



REQUEST FOR QUALIFICATIONS | PROPOSAL PACKAGE
(RFQ/P) FOR CM AT-RISK SERVICES



21-15 | OAKFUSKEE CONSERVATION CENTER

PYNE ROAD PARK | TROUP COUNTY, GEORGIA

03 DEC 2021

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I. INTRODUCTION

A. PURPOSE

The Troup County Board of Commissioners LaGrange, GA (Owner) is requesting proposals for the services of a Construction Management Firm (CM). In addition to managing the construction, the CM will provide pre-construction services and work collaboratively with Troup County 's Architect, Smith Design Group, Inc., to develop potential cost savings, safety plans and schedules in relation to these proposed enhancements.

The CM firm will issue a guaranteed maximum price for Oakfuskee Conservation Center after completion of pre-construction services and, if accepted by the Owner, will assume responsibility for project construction. The GMP will be a contractual obligation. The CM will also develop an overall project schedule, which will be a contractual obligation. In addition, the CM will be responsible for methods of construction, bonding the project, safety, and the scheduling and coordination of the work of all construction and miscellaneous contracts required for completion of the project within its predetermined budget and scheduling.

The CM firm will issue a proposed detailed construction budget for Base Bid & Additive Alternates 1 thru 5 of the project at completion of pre-construction services. There is a possibility that additional funds for Additive Alternates 1 thru 5 may become available during construction of the Base Bid. The Owner reserves the right to enter into a GMP contract with the CM firm for Additive Alternates 1 thru 5 or portions thereof, if additional funds become available.

B. PROJECT OBJECTIVES

The CM will function as a CM-At-Risk (CM/GC). During Pre-Construction, the CM will be responsible for pricing, value engineering, scheduling and maintainability and constructability issues. The CM shall competitively select all construction subcontracts and other work appropriate for competitive selection using cost and other factors. The successful CM shall be eligible to bid, and if successful, subcontract for portions of the construction or other services on the project. **For all work proposed as "self-performed" the CM must present a minimum of three bids inclusive of the "self-performance" bid.**

In selecting a firm the Owner will place emphasis on the experience of the firm and assigned personnel in providing function on projects of similar magnitude and complexity as the proposed project. Emphasis will be placed on firms oriented to the "commercial", and "governmental" construction fields having depth, knowledge, and resources in principles of general contracting, phasing, scheduling, contract coordination and compliance, budget control, familiarity with State, County and City laws, ordinances and codes.

C. PROJECT DESCRIPTION AND ASSUMPTIONS

CM Fees & Proposal should be based on Base Bid and Additive Alternates 1 thru 5.

BASE BID to include the following:

- Build-out of 9,900 SF of heated space on the upper level and 5,500 SF of covered porch
- Build-out of approximately 3,000 SF on the lower level (the remaining portion of the lower level to have 4" concrete slab, exterior walls, exterior windows, and exterior doors; see drawings) including table storage, mechanical room, electrical room, and janitor (see drawings)
- Build-out of stairwell, elevator shaft, cab, and equipment room

- Demolition of three (3) octagonal pavilions to the slab
- Installation of approximately three hundred and fifty (350) parking spaces

Add. Alt. No. 1 - Lower Level Build-out

- Remaining interior build-out of approximately 7,000 SF of heated space (see drawings)

Add. Alt. No. 2 - Porte-cochère (covered drop-off)

- Construct approximately 1,600 SF porte-cochère and covered connector walkway (see drawings)

Add. Alt. No. 3 - Covered Pavilion

- Construct approximately 900 SF covered pavilion (see drawings)

Add. Alt. No. 4 - Outdoor Amphitheatre

- Construct 1,152 SF covered roof over concrete stage (see drawings)
- Including concrete stage, concrete sidewalks, ramps, and associated guardrails (see drawings)

Add. Alt. No. 5 - Fire pits at "Sunset Picnic Area"

- Enhance area of old pavilions into stone patios with fire pits & built-in benches (demolition of existing pavilions down to slabs to be in Base Bid).

The CM should prepare proposal with the understanding that he will provide, at a minimum, a Project Superintendent and an overall Project Manager. The CM, as part of his Preconstruction Services, will assist in the development of a strategy for the best approach to the successful completion of the Project as a whole. The CM will also prepare a GMP based on information developed in the preconstruction process.

II. GENERAL INSTRUCTIONS

A. BUILDING PROGRAM

1. General: The project will be designed and constructed to a level of quality, security and timeliness that reflects the long-term use of a county government facility.
2. Construction Budget: The construction Base Bid budget is anticipated at \$5.75M (Actual Construction Cost) Construction Budget: The construction budget of Additive Alternates 1 thru 5 is anticipated at \$1.0M (Actual Construction Cost)
3. Pre-Construction and Construction Schedule: The schedule is for Pre-Construction Services to begin in March 2022. The CM will be responsible for developing the preliminary schedule and coordinating activities to accomplish the scheduled completion of the project.
4. Owner-Construction Manager Agreement: The contract will be a percentage of construction cost not to exceed the Guaranteed Maximum Price (GMP). The Project will be Open Book.

B. SELECTION PROCESS

1. Selection Committee: The selection of a Construction Management Firm will be by a Selection Committee of seven (7) members, consisting of Architectural Rep., B.O.C. Reps., Parks & Rec. Reps., and community leaders.

2. Selection Procedure: Selection of the CM will be a proposal-based process, which result in the ranking of each of the firms with negotiations beginning with the top ranked firm. The Owner may elect to interview firms after review of proposals.
3. Request for Proposals (RFP): Each firm will be invited to attend a pre-proposal conference (if determined by the Owner to include as part of the process) and submit their proposal (including the preconstruction and fee proposal listed in this RFP). The Fee Proposal is to be submitted in a sealed envelope with the firms Proposal Submission. The selection committee will determine the final ranking of the firms based upon the apparent best value to the Owner.
4. CM Selection: The selection committee will rank the firms based upon qualifications. The fee proposal WILL be a part of the selection process. Final selection will be based on a combination of qualifications and price. In the event the Owner elects to interview firms the interview process will determine the final firm rankings.
5. Contract Negotiation: During the pre-construction process, the CM firm, in collaboration with the Architect and Owner, will work to develop a GMP within the budget for the project. The Owner has the right to reject the GMP and elect to either negotiate a new GMP with the selected CM, or enter negotiations with the next highest ranked firm. The Owner retains the ownership of and all rights to use all documents produced during the preconstruction process for use in selecting the final CM and completing the project.

C. INFORMATION REGARDING SCOPE AND PHASES OF PROJECT

The construction manager (CM) services shall include a preconstruction phase, and a construction phase. During the preconstruction phase, the CM working collaboratively with the Architect will provide reviews of the documents and budget and propose any changes to project scope. The CM working with the Architect and Owner will identify proposed key subs and assemble and work to develop a guaranteed maximum price (GMP) within the proposed budget for the project providing "open book" breakdowns backed by a 100% payment and performance surety bond. The project shall be constructed within the GMP.

The CM shall also develop and maintain a master project schedule. During the construction phase the CM will be responsible for methods of construction, safety programs, general conditions, pre-qualification of potential subcontractors and bidding of all work, certification of work in place and monthly payment requests, coordination and scheduling of all construction contracts and miscellaneous contracts required for the completion of the project within the predetermined budget and schedule. The CM will assist the Owner and A/E team in management and administration of the project except that the Owner shall at all times retain contractual control of the CM and Architectural contracts, project funds and disbursements. The following is a listing of some of the representative services to be provided by the CM:

1. Pre-Construction Phase:
 - a. Review documents and budgets.
 - b. Provide Constructability Reviews of documents.
 - c. Propose any changes to project scopes. (Value Engineering)
 - d. Develop phasing, scheduling and safety plans.
 - e. Develop Detailed Cost Estimates at each submittal phase inclusive of major sub-contractor pricing.
 - f. Attend Owner, Architect, CM Coordination Meetings at each submittal phase.
 - g. Identify key subs, obtain pricing and assemble to the GMP.

2. Construction Phase:
 - a. Maintain on-site staff for construction management of the project.
 - b. Establish and maintain coordinating procedures.
 - c. Develop and maintain a detail schedule (CPM) including delivery, approvals, inspection, testing, construction and occupancy.
 - d. Attend job meetings, coordinate sub-contractor attendance as required and provide updated schedule / progress and GMP information.
 - e. Prepare and submit change order documentation for approval of the Architect and the Owner.
 - f. Maintain a system for review and approval of shop drawings such as Submittal Exchange, Pro-Core, Constructware, or an Architect approved systematic approach to tracking.
 - g. Maintain records and submit bi-weekly reports and formal monthly reports to Architect and Owner.
 - h. Maintain quality control and ensure conformity to plans.
 - i. Provide cost control through progress payment review and verifications according to the approved schedule and contract amounts.
 - j. Develop as-built drawings.
 - k. Obtain Certificate of Occupancy
 - l. Coordinate post-completion activities, including the assembly of guarantees, manuals, closeout documents, training, and the Owners final acceptance.

3. Warranty Phase
 - a. Coordinate and monitor the resolution of remaining "punch-list" items.
 - b. Coordinate, monitor and resolve all warranty complaints to the satisfaction of the Owner during the one-year general warranty period.
 - c. Provide year-end inspection.

D. SCHEDULE OF EVENTS

The following Schedule of Events represents the Owner’s best estimate of the schedule that will be followed. Unless otherwise specified, the time of the day for the following events shall be between 8:00 a.m. and 4:30 p.m. Eastern Time. The Owner reserves the right, at its sole discretion, to adjust this schedule, as it deems necessary.

EVENT	LOCATION	DATE	TIME
Deadline for written questions on RFP	email to devans@trouppcountyga.gov	11 JAN 2022	2:00 PM
Deadline for firm’s submission of RFP	Troup County Georgia	25 JAN 2022	2:00 PM
Selection Committee Review of RFP	Troup County Georgia	FEB 2022	N/A
Interviews (if desired by Owner)	Troup County Georgia	FEB 2022	TBD
Notification of selected CM	TBD	FEB 2022	TBD

III. PROPOSAL SUBMISSION FORMAT AND REQUIREMENTS

Proposers' cost incurred in responding to this request for qualifications are the proposers' alone and the Owner does not accept liability for any such costs.

A. MANDATORY PRE-PROPOSAL CONFERENCE

Mandatory pre-proposal conference on 21 December 2021 @ 2:30 pm at the Pyne Road Park, Troup County, Georgia..

B. PROPOSAL PREPARATION

1. General: Each firm will be asked to submit general information concerning their experience and abilities, possibly attend a pre-proposal conference, possibly attend an interview with the selection committee, and submit a proposal for fees, overhead costs for the project. The deadline for the submission of this information is contained in the schedule of events (Section II, D).

The Owner reserves the right to negotiate, prior to award, adjustments in any and all elements of what proposers submit in their proposals so long as such adjustments do not have the affect of increasing the total compensation paid by the owner over the total proposed compensation set forth in submitted proposals.

Where the RFP requires the proposer to submit a number of days, or to submit a milestone chart, the days used shall be calendar days unless otherwise specified herein.

Any submitted proposal shall remain valid for 60 days after the proposal due date or until the owner executes a contract, whichever is sooner. The Owner may, in the event the selected proposer fails to perform and/or the contract is terminated within forty-five days of its initiation, request the proposer submitting the next acceptable proposal to honor its proposal.

2. Questions relating to the RFP: Submit questions in writing via email:

Diana Evans, Purchasing Director
devans@troupcountyga.gov

All Addenda will be posted to the Troup County website: www.troupcountyga.org

3. The deadline for submission of questions relating to the RFP is the time and date shown in the Schedule of Events (Section II, D). All questions in relation to the RFP, which have been submitted to the PM in writing, will be answered in writing. All questions from the pre-proposal conference as well as any questions, which have been submitted in writing, prior to the deadline, will be compiled and answered in writing. A copy of all questions and answers will be sent only to those firms who attend the pre-proposal conference.
4. Submission of Proposal: Proposal must be submitted to
Troup County Board of Commissioners, Purchasing Department
Attn: Diana Evans, Purchasing Director

100 Ridley Ave., Suite 3100
LaGrange, GA 30240

C. PROPOSALS REQUIREMENTS

Firms are to submit:

- Three (3) copies of printed and bound RFP submittal (tabbed three-ring binder is acceptable).
- One (1) Fee Proposal in a sealed envelope with Firm Name, Project Name, and the text "Fee Proposal" printed on the envelope.
- Provide one (1) electronic submittal in PDF format via jump drive.

Submission of Proposal: Proposal must be submitted to:

Troup County Board of Commissioners, Purchasing Department
Attn: Diana Evans, Purchasing Director
100 Ridley Ave., Suite 3100
LaGrange, GA 30240

Contractors must provide information for each of the following RFP components. Following completion of the initial evaluations, the firm may be granted an opportunity to appear before the Selection Committee to make a presentation and submit to an interview. The time allotted to each firm for the presentation and interview shall not exceed forty-five minutes; thirty minutes of presentation with fifteen minutes for question / answer.

1. Firm Information

- a. Describe the firms approach to providing the owner with the best value for the construction dollar spent. What separates the firm from other firms; why should the firm be selected?
- b. Describe the overall capabilities of the firm.
- c. Provide a listing of key employees and their positions.
- d. Has the firm been involved in any litigation in the past five (5) years?
- e. What is the firms bonding capacity and how much work is currently bonded?

2. Experience

- a. Provide a minimum of five (5) and maximum of ten (10) examples of your experience as prime contractor in constructing facilities similar to this project and include the following information:
 - i. List the individual who served as the Project Manager, Superintendent, and Cost Estimator. Please note whether or not these individuals are still employed with your firm.
 - ii. Project Description
 - iii. Original GMP / Final Project Cost
 - iv. Original Contingency / Final Contingency
 - v. Use of Contingency (Owner Requested vs. Constructability)
 - vi. Project Schedule (Pre-Construction / Construction / Final Completion Date)
- b. Describe your firm's experience with CM At-Risk.
- c. What percentage of your firm's work has been negotiated during the past three (3) years?

3. Management Plan and Service

- a. Provide your project team and experience for each of the following:
 - i. Project Executive

- ii. Project Manager
 - iii. Superintendent
 - iv. Cost Estimator
 - v. Other (please describe, if applicable.)
- b. Please identify the individual who, from project start to finish, will be the leader of your construction team and the principal point of contact between your firm and the Owner, the Architect, and other representatives. This individual's competence, his leadership, and his ability to achieve customer satisfaction will be heavily considered in the section of a CM.
- c. Briefly describe your firm's approach to CM At-Risk inclusive of pre-construction and construction services including:
- i. Your approach to providing value engineering.
 - ii. How your firm would ensure the best value for the Owners budget and how subcontractors play a role in this process
 - iii. Your approach to providing constructability reviews and coordination with the Architect.
 - iv. Your firm's approach to Project Close-Out.
- d. Describe your thoughts on "use of contingency" vs. "GMP Change Orders". Describe what would constitute a GMP Change Order.
4. Schedule
- a. Describe your general approach to the schedule for this project.
 - b. Describe alternatives that may be explored to shorten the schedule.
 - c. Provide a project schedule utilizing a **10 MAR 2022** start date for Pre-Construction Services.
 - d. Proposed Schedule will not be incorporated into contract.
 - e. Proposed schedule should assume:
 - i. CM Review of 80% Construction Documents from **10 MAR 2022 - 29 APRIL 2022**.
 - ii. Provide Construction Cost Estimate, Value Engineering Alternatives and initial constructability review to Owner and Architect on **29 APR 2022**.
 - iii. GMP Documents provided by Architect on **26 MAY 2022**.
 - iv. CM to deliver GMP to Owner by **30 JUN 2022**.
 - v. Notice to Proceed **JUL 2022**.
 - vi. Substantial Completion of Base Bid by **OCT 2023**.
5. Fee Proposal
- a. Fee proposals will be required at the time the proposals are due. The attached fee proposal form shall be used. Selection shall not be based solely upon the fee proposal; however, the fee and overhead costs shall be a factor in the overall selection evaluation.

IV. GENERAL CM SELECTION CRITERIA

The services being sought under this RFP are considered to be professional in nature. Consequently, the evaluation of the proposals will be based upon consideration of the demonstrated qualifications and capabilities of the proposers that will result in an award that are in the best interest of the Owner. Absent

written notice to the firms affected, factors to be considered in the evaluation shall be limited to the following:

MAJOR CATEGORY	CRITERIA
Firm's Ability (25 points)	Overall strength relative to the proposed project
	Current workload vs. bonding capacity
	Litigation - failure to complete work
Experience (20 points)	Firm's experience with similar projects
	Firm's CM @ Risk experience
	Assigned team's experience with project of similar facility size
Management Plan & Service (15 points)	Strength of team assigned relative to proposed project and facility size
	Project executive and superintendents ability to work as a team
	Pre-Construction approach
	Construction approach
	Approach to value engineering & constructibility
	How well services address proposed project
	Overall approach to Pre-Construction and Construction services
	Approach to Contingency and GMP Change Orders
	Services approach to projects of similar facility size
Schedule (15 points)	Ability to provide schedule control on projects for this particular size of facility
	Proposed schedule
Fee Proposal (25 points)	Fees

Upon completion of the evaluation process by the Selection Committee, the firms will be ranked in descending order of recommendation. If the Owner elects to conduct interviews with selected firms the interview process will determine the highest ranked firm. Negotiations will then be initiated with the highest ranked firm. In the event a satisfactory fixed fee cannot be reached with the highest ranking firm, the Owner will formally terminate the negotiations in writing and enter into negotiations in turn with the second ranking firm or the third ranking firm until a mutually agreed upon fixed fee is established. Once the successful CM has been determined, a CM services contract will be awarded by the Owner.

V. ADDITIONAL CONDITIONS

- The Owner reserves the right to reject any or all Proposals received. The Owner is not obligated to request clarifications or additional information but may do so at its discretion. The Owner reserves the right to extend the deadline for submittals.

- Confidentiality of Documents: Upon receipt of a proposal by the Owner the proposal shall become the property of the Owner without compensation to the proponent, for disposition or usage by the Owner at its discretion.
- The Owner does not desire to enter into "joint-venture" agreements with multiple Construction Management firms. In the event two or more firms desire to "joint-venture", it is strongly recommended that one incorporated firm become the Construction Management firm with the remaining firms being consultants.
- All sureties must either be authorized by the Insurance Commissioner of Georgia to do business in Georgia or must be on the United States Treasury's list of approved bond sureties. Proof of authorization by the Insurance Commissioner of Georgia to do business in Georgia or proof of its being on the United States Treasury's list of approved bond sureties must be included with each bond.
- Each proposal must include a notarized affidavit providing your E-Verify registration number, a W-9 and the Troup County vendor information form. In addition to providing the required signed and notarized contractor affidavit before any bid is considered, should the contractor use subcontractors, the contractor will secure from the subcontractor(s) attestation of each subcontractor's compliance with O.C.G.A. § 13-10-90 et seq. The contractor agrees to provide the Troup County Board of Commissioners with all affidavits from any subcontractor engaged to perform services under any contract between the contractor and the Troup County Board of Commissioners within 5 business days of the subcontractor being hired. These forms are all available at <http://www.troupcountyga.org/rfp.html>.
- The CM shall procure and maintain during the life of this contract Workmen's Compensation Insurance for all of the employees to be engaged in work on the project under this contract. In case any class of employees engaged in hazardous work on the project under this contract is not protected under Workmen's Compensation statute, the Contractor shall provide a Workmen's Compensation policy for the protection of such of his employees not otherwise protected. The CM shall procure and maintain during the life of the contract liability and property insurance and automobile liability insurance as shall protect him from claims for damage for personal injury including accidental death as well as from claims for property damage, which may arise from operations under this contract, whether such operations are by himself or by any subcontractor or by anyone directly or indirectly employed by either of them.
- In addition, there may be in-kind works to be provided by Troup County or the City of LaGrange, that have not been determined. The CM is to assist, coordinate, document, assign value, and supervise all unidentified in-kind work.

The building permit will be a continuous permit (no cost). Additional bids from qualified subcontractors must be solicited. The CM will be required to provide their self-performed work packages as a sub package bid. The self-performed work bids will be due to the Owner prior to the opening of competitive subcontractor bids.

(SUBMIT IN A SEALED ENVELOPE)

VI. CONSTRUCTION MANAGER FEE PROPOSAL

PROPOSER:

1. PRECONSTRUCTION AND CONSTRUCTION OVERHEAD COSTS

- a. For professional consulting services prior to construction commencement, providing cost estimating services, scheduling services, value engineering, constructability, and related services described in this RFQ/P document. The fixed fee for pre-construction services is inclusive of all incidental and direct expenses including, but not limited to, travel, sustenance, reproduction, salaries, wages, office expenses, and fees to trade contractors and vendors assisting the construction manager as depicted in attached Project Cost Matrix. Should the owner not authorize the construction manager to proceed with construction, the fee for preconstruction services is the maximum amount the owner is liable to the construction manager.

\$ _____ Lump Sum

- b. Should the owner authorize the construction manager to proceed with construction of the project, the fixed fee construction overhead costs is inclusive of all direct and incidental expenses including but not limited to: travel, sustenance, reproduction, salaries, wages, home and field office expense, and those costs listed in this RFQ/P document and as depicted in attached Project Cost Matrix. The fixed amount for construction overhead costs is the maximum amount the owner shall be liable to the construction manager for overhead costs.

Total project bonds and insurance _____% of actual construction cost

Other Overhead Costs \$ _____ **maximum per month**

2. CONSTRUCTION MANAGER'S FEE

If authorized by the owner to proceed with construction, the construction manager will execute the work and be reimbursed for the actual costs as defined in this RFQ/P document, and as depicted in the attached project cost matrix; documented overhead costs not to exceed the amount submitted above, and a construction manager's fee. The fee shall be submitted as a percentage of the estimated actual cost. If the owner and construction manager agree, the construction manager's fee shall be converted to a fixed dollar amount.

CONSTRUCTION MANAGER'S FEE: _____% (PERCENT) OF ACTUAL CONSTRUCTION COSTS

_____ (Proposer)

By: _____ (Name)

_____ (Title)

GC PROJECT COST MATRIX - ATTACHMENT A

OFFICE EXPENSE	IN PRE-CONST. SERVICES	IN CONST. OVERHEAD	COST OF WORK	BY OTHERS
Cm Field Office, Furniture & Furnishings		X		
Office Supplies - Pre-const.	X			
Office Supplies		X		
Field Office Equipment & Maintenance		X		
Jobsite Radios/Beepers		X		
Copy Machine & Maintenance - Pre-const.	X			
Copy Machine & Maintenance		X		
Computers, Usage, Software & Maintenance - Pre-const.	X			
Computers, Usage, Software & Maintenance		X		
Fax Machine & Services		X		
Field Office Telephone		X		
Long Distance - Pre-const.	X			
Long Distance		X		
Office Janitorial		X		
Postage & Expressage - Pre-const.	X			
Postage & Expressage		X		
Plans & Specifications (6 sets per bid pkg.)		X		
Scheduling Expenses		X		
Construction Photos & Supplies		X		
Employee Moving Expenses		X		
Job Travel		X		
Job Meetings		X		
Partnering Session		X		
Construction Trade Training Program		X		

TEMPORARY FACILITIES & UTILITIES	IN PRE-CONST. SERVICES	IN CONST. OVERHEAD	COST OF WORK	BY OTHERS
Temporary Elect. Service		X		
Temporary Power (Office trailer in Const. Serv.)		X	X	
Temporary Water Service		X		
Temporary Water (Office trailer in Const. Serv.)		X	X	
Temporary Gas		X		
Temporary Heat & Ventilation		X		
Temporary Const. Facilities & Services		X		
Clean-up & Dumpsters		X		
Safety		X		
Record Drawings		X		
Advertising (for bids)			X	
Messenger/Runner/Courier			X	
Audit		X		
Records Storage		X		
Public Information Program		X		
TESTING, INSPECTION & QUALITY CONTROL	IN PRE-CONST. SERVICES	IN CONST. OVERHEAD	COST OF WORK	BY OTHERS
Hazardous Materials Testing				X
Hazardous Material Abatement			X	
Testing Laboratory Services				X
Soils Testing & Inspecting				X
Concrete Testing & Inspections				X
QC/QA Manager		X		
Concrete Consultant				X
Structural Consultant				X
Envelope Consultant				X

TAXES/INSURANCE/FEES	IN PRE-CONST. SERVICES	IN CONST. OVERHEAD	COST OF WORK	BY OTHERS
Building Permits			X	
Special Permits, Licenses, Fees		X		
Utilities Connection Permits			X	
Operational Permits				X
Easements				X
Plan Check Fees		X		
Impact Fees			X	
Worker's Compensation Insurance		X		
Builder's Risk Insurance		X		
Insurance Deductibles		X		
Owner's Protective Insurance		X		
Liability & Property Insurance for Project		X		
Miscellaneous Insurance		X		
Sales, Use and Gross Receipts Taxes		X		
Performance & Payment Bonds		X		

CONSTRUCTION MANAGEMENT LABOR	IN PRE-CONST. SERVICES	IN CONST. OVERHEAD	COST OF WORK	BY OTHERS
Payroll Tax Fringes	X	X		
Worker's Compensation Insurance	X	X		
Pre-const. Management Labor	X			
Const. Management Labor		X		
Safety Officer		X		
General Conditions Labor		X		

FEES	IN PRE-CONST. SERVICES	IN CONST. OVERHEAD	COST OF WORK	BY OTHERS
CM Fees (separate proposal)				
Legal Fees		X		

SITE ENGINEERING	IN PRE-CONST. SERVICES	IN CONST. OVERHEAD	COST OF WORK	BY OTHERS
Field Engineer		X		
Layout Crew		X		
Engineering Equipment		X		
Engineering Supplies		X		
Layout/Batterboards			X	
Licensed Survey Layout		X		
Site Surveys & Soils Reports				X
PERMANENT CONSTRUCTION	IN PRE-CONST. SERVICES	IN CONST. OVERHEAD	COST OF WORK	BY OTHERS
Trade Contract Cost			X	
Self-Perform Labor & Materials			X	
Materials Incorporated into the Work			X	
Corrective Work			X	
Punchlist Work			X	
Warranty Work			X	

END OF CM AT-RISK SERVICES