



RFQ – Shopper’s Garage Improvement Project, 85 N. Front St.

Request for Qualifications (RFQ)
Construction Manager at Risk (CMAR)
Shopper’s Garage Improvement Project
85 N. Front Street, Memphis, TN 38103

Date Issued: October 29, 2020
Proposal Submission Deadline: November 30, 2020, by 1:00 PM Central

Issued by:
Downtown Memphis Commission (DMC)
114 N. Main St.
Memphis, TN 38103

I. BACKGROUND

A. Introduction

The Downtown Memphis Commission (DMC) is soliciting proposals for qualified companies to provide Construction Manager-at-Risk (CMAR) services in connection with the design and renovation of the Shopper's Garage at 85 N. Front St. **The DMC prefers that the CMAR also be able to provide general contractor (GC) services for the duration of the project, however, it is not required.** The Shopper's Garage should remain partially open for parking during construction. The selected CMAR will need to coordinate all construction activity so as not to interfere with the operations of the garage; coordination will be done with the DMC and the current garage operator, Premium Parking. The selected CMAR will be asked to assist the DMC with routine and customary CMAR services described below. Procurement of the CMAR will be based on the criteria set forth in this RFQ.

B. About the DMC

The Downtown Memphis Commission (DMC) is the organization charged with advancing Memphis and Shelby County by making Downtown Memphis a better place to live, work, learn, invest, and visit. DMC's purpose is to advance Downtown for the betterment of all of Memphis and Shelby County. A strong, vibrant Downtown serves as a vital economic engine that ultimately helps all communities throughout the region prosper and grow.

As such, the City of Memphis and Shelby County governments established the Downtown Memphis Commission to capitalize on Downtown's role as the economic, cultural, and governmental heart of the city and county. The DMC is the official partnership between local government and the private business community in Downtown's development.

DMC's two primary metrics for success are 1) an increase in the number of people living, working and engaging in Downtown and 2) an increase in Downtown commercial property values. To do this, DMC implements a variety of programs to foster development and investment, and to make Downtown fun, walkable, clean, safe, active and interesting.

C. About the DMA

Commonly referred to as the Downtown Mobility Authority (DMA), the Mobility Authority of the City of Memphis and County of Shelby, Tennessee, is a seven-member board chartered by the State of Tennessee. The mission of the Downtown Mobility Authority is to be the convener of key stakeholders and advocate for mobility and parking improvements in Downtown Memphis while ensuring adequate parking for current use and to support a growing Downtown.

II. PROJECT OVERVIEW

The Downtown Memphis Commission has issued this Request for Qualifications (RFQ) to define the minimum service requirements; solicit qualifications and proposals; detail response requirements; and outline the DMC's process for evaluating submissions and selecting the Construction Manager at Risk (CMAR) which shall assist in the final design process and renovation of the Shopper's Garage at 85 N. Front St.

The DMC has contracted Brg3s Architects to create and complete the design of the Shopper's Garage. The CMAR shall provide consulting, pre-evaluation, construction administration services, scheduling, and estimating/cost control services during the production of final construction document phase of the project, and, as the CMAR during construction, shall hold the trade contracts and provide the management, administration and construction services during the construction phase. It is the DMC's preference that the CMAR also be able to provide general contracting services, if applicable. The CMAR shall competitively procure and contract with subcontractors, as necessary, and assume the responsibility and the risk of construction delivery within the specified cost and schedule terms, after providing a Guaranteed Maximum Price ("GMP") for the renovation of the Shopper's Garage. The City of Memphis owns the Shopper's Garage and shall own all completed structures and improvements.

The selected CMAR will coordinate with the project design team and DMC Staff for the duration of the project. See Appendix A for the current conceptual design.

A. Location

The subject property is located along the public promenade on the northwest corner of N. Front St. and Jefferson Ave. The 1.225-acre site contains a mid-century modern parking garage, built in 1957. The garage accommodates 340 parking spaces and is managed by Premium Parking on behalf of the City of Memphis and the Downtown Mobility Authority (DMA). The garage provides public parking for surrounding hotels, apartments and condos, government offices, as well as private parking for local businesses. The visibility of the garage to Riverside Drive also provides easy access to the Mississippi River Park and riverfront amenities.

B. Existing Conditions & Key Issues

In June of 2020, Safeways, Inc. partnered with Premium Parking to complete an evaluation of the DMA garages. Safeways is a local non-profit that promotes improved community safety and quality of life in Memphis through improvements to the physical environment such as lighting and visibility. The assessment of the Shopper's Garage found that the garage is in much need of repair, largely due to deferred maintenance. Existing exterior conditions included: exposed rebar and damaged concrete, stained and dirty concrete, lack of curb appeal, lack of signage and wayfinding, safety concerns, lack of visibility, ill-suited vegetation and landscaping, inconsistent lighting and lack of general illumination around the entire facility.

The Safeways study also found issues with the interior conditions to include: faded surface striping, lack of visibility to exterior, lighting inconsistencies, dysfunctional elevators, no wheel stops or intermediate guard railing between split levels, surveillance issues and enclosed stairwells. The study findings and recommendations were used to set priorities and the scope of work for physical improvements to the Shopper's Garage.

C. Priorities

The DMC's priorities for the renovations at the Shopper's Garage include:

- Clean & paint the exterior & interior
- Improve signage & wayfinding

- Remove decorative CMU block to improve sightlines
- Improve interior and exterior lighting
- Open enclosed stairwells by removing non-structural CMU block walls
- Add foot traffic and activity to the site through the addition of a high-quality dog park at the northeast corner of the site

D. Construction Scope of Work

The proposed scope of work includes:

- Cleaning/pressure washing
- Painting of exterior walls, interior and top deck
- Electrical w/ new lighting package
- New signage
- Remove CMU block and install metal shadow box surrounds
- New guard railing
- General site improvements
- Stair tower upgrades
- Structural patching
- Top deck repaving
- New dog park construction & amenities
- New shade structure for dog park

The total budget for this project is \$700,000 - \$1,000,000, depending on the final scope of work.

III. CMAR SCOPE OF SERVICES

The selected firm will work with the DMC to help ensure reasonable and practical design, quality construction management and contract administration, to include feasibility and analysis, cost estimation, project management, coordination, communications, claims mitigation and construction oversight.

The CMAR will perform management services under a professional service agreement. All services provided in connection with Contract Administration and Construction Management must be coordinated with the DMC under the professional services agreement.

The primary activities to be performed include but are not limited to the following:

PRE-CONSTRUCTION PHASE:

- 1. Project Development:** The CMAR will schedule and attend regular meetings with the Architect and DMC Staff during the development of design to advise on site use and improvements, selection of materials, building systems and equipment. The CMAR will be responsible for providing recommendations on construction feasibility, availability of materials and labor, time requirements for installation and construction, and factors related to cost including costs of alternative designs or materials, preliminary budgets, and value engineering alternatives. Any material or system proposed by the CMAR shall, upon acceptance by the DMC and the Architect, become a part of the Contract Documents.

2. **Establishment of the Guaranteed Maximum Price (GMP):** The CMAR will establish the GMP within the timeframes established in the DMC/CMAR agreement.
3. **Review of Contract Documents:** Without assuming any of the design responsibility, the CMAR will review the Drawings and Specifications as they are prepared, recommending alternative solutions whenever design details affect construction feasibility or schedules. The CMAR shall concentrate on ways to reduce both the construction costs and schedule.
4. **Construction Planning:** The CMAR will recommend for purchase and expedite, with the DMC's approval, the procurement of long-lead items to ensure their delivery by the required dates. The CMAR scope of work in the construction planning will include making recommendations regarding the division of work in the drawings and specifications to facilitate bidding and awarding of trade contracts, allowing for phased construction taking into consideration such factors as time of performance, availability of labor, overlapping trade jurisdictions, and provisions for temporary facilities. The CMAR will review the drawings and specifications with the Architect to eliminate areas of conflict and overlapping in the work to be performed by various trade contractors and prepare pre-qualification criteria for bidders for DMC's approval.
5. **Bidding:** If the CMAR is also acting as the GC, the CMAR will develop subcontractor interest in the project and as working drawings and specifications are completed, take competitive bids on the work of the various subcontractors. If the CMAR is not the GC, bidding should be done by the assigned GC. After analyzing the bids, the CMAR/GC will award trade contracts with the DMC's approval of such contracts being awarded. The CMAR/GC will prepare and distribute all bidding documents or bid packages, conduct pre-award and post-award conferences with successful bidders as necessary to protect the interests of the DMC.

CONSTRUCTION PHASE:

1. **Project Control and Supervision of the Work:** The CMAR or appointed GC will monitor and coordinate the work of the subcontractors so as to complete the project for the Guaranteed Maximum Price in full accordance with the plans and specifications and no later than the substantial completion date as established in the terms of the DMC/CMAR agreement.
2. **Project and Site Management.** The CMAR will supervise and ensure that the work and progress of the subcontractors is in full compliance with the Plans and Specifications and Substantial Completion Date. The CMAR is expected to visit the site as needed throughout the entire project.
3. **Permits, Licenses, Laws & Regulations:** CMAR shall ensure that all fees, licenses, and permits required to lawfully perform the work are obtained and paid for. The CMAR must comply with all laws, ordinances, rules, regulations, and orders of any public authority having jurisdiction over the work.
4. **Physical Construction:** The CMAR will ensure supervision and provision of labor, materials, construction equipment, tools and supplies which are necessary to complete the work in accordance with the Contract Documents.

5. **Cost Control & Change Orders:** The DMC expects minimal to no change orders once the GMP has been submitted. The CMAR will be responsible for developing and monitoring an effective system of project cost control. If a circumstance arises where a Change Order is necessary, the CMAR will develop and implement a system for the preparation, review and processing of the necessary Change Order and/or Construction Changes and recommend changes to the DMC.
6. **Subcontractor Agreements:** The CMAR, or GC if the GC is not the CMAR, shall enter into direct contracts with subcontractors and shall be fully responsible for their work, including the timeliness, quality and price of the work. The GC will review and process all applications for payment by subcontractors in accordance with the DMC’s payment process. The GC shall pay all subcontractors directly. The GC shall require that the subcontractors furnish an acknowledgment of payment/waiver of lien with each application for payment certifying that money has been received for performance of their subcontract during the previous payment period and waiving any right to file or assert a mechanic's and materialmen's lien. All GC responsibilities related to the contracting and oversight of subcontractors will be conducted as specified in the DMC/CMAR Agreement.
7. **Start-up:** The CMAR shall be responsible for obtaining building permits. The CMAR will direct the checkout of utilities, operations systems and equipment for readiness and assist in their initial start-up and testing by the subcontractors.
8. **Order and Safety:** The CMAR shall be responsible at all times for enforcing strict discipline and good order among its employees and/or the subcontractors. The CMAR shall provide and oversee all safety orders, precautions and programs necessary for the safety of the work.
9. **Project Closeout:** The CMAR shall coordinate post-construction activities including systems training and the assembly of guarantees, manuals, and other closeout documents; the resolution of all punch-list items to the DMC’s satisfaction; systems commissioning activities; supervise with furniture and equipment deliveries and installation; and submit record drawings.

IV. PROJECT TIMELINE

It is anticipated that construction will begin before the end of Q1 2021 and should be complete in Q2 2021. The final project timeline and schedule will be developed in collaboration with the selected CMAR, brg3s Architects and the DMC. The anticipated project schedule is as follows:

| | |
|--|--|
| RFQ Release Date | October 29, 2020 |
| Questions Due | November 6, 2020, by 3:00 PM |
| Responses to Questions Posted | November 11, 2020 |
| Required Site Visit & Pre-Submittal Conference | November 12, 2020, (9:00 - 11:00 AM) Meet at Shopper’s Garage |
| RFQ Submittals Due | November 30, 2020, by 1:00 PM |
| Interviews (shortlist) | Week of December 7-11, 2020 |
| CMAR Joins Project Team | Late December, 2020 |
| Start of Construction | Late March, 2021 |
| Construction Completed | July 1, 2021 |

V. EBO PROGRAM

The DMC's Equal Business Opportunity (EBO) program requires that a best-faith effort is made to avail any potential contracting or subcontracting opportunities to qualified minority and women-owned businesses.

All projects of the DMC shall include a best faith effort to reach no less than 25% participation by minority and/or women-owned businesses (MWBE) in the project's development cost (design and construction hard costs).

Outreach & Inclusion Plan: The specific steps required for each project to be compliant with the DMC's EBO Program takes into consideration the size, scope of work, and development costs associated with the project. The CMAR and GC must have a clear understanding of the EBO Program and work with DMC staff to create an Outreach & Inclusion Plan, including the following key steps:

- The CMAR/GC will use the City of Memphis Business Diversity & Compliance Registry and the resources at the Shelby County Office of Equal Opportunity Compliance to identify qualified general contractors and/or subcontractors to perform the needed work.
- If the CMAR is not the GC, the CMAR will contact a minimum of 3 certified MWBE general contractors and proactively invite them to submit a bid.
- Once a general contractor is identified, the GC will contact a minimum of 3 certified MWBE businesses for each trade or type of subcontractor needed, and provide each a fair opportunity to submit a bid and be considered for the work.
- Once the service providers have been identified, the CMAR will submit EBO documentation to DMC staff for review and approval. The CMAR will also be asked to provide a full record of the outreach steps taken and the results. This documentation can include items such as a phone call log, copies of emails, meeting notes, etc.
- After construction has started, the CMAR will provide monthly updates to DMC staff detailing the project status and level of MWBE involvement.

VI. EVALUATION CRITERIA

The DMC shall review each submitted proposal to determine whether it is a complying proposal. A complying proposal is a proposal that was submitted, in the form and format required, by the due date and conforms to the requirements of the RFQ. The DMC reserves the right to reject any or all submittals, or to make modifications to the RFQ, if needed. The following criteria will be used in evaluating qualifications:

- Responsiveness to the RFQ and compliance with instructions
- Relevant experience & client references
- Experience and qualifications of key personnel
- Recent experience with meeting project budgets and schedules
- Construction administration capabilities
- Demonstrated understanding of the DMC's EBO Program requirements
- Schedule and availability
- Approach to setting the CMAR fee and total compensation

VII. RFQ SUBMISSION REQUIREMENTS

Please follow the outline below and include the following information when submitting a response to this RFQ.

A. Letter of Intent

State the full name(s) and address(es) of the organization(s) that will perform or assist in performing the services described herein.

Identify the firm contact name, phone numbers, and email addresses. Indicate type of firm ownership (individual, partnership or corporation) and explain any proposed team or joint venture or partnership relationships. Include the state in which the firm is incorporated or licensed. **Please also indicate whether the firm intends to also provide general contracting for the project.**

B. Statement of Experience

Provide a straightforward, complete and concise description of the firm's capabilities to satisfy the requirements outlined in this RFQ. Describe the experience, detailing a minimum of three recent, relevant projects in similar conditions and with similar size and/or scope. Summaries should include a narrative on the projects, work product examples, the associated fees, and client references.

C. Qualifications

Provide the names and resumes of the project manager and key staff members who will work on the project. Include a team organization statement defining their anticipated roles on the team. Indicate the percent of involvement of each team member and identify who will be the daily point of contact for the DMC staff member assigned to manage the CMAR.

D. Statement of Project Understanding & Approach

Demonstrate project understanding, including details of the team's familiarity and experience with providing CMAR services in urban downtown contexts. Provide any additional information that demonstrates the firm's understanding and insights related to the project. A detailed scope of services and project schedule are not required at this time, as the DMC will develop the final scope of services with the selected CMAR.

E. Diversity & Inclusion

Please describe your firm's approach to meeting the DMC's EBO Program and our goals for diversity and inclusion for this project. Provide examples where you successfully met diversity and inclusion goals for other relevant projects.

F. Proposed Fee Structure

Please summarize your expected approach to setting the fee for this project.

VIII. RFQ SUBMISSION PROCESS

A. Questions

Submit questions in writing to Christine Taylor via email at taylor@downtownmemphis.com by **3:00 PM on November 6, 2020**, using the subject line “Shopper’s Garage RFQ Questions.”

B. Required Pre-Submittal Conference & Site Visit

A required pre-submittal conference will be held on **November 12, 2020, from 9:00 – 11:00 AM**. We will meet at the Shopper’s Garage, located at the southwest corner of Front Street and Adams Avenue. This meeting will provide an opportunity to hear directly from the project team and ask questions.

C. Submission Due Date

All statements of qualifications must be submitted to the **DMC by 1:00 PM on November 30, 2020**. Respondents must submit a digital PDF of the entire submission via email to taylor@downtownmemphis.com prior to the deadline described above. **Please limit submissions to a maximum of 30 pages.**

IX. OTHER REQUIREMENTS

A. Equal Opportunity Statement

The DMC is an equal opportunity employer and will select a CMAR without regard to age, disability, religion, creed or belief, political affiliation, race, sex, or ethnicity.

B. DMC’s Equal Business Opportunity Program (EBO)

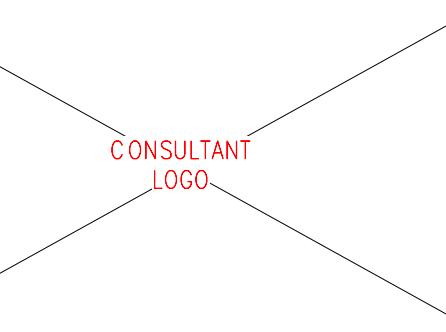
The DMC’s Equal Business Opportunity (EBO) program requires that a best-faith effort is made to proactively avail any potential contracting or subcontracting opportunities to qualified minority and women-owned businesses. Our minimum goal for MWBE participation in the project is 25%.

C. Contract Negotiations

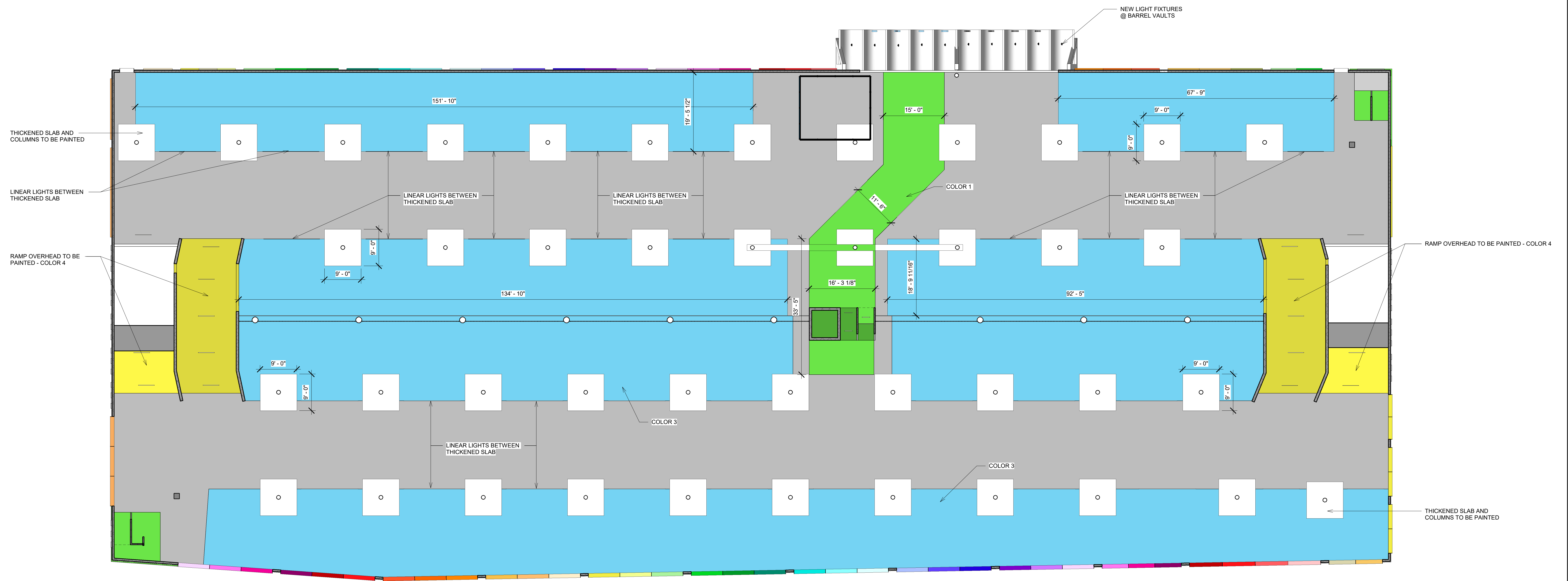
The DMC will negotiate the terms of a contract with the CMAR submitting the top-ranked response(s) or another ranked-choice, should negotiations with the top-ranked firm fail. DMC will not reimburse any costs incurred prior to a formal notice to proceed should a contract award result from this solicitation. All submittal costs in conjunction with this RFQ shall be borne by the submitting firm.

APPENDIX A:

Schematic Design Documents



| |
|----------------------------|
| LEVEL 1 - CEILING |
| AREA: =17,565 SQFT |
| PAINTED AREA: =10,386 SQFT |
| LEVEL 2 - CEILING |
| AREA: =17,481 SQFT |
| PAINTED AREA: =10,293 SQFT |
| LEVEL 3 - CEILING |
| AREA: =17,565 SQFT |
| PAINTED AREA: =10,386 SQFT |
| LEVEL 4 - CEILING |
| AREA: =17,481 SQFT |
| PAINTED AREA: =9,685 SQFT |
| RAMP AREA |
| AREA: =4,756 SQFT |
| PAINTED AREA: =4,756 |



1 CEILING PLAN
3/32" = 1'-0"

| MARK | DATE | DESCRIPTION |
|-----------|------|-------------|
| REVISIONS | | |
| CLIENT | | |

DOWNTOWN MEMPHIS
COMMISSION
85 N FRONT ST
MEMPHIS, TN 38103

PROJECT NAME
**SHOPPERS
GARAGE**

Project No. 2020096
Date Issued 8/18/2020
Drawing Scale As indicated
Copyright © 2019 brg3s

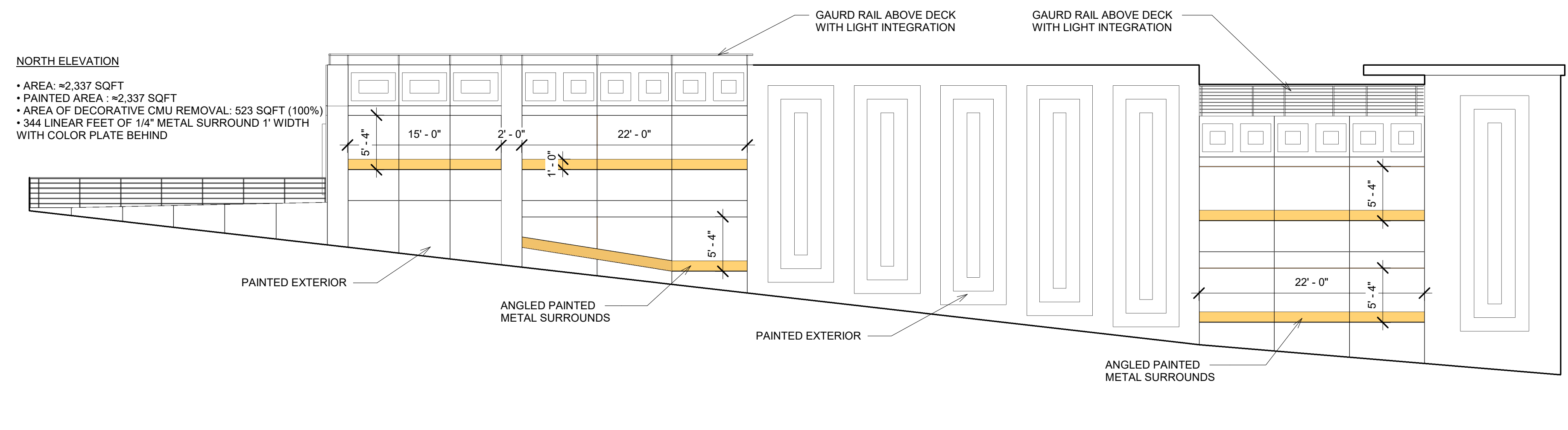
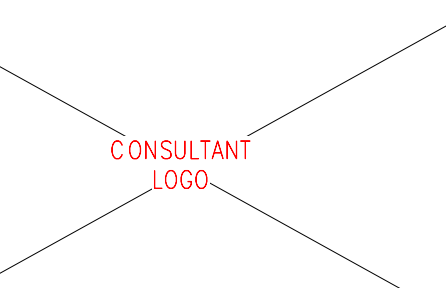
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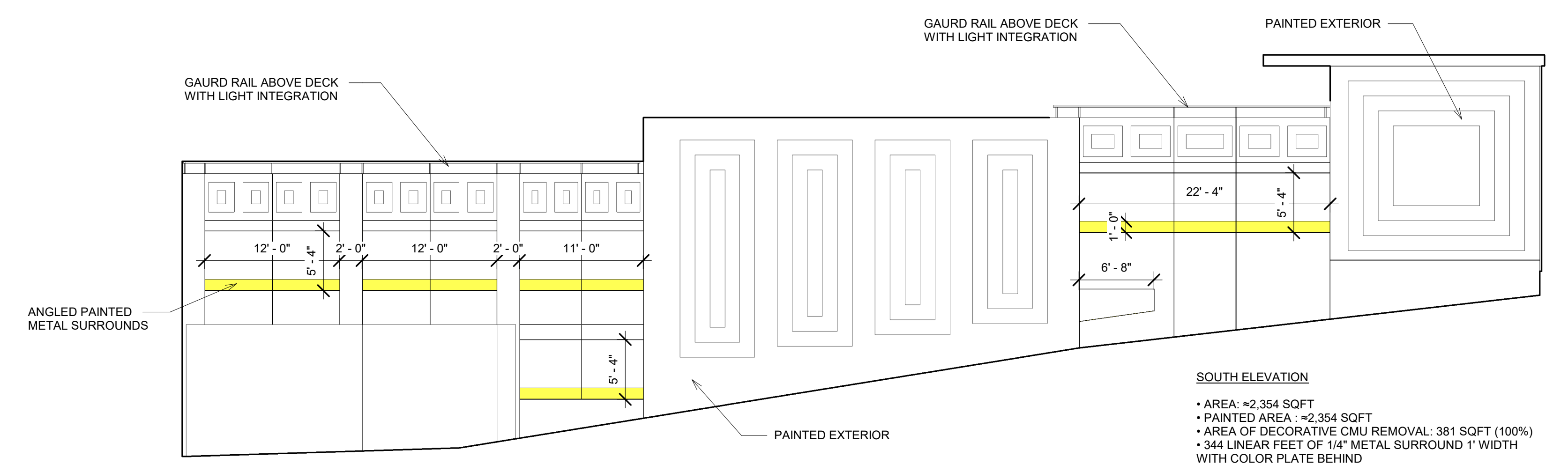
**NOT FOR
CONSTRUCTION**

SHEET ID
CONCEPT PRICING PACKAGE

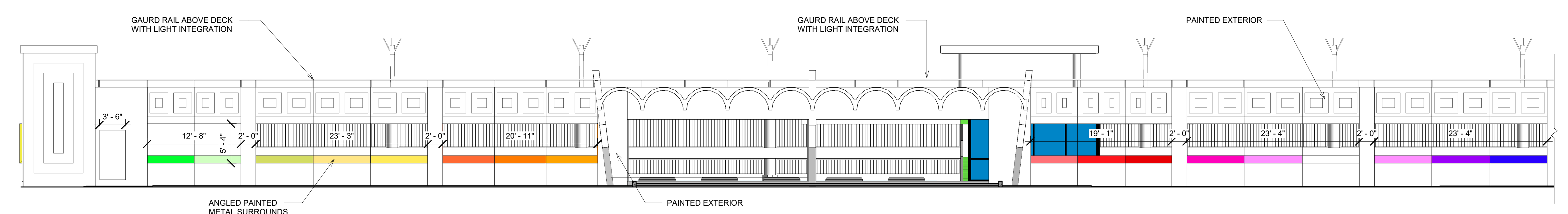
A300



5 NORTH ELEVATION
 1/8" = 1'-0"

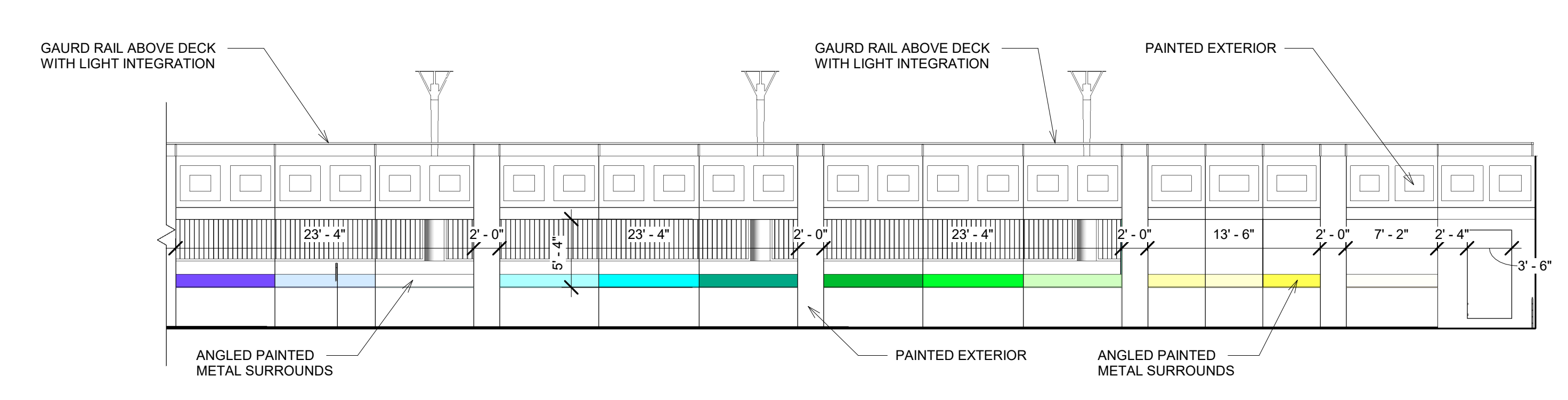


1 SOUTH ELEVATION
 1/8" = 1'-0"

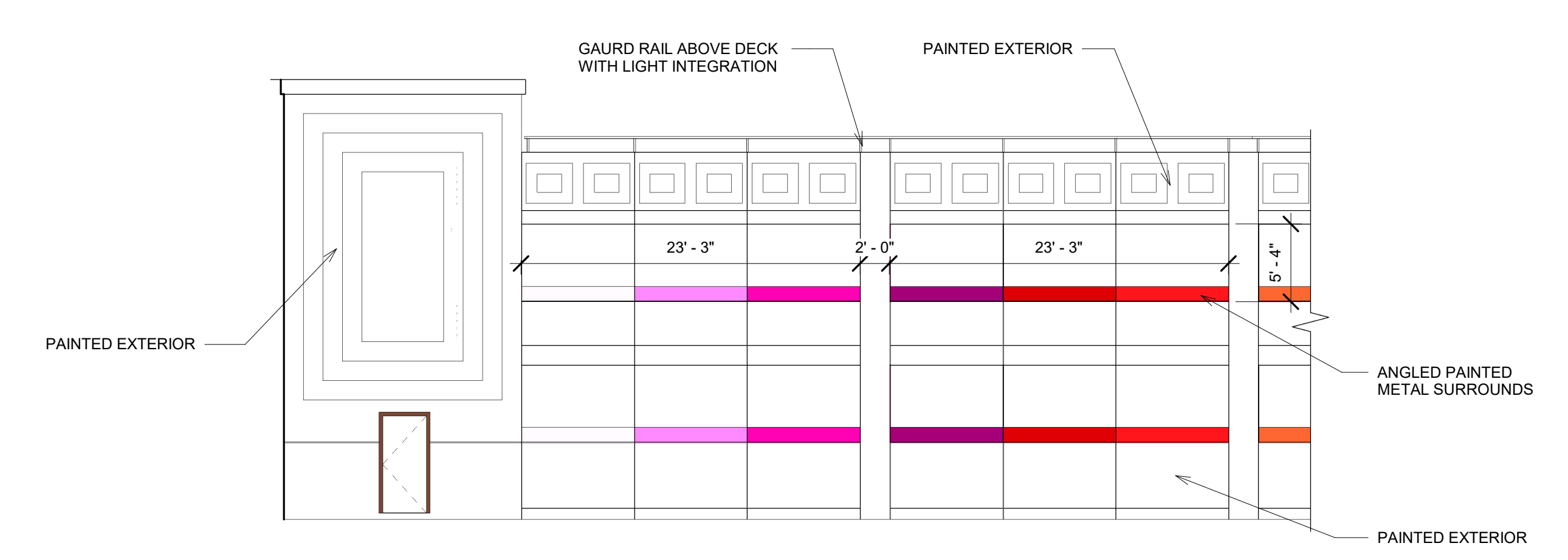


2 EAST ELEVATION
 1/8" = 1'-0"

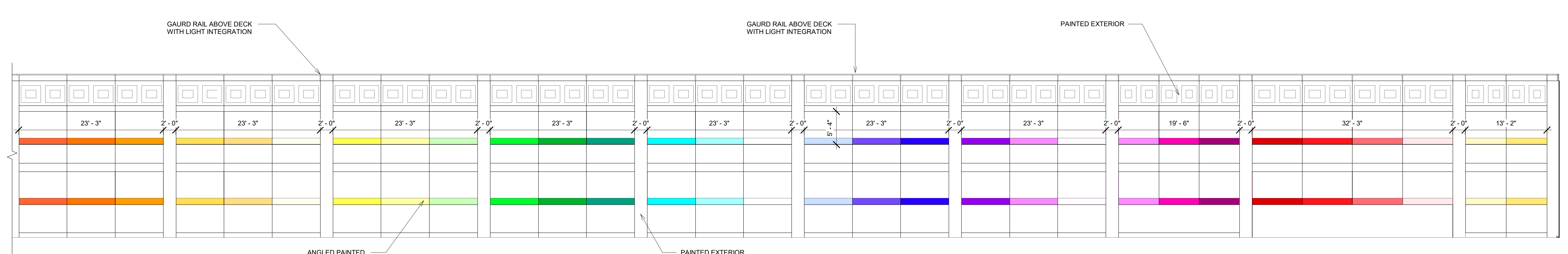
EAST ELEVATION
 • AREA: ~2,670 SQFT
 • PAINTED AREA: ~2,670 SQFT
 • AREA OF DECORATIVE CMU REMOVAL: 1,183 SQFT (100%)
 • 713 LINEAR FEET OF 1/4" METAL SURROUND 1" WIDTH WITH COLOR PLATE BEHIND



6 EAST ELEVATION
 1/8" = 1'-0"



3 WEST ELEVATION
 1/8" = 1'-0"



4 WEST ELEVATION
 1/8" = 1'-0"

WEST ELEVATION
 • AREA: ~5,023 SQFT
 • PAINTED AREA: ~5,023 SQFT
 • AREA OF DECORATIVE CMU REMOVAL: 2,924 SQFT (100%)
 • 1,784 LINEAR FEET OF 1/4" METAL SURROUND 1" WIDTH WITH COLOR PLATE BEHIND

| MARK | DATE | DESCRIPTION |
|-----------|------|-------------|
| REVISIONS | | |
| CLIENT | | |

DOWNTOWN MEMPHIS COMMISSION
 85 N FRONT ST
 MEMPHIS, TN 38103

PROJECT NAME

SHOPPERS GARAGE

Project No. 2020066
 Date Issued 6/18/2020
 Drawing Scale 1/8" = 1'-0"
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DRAWING TITLE

ELEVATIONS

SEALS

NOT FOR CONSTRUCTION

SHEET ID

CONCEPT PRICING PACKAGE

A800