting Engineers and O'Donnell & Naccarato, DCC Design Group, St Onge along with other coordinated consultants are under the Architects Agreement.

Geotechnical and Site/ Civil Engineers will be direct to Cooper with selection being accomplished end of April 2023.

The **Construction Manager ("CM")** will contract directly with Cooper and, during the design phase, will be an advisor on construction methods and costs, through continuous cost modeling. The CM will lead value engineering efforts through a capable in-house source or by having subcontractors' resources. During the construction phase, the CM will lead the construction planning, procurement of labor and materials, installation, and coordinate commissioning.

2. Scope of the Project

Cooper's Master Plan guiding principles have been described within Exhibit A.

To further its mission, Cooper will soon begin the significant, multi-year, multi-phased project on the site of the existing academic medical campus located in Camden, New Jersey. The Project will be accomplished in two (2) phases, as described within the below bullets. The scope of this engagement will include Phase 1 as the project scope. Phase 2 will be accomplished as a future additional engagement.

- Phase 1
 - Tower A (264,000 BGSF per Exhibit A) Programming, Conceptual, Schematic, Design Development, Construction Documentation and Construction Phases. This Project will include any of the campus wide infrastructure that will be located inside this Tower or required for occupancy and to maintain the existing campus. Preconstruction and construction management services will be provided by the CM to support this approach.
 - Towers B (265,800 BGSF per Exhibit A) and C (523,000 BGSF per Exhibit A) Programming, Conceptual, and Schematic Design Phases. This Project will include any of the campus wide infrastructure that will be located inside these Towers or required for occupancy. Preconstruction services will be provided by the CM to support this approach.
 - The anticipated construction budget and total project budget for Tower A are \$157,000,000 and \$265,000,000, respectively, to be confirmed by the CM.
 - The anticipated construction budget and total project budget for Towers B and C are \$641,000,000 and \$1,084,000,000 respectively to be confirmed by the CM.
- Phase 2 (not included in this engagement) will include the design completion of Towers B and C (DD Phase and CD Phase), Construction of Towers B and C, demolition design for the existing Dorrance Building in a two-phase approach, and infrastructure design for components located in the B&C Towers or required for their occupancy.

A master program schedule has been included as an exhibit to illustrate the multiple parallel pre-design, design and construction activities that will need to be accomplished. The selected CM will be required to provide the resources and staffing to support the approach described within the master program schedule.

- Master Campus Plan dated December 14, 2021 (Exhibit A)
- Master Program Schedule (Exhibit B)

B. PROJECT SCHEDULE

Program Manager has established the following summary schedule per the Master Program Schedule (Exhibit B). This project schedule is provided solely for the purpose of preparing a proposal for preconstruction and construction management services.

1. Summary Schedule

- 3/13/23 – 7/7/23 Tower A Pre-Design Phase
- 5/15/23 – 10/13/23 Towers B & C Pre-Design Phase
- 10/9/23 – 4/5/24 Tower A Early Site Work & Foundation CDs
- 7/8/24 – 10/30/26 Tower A Construction

2. Preconstruction & Construction Management Services RFP Timeline

- 4/17/23 Issue request for proposals
- 4/19/23 Deadline for RFP acknowledgement of receipt and intent to respond
- 4/21/23 – 5/5/23 Site Visit (upon request)
- 5/10/23 Deadline for RFP clarification / questions
- 5/17/23 Responses to questions received (shared with all)
- 5/24/23 Deadline for receipt of proposals (3:00pm EST)
- 6/7/23 Notification to selected firm(s) of shortlist and interview(s)
- Week of 6/19/23 Interviews
- 7/10/23 Selected firm announcement
- Week of 7/17/23 Kick-off meeting
- 7/24/23 Commence on First Conceptual Cost Model

C. SCOPE OF SERVICES

The successful Construction Manager will provide the services as described below. Please note that this is not intended to be a fully descriptive list of every possible task that needs to be performed. Given the depth of experience represented by the firms being considered, Cooper and the Program Manager expect that each firm is aware of the comprehensive preconstruction and construction management services required to support design and construction for a project of this scope and scale and we are seeking the full complement of services from start to finish. The following items are intended to identify the major expectations of the successful firm. If there are questions regarding scope that will have a material impact on this proposal, please request further clarification. The selected firm's scope of services and responsibilities are further defined within exhibits included within this RFP and summarized below.

Contract: The form of contract for this agreement will be a modified AIA Document A133-2019 Standard Form of Agreement Between Owner and Construction Manager (Exhibit C) agreed on by the parties. Cooper is interested in incorporating a risk/reward incentive structure in the contract. This structure would be intended to create an environment to encourage innovative ideas on how to deliver the project in a collaborative way that benefits both parties. Cooper has not included any language to this effect in the proposed contract because it is interested in the awarded firm's experience with these types of arrangements. Proposals should speak to previous experience with how this could be structured to encourage a team dynamic that mimics an integrated team without the traditional IPD contract structure.

Diversity: Cooper values diversity in its work force, patient population, and with our partner companies. Cooper 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" means a business 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 would include dividing total requirements, when feasible, in smaller tasks or quantities to permit meaningful participation by minority-, women-, and veteran-owned businesses.

While Cooper has not yet established a percentage requirement for diverse company participation, this goal could be developed prior to design development documents being finalized. If/once that requirement is established, with the CM firm's input, the CM firm will be required to meet that goal through the bidding process.

Additionally, Cooper wishes the trades associated with construction of the Project to be unionized labor.

Lead Team Formation: The successful firm will provide the management and oversight of the process required to complete Project construction management services. Cooper and Program Manager will play a meaningful role in this process and Cooper reserves the right to make the final decisions on team membership.

Grant Conformance: The Construction Manager and any subcontractors or vendors that the Construction Manager hires, must undergo a SAMS check and a state debarment check. This is to ensure no companies are engaged that have been excluded from working on federal and state funded projects.

Further, The Uniform Guidance requires an infrastructure for competitive bidding and contractor oversight, including maintaining written standards of conduct and prohibitions on dealing with suspended or debarred parties.

The Construction Manager must comply fully with 2 CFR Part 200 (Uniform Guidance), See below link;

<https://ecfr.federalregister.gov/current/title-2/subtitle-A>

Additionally, Any procurement using SLFRF funds, or payments under procurement contracts using such funds are consistent with the procurement standards set forth in the Uniform Guidance at 2 CFR 200.317 through 2 CFR 200.327, as applicable. The Uniform Guidance establishes in 2 CFR 200.319 that all procurement transactions for property or services must be conducted in a manner providing full and open competition, consistent with standards outlined in 2 CFR 200.320, which allows for non-competitive procurements only in circumstances [2 CFR 200.320(c)(1)-(3)].

Design Phase & Preconstruction Services: Selected firm will provide the plans to support the AE's conceptual design for Towers A, B and C and campus infrastructure to include, but are not limited to:

- Investigation
 - Visit site to identify construction constraints that could impact costs or schedule.
 - Investigate existing conditions to identify construction constraints that could impact costs or schedule.
 - Participate in a kick-off meeting with owner's project team and program manager to review project guidelines, owner requirements, project milestones and responsibility matrix.

- Work with the owner and project team to identify required due diligence work.
- Assist in establishing scope definition and Target Value Design and cost for the overall construction and for each trade and major system.
- Meetings – Cluster workshops
 - Participate in weekly Cluster meetings with CM’s estimating, logistics, and management staff. Functionally, each Cluster group will work to identify target budgets for each cluster and manage that budget value for cost and schedule certainty against the overall project budget. This process allows for real time decision making on key design issues that might affect quality, cost and schedule. All decisions are processed and documented through A3s as prepared by the Design Team.
 - Sample Cluster groups may be Site Utility Infrastructure, Building Core and Shell, Building Interior Fit out, Curtain wall, Sustainability, Acoustical Systems, Prefabrication alternatives, Bridge configuration and connections, fenestration systems, finishes, flooring alternatives, and the like. Anticipate two months of Cluster meetings and one month of Trade Partner workshops.
 - As the Trade Partners are brought on board, they will be expected to have representatives attend the clusters to get their input.
 - Conduct meetings with Owner, Program Manager, Architect, engineers, and owner’s consultants on a bi-weekly basis (minimum) to discuss coordination, logistics, cost and schedule issues.
 - Attend hospital Steering Committee and Core meetings, as requested.
- Develop project schedule identifying critical path, key activity durations and milestones and long lead items.
- Evaluate specification requirements with AE to better address potential supply chain issues within the design.
- Engage with the team in continuous estimating throughout the design process such that there is always a current detailed estimated available to the team. Provide leadership in working toward the established target value costs. Create milestone construction cost estimates; one at conceptual design, one for schematic design, and one design development estimate along with one progress construction documents milestones as well as other milestones agreed upon by the project team to support design development and the project schedule. Cooper will solicit a Cost Consultant, construction cost estimates should be reconciled within 5% of each firms’ above estimates with the GMP being within 3% reconciliation.
- Engage in the design process and provide suggestions for improved coordination requirements, material applications and system configurations. Make recommendations for early trade involvement and provide leadership in engaging any trades in a preconstruction or design assist role.

- Develop progress construction estimates that builds upon prior design development packages to include the detail specified within Exhibit E of this RFP.
- Provide a Guaranteed Maximum Price (GMP) for each CD package issued by the AE.
- Provide a cost & pro/con analysis of proposed systems (structural, mechanical, electrical, façade, etc.) and suggestions for alternatives for cost savings or improved performance.
- Provide value engineering/management suggestions and alternatives throughout the target value process to keep the project within budget and schedule.
- Develop a proposed bidder list and prequalification process for all required trades. Identify any owner preferred subcontractors and any the owner would prefer not to work on the project.
- As required, provide the owner with information required for them to develop interim life safety plans and infection control plans and review the requirements of the plan and work with the owner on implementation of the plan.
- Develop a site logistics plan for the duration of construction noting pedestrian and vehicular access to the project site and owner current facilities, major lift equipment locations and other key logistical components to ensure the owner's current operations are maintained throughout the life of the project.
- Develop and execute a project labor agreement (PLA) that addresses all Project requirements, including jurisdictional parameters and how logistics and installations will be addressed for all owner furnished medical equipment, furniture, and IT items.
- Provide leadership and support to the owner and project team throughout the preconstruction phase on all construction matters to ensure the project is prepared to begin the construction phase on schedule.
- Lead the effort to attract and prequalify minority-, women-, and veteran-owned sub-contractors for their participation in the project. Hold a minimum of one contractor fair to meet these subcontractors and engage them early in the process. Identify firms that have been prequalified in the past to do similar work.

Construction Phase & Construction Management Services: Responsibilities are anticipated to include, but are not limited to:

- Meetings
 - Conduct meetings with Owner, Program Manager, architect, engineers, and owner’s consultants on a bi-weekly basis (minimum) to discuss coordination, cost and schedule issues.
 - Conduct meetings with subcontractor trades and owner’s vendors to resolve coordination and schedule issues.
 - Develop meeting minutes to document discussions, decisions and issues that need to be addressed.
 - Attend hospital steering committee meetings, as requested.
- Coordination with Authorities Having Jurisdiction (AHJ)
 - Identify review requirements of AHJs presiding over the Project and inspection notification requirements.
 - Apply for required permits, submit the appropriate permitting documents, and arrange for permit payments.
 - Schedule all inspections and walk-throughs required to achieve final certificate of occupancy.
- Construction Activities
 - Contract, manage and coordinate all subcontracts required to perform the work as defined in the construction documents (CDs).
 - Manage and track all requests for information (RFIs), architectural supplemental instructions (ASIs), proposal requests, submittals, etc. and update statuses during meetings with the Owner, Program Manager, architect, and engineers.
 - Coordinate with utilities to ensure proper infrastructure is available for the project when required.
 - Coordinate with testing and commissioning agencies so they are present at appropriate times and address issues that are identified as not being within the design parameters.
 - Coordinate with Owner, Program Manager and owner’s consultants to support medical equipment, furniture and IT deliveries and installations and update statuses regarding construction progress to support Project required deliveries and installations.
 - Develop and maintain a robust safety program that complies with OSHA and any requirements by the OCIP the owner will select.
- Monthly Reports – Monthly reports will be submitted with each application for payment.
 - Provide current schedule / progress updates.
 - Identify important upcoming construction activities.
 - Provide updated cashflow projections.
 - Include a summary of construction activities.

- Provide safety summary – days since last incident, any potential claims/incidents, any potential safety concerns.
- Diversity Reporting
 - Provide log of minority-, women-, and veteran-owned subcontracts as a percentage of the overall construction value
 - Provide log of minority, women, veteran and local (by zip code) workers on the project as percentages of the overall workforce.
- OCIP Coordination
 - Manage any requirements of the OCIP such as, but not limited to, drug testing, safety training, worker identification stickers/badges, insurance company inspections and walk throughs, etc.

Closeout Phase & Construction Management Services: Selected firm will provide required documentation and construction management services to support governmental agencies approvals, owner occupancy and enable the Owner, Program Manager, architect, and engineers to close the Project. These responsibilities anticipated to include, but are not limited to:

- Documentation
 - Provide all warranties and guarantees, as required.
 - Provide all maintenance and operations manuals, as required.
 - Provide as-built record documentation, as required.
 - Submit final payment application with all required lien waivers.
 - Completion of commissioning report and punch list related issues.
- Requirements of Authorities Having Jurisdiction (AHJ)
 - Obtain certificates and approvals required for occupancy.
- Closeout Activities
 - Coordinate with commissioning agent to verify all issues have been addressed / resolved.
 - Coordinate with the Owner and Program Manager to schedule and perform all required training.
 - Verify all punch list items have been addressed / resolved and confirmed by the architect/engineers.
 - Participate in a 10-month post-occupancy walkthrough in anticipation of one year warranty expiration.

D. PROPOSAL REQUIREMENTS

The Proposal(s) for construction management services shall provide the information necessary for an evaluation of each firm by Cooper and the Program Manager. This information coupled with possible interviews will provide the basis for selection.

RFP acknowledgement and intent to respond are to be transmitted via email by April 19, 2023 to John Healy, SVP at Hammes Company Healthcare (jhealy@hammes.com). Questions are to be electronically submitted by May 10, 2023 (12pm EST) to John Healy.

Proposals shall include all eight (8) sections as described on Pages 9 to 11 (Proposal Format) of this RFP. Proposals shall not exceed fifteen (15) pages, excluding fee proposal, similar project profiles, and summary team resumes, and are to be electronically submitted May 24, 2023 (3pm EST) to:

- Faith Orsini, VP Facilities – orsini-faith@cooperhealth.edu
- Robert Stag, Manager Contracting – stag-robert@cooperhealth.edu
- John Healy, SVP at Hammes Company Healthcare – jhealy@hammes.com
- Mark E Tufaro, VP at Hammes Company Healthcare – mtufaro@hammes.com

There shall be ***no direct communication*** with Cooper senior management, staff or Selection Committee members upon receipt of the RFP through construction manager selection announcement. Any communication could result in firm disqualification. All questions should be directed through the Program Manager noted above.

Proposal Format for Preconstruction & Construction Management Services

Cover Letter

Table of Contents

Section 1.0 - Executive Summary

Please provide a brief summary which describes and highlights the experience, qualifications and particular expertise for this project for the firm(s) being proposed to meet the basic services scope of work.

Section 2.0 - Company Information

- 2.1 Discuss the Firm's background, ownership and proposed contact office.
- 2.2 Indicate if the firm is currently licensed in New Jersey.
- 2.3 Discuss the stability of the firm's leadership.
- 2.4 Is the firm proposing to work under any Joint Venture or other partnership agreements? If yes, please provide requested information for each firm and each firm's role in the JV or partnership.
- 2.5 A description of any litigation involving the firm in the last five years.
- 2.6 Has the firm, under its current name or any predecessor names, ever declared bankruptcy?
- 2.7 Has the firm ever been dismissed from work on a project in the last five years? Describe the circumstances.
- 2.8 Describe any fiduciary arrangements with manufacturers or distributors.
- 2.9 Describe any active signatory agreements.
- 2.10 Describe work your firm may seek to self-perform.
- 2.11 Provide Proof of Insurance.

Section 3.0 – Project Planning & Management Team

Please provide a narrative which describes your approach toward management of the Project – recognizing the time constraints set forth in the Project Schedule. The following information shall be provided to highlight the experience and qualifications of each of the key personnel (from each firm) to be assigned to the Project:

- 3.1 Project Team Organization Chart or matrix indicating staff and structure for each phase of the project. Identify the role of each proposed team member, the amount of time each team member will spend on the project.
- 3.2 How your firm would address turnover of personnel assigned to the Project.
- 3.3 Your knowledge of the Project location and how that experience will bring value to Cooper and this Project.
- 3.4 Your knowledge of the local subcontractor market and their abilities to support this project and how your firm is positioned to generate competitive interest and maintain that commitment throughout this Project.

Section 4.0 – Preconstruction & Construction Management Services Approaches

Please provide a narrative describing your approach for the items listed below.

- 4.1 Describe your target value design (TVD) approach with project team members. Include in your approach a recommended TVD starting point for Tower A and your process during the pre-design and design phases.
- 4.2 Describe your preconstruction approach during pre-design and multiple design package developments, including design-assist processes.
- 4.3 Describe your approach and strategies to manage supply chain and inflation challenges.
- 4.4 Describe your approach to developing a project labor agreement (PLA) for this project. It is expected the PLA to be executed as part of your preconstruction services prior to executing the first GMP.
- 4.6 Describe your prefabrication and modular experience and approach and the potential benefits this Project may experience.
- 4.7 Describe your schedule management approach including any comments regarding the preliminary schedule provided within Exhibit B.
- 4.8 Describe your cost management approach.
- 4.9 Describe your safety and quality management approach.
- 4.10 Describe your approach to supporting an OCIP program.
- 4.11 Describe examples of affirmative steps you would strongly consider taking with this project to include meaningful participation of minority-owned, veteran-owned, and women-owned businesses. Include how you will mentor and monitor minority-owned, veteran-owned, and women-owned business participation.

Section 5.0 – Standard Form of Agreement

Provide all itemized and specific comments on the proposed draft contract provided within Exhibit C. If there are no comments, please state such.

Note: Proposals provided in response to this RFP without exceptions noted, will be considered to have acknowledged full acceptance of the terms of the standard agreements.

Section 6.0 – Preliminary Tower A Target Value Design (not included in the 15-page limit)

Please provide a recommended target value design (TVD) starting point for Tower A per the preliminary scope description provided within this RFP. Also, please provide a sample TVD model used for a similar tower expansion project.

Section 7.0 – Fee Proposal (not included in the 15-page limit)

Exhibit G shall be provided populated and included in your proposal. Additional pages can be added to address additional team members and hourly rates.

Section 8.0 – Project Experience (not included in the 15-page limit)

Please provide one-page descriptions and profiles of five (5) projects of similar scope and complexity to the project described earlier in this RFP and which involved your proposed team. Emphasis should be placed on those projects involving the personnel assigned to this project. Each project shall include SF size, construction value, construction substantial completion milestone, project team (Owner, Program Manager, architect, and engineers), budget accuracy/performance, schedule accuracy/performance, and a reference for the project to include name, title, role on the project, and contact information.

Section 9.0 – Team Member Resumes (not included in the 15-page limit)

Summary resumes of each proposed team member (no more than 1 page per resume). Resume shall include two individual references per proposed team member.

E. OWNER'S DISCRETION

Owner, at its discretion, may:

1. Choose not to accept any or all proposals submitted in response to this RFP.
2. Use additional selection criteria, at its own discretion, not identified in this document.
3. Make an award, at its own discretion, based on factors other than the fee proposal.
4. Request that a respondent submit an alternate sub-consultant.
5. Retain all documents submitted in response to this proposal; however, it will not make public any confidential information provided such information is clearly identified.

F. EXHIBITS

- A. Master Campus Plan dated December 14, 2021
- B. Master Program Schedule
- C. AIA Document A133-2019 Standard Form of Agreement Between Owner and Construction Manager
- D. AIA Document A201-2017 General Conditions of the Contract
- E. Preconstruction Deliverables Table
- F. Fee & General Conditions Matrix Table
- G. Preconstruction & Construction Management Proposal Fee, Reimbursable Expenses & Hourly Rates
- H. OCIP Instructions to Bidders
- I. OCIP Manual