

Request for Proposal

For

Construction

**Project Management Support Services
The Arbors at South Crossing (Smith)**

For

GREENSBORO HOUSING AUTHORITY

450 North Church Street
Greensboro, NC 27401

Response Due

Friday March 11, 2022

4:00 PM EST

1. INTRODUCTION

The Greensboro Housing Authority (GHA) is seeking a qualified **Construction Project Management Consultant** to support / assist its team with pre-development activities for The Arbors at South Crossing redevelopment project.

Through a single method RFP process, GHA is seeking to identify a qualified Consultant who has extensive experience managing residential construction projects. GHA will evaluate submissions based on the demonstrated experience in LIHTC project construction management, which includes experience in multifamily residential construction, capacity to successfully collaborate with designers and general construction contractors as well as provide effective project management tools and cost estimating resources over multiple development phases simultaneously and providing quality project deliverables on time and within budget.

2. BACKGROUND & OVERVIEW

A. Background

The Greensboro Housing Authority (GHA) is the third largest Housing Authority in the State of North Carolina with a combined ownership of 21 properties along with the direct management of over 3,554 housing choice vouchers serving over 12,368 families in Greensboro, North Carolina. GHA owns and/or manages 2,420 residential units.

On December 23, 2013, GHA received approval from United States Department of Housing and Urban Development (HUD) for a Portfolio Award under the RAD, which includes GHA's entire public housing portfolio. To date, 20 properties have been converted into the RAD program. GHA is in process of converting the remaining property ("Smith Homes") from its original Portfolio Award designation.

B. Property Information

The brief descriptions of the properties are listed below:

Smith Homes

The Smith Homes development is located at 707 West Florida Street, Greensboro, NC 27406. The property is bounded by Freeman Mill Road to the west and Randleman Road to the east. The site contains a total of 428 public housing units and two non-residential units, plus a community building. All units are in low-rise buildings and range in size from one to five bedrooms. The first 400 units were built in 1952, with an additional 30 elderly units were added in 1964. The current occupancy rate is 95%. Currently, GHA completed a master development concept plan and initial designs for the phase of the project. Additionally, HUD has approved the demolition and disposition of 21.97 acres consisting of the first 3 phases of the project.

3. DEVELOPMENT PLAN

GHA, through its development and management affiliate Greensboro Housing Management Corporation (GHMC), intends to develop The Arbors at South Crossing (formerly Smith Homes public housing) redevelopment project which will consist of approximately 49-acre property (of which 29 acres are located on the north side of Florida street and 22.84 acres are located on the south side of Florida Street), “The Project”. Due to the age of Smith Homes’ structures, GHA desires to redevelop the Project in multiple phases and create a mixed income, predominantly residential development that is a contributor to the city of Greensboro. The redevelopment effort will consist of the demolition of the existing buildings, new public and private infrastructure (water sanitary and storm sewer systems, roads, streetscape) and site development as well as new housing units featuring low-density apartment buildings, senior bungalows, and attached townhomes.

The Project will consist of 5 phases in which first three (3) phases located on the north side of Florida Street are currently being considered for low-income housing tax credits. The buildings will comprise of garden style walk-up units, direct-access units and townhome units which will front Freeman Mill Road (the main transportation arterial into Downtown Greensboro, NC). The buildings will be sufficiently set back with proper frontage to the street with sufficient parking and natural landscaping buffer from adjacent land uses. The residential units will contain the comparable market rate features and amenities. Additionally, the project will contain community amenities for young children (such as playground, tot lots, and splash pads) along with renovated community facility, which will include meeting spaces and computer rooms for the residents.

The new housing development is named, “The Arbors at South Crossing,” which will consist of 29 acres located on the north side of Florida Street containing 238 units including 80 units in Phase I (Family), 42 units in Phase II (Seniors), and 116 units in Phase III (Family). Phase II and III received 4% tax credit and tax-exempt bond allocations initial award in 2020. NCHFA extended the tax credit and bond allocation to 2021. The phasing plan The Arbors at South Crossing are as follows:

Phase 1 Plan:

The Arbors at South Crossing – Phase I (Family) (the “Project”) is located at 800 West Florida Street (currently has 92 residential units) and the new development will consist of 80 units. The new development will be performed by separate development partner however, the Construction Project Management consultant may assist GHA and the separate development partner through information sharing and collaboration of the demolition, site development and infrastructure activities to allow for a seamless vertical building construction program.

Phase 2 Plan:

The Arbors at South Crossing – Phase II (Seniors) (the “Project”) will be located at 600 West Florida Street (currently has 46 residential units) and the new development will consist of 42 units; 36 one-bedroom units, six two-bedroom units contained in seven buildings on 4.62 acres at the northeast portion of the Property. The buildings will be comprised of garden style walk-up units, and townhome units. The buildings will be sufficiently set back with proper frontage to the street, with sufficient parking and a natural landscaping buffer from adjacent land uses. The residential units will contain the comparable market rate features and amenities, such as a laundry facility and mail kiosk area. Additionally, the project will contain community amenities (such as raised garden boxes and open area for walking) along with a renovated community facility, which will include meeting spaces and computer rooms for residents.

Phase 3 Plan:

The Arbors at South Crossing – Phase III (Family) (the “Project”) will be located at 714 West Florida Street and consists of 116 units; 18 one-bedroom units, 70 two-bedroom units, and 28 three-bedroom units contained in nine buildings on 9.88 acres at the north side of the property. The buildings will be comprised of garden style walk-up units, and townhome units. The buildings will be sufficiently set back with proper frontage to the street, with sufficient parking and a natural landscaping buffer from adjacent land uses. The residential units will contain the comparable market rate features and amenities, such as a laundry facility and mail kiosk area. Additionally, the project will contain community amenities for young children (such as a playground, a tot lot, and open area for walking) along with a renovated community facility, which will include meeting spaces and computer rooms for residents.

The Phase 2 and 3 project received Low Income Housing Tax Credit (LIHTC) award and tax-exempt bond volume allocation approval from NCHFA, as well HUD financing concept approval through the project lender. The project financial closing is anticipated to occur by December 2022.

4. SCOPE OF SERVICE

Outlined below is the proposed scope of work with the corresponding tasks and deliverables. Please note that the actual scope of work may not be limited to the exact items listed below.

Project Management Support Services

GHMC needs project management and construction coordination services including but not limited to the following:

- A. Project Design Feasibility Review and Coordination (See project plan and specification list in Attachment B) _
 - Perform plan feasibility review and cost estimate analysis on the following project phases:
 - Demolition
 - Public infrastructure
 - Site development and private infrastructure (in non-right of way land parcels)
 - Vertical building construction (phase 2 and 3)

- Assist in design and project coordination with the architect of record and civil engineer of record, as well as other consultants
- Coordinate design developments, construction documents, and site development - infrastructure drawings and specifications for final approval by GHA

B. Project Procurement -

- Assist with the procurement and general contractor selection through a **Construction Manager at Risk - Request for Proposal (CM@Risk RFP)** procurement method
 - Coordinate preconstruction efforts (i.e., Contractor, Owner / Developer, Design Professionals, Property Management, and subcontractors) during the design development and construction document phase.
 - Attend preconstruction meetings and direct the team toward construction strategies which fit the owner's program, construction schedule, budget parameters and quality standards.

C. Project Cost Estimating -

- Perform quantitative analysis of construction documents and project program requirements.
- Lead and oversee the preparation of conceptual cost models and tools to align construction budgets, construction draw schedules, and guaranteed maximum pricing to building architectural design and civil engineering drawings and specifications
 - Create cost models (in RS Means or other commercially acceptable cost estimating software) based on historic cost data and / or subcontractor input as appropriate.
 - Analyze project program, design, costs, and subcontractor input and provide comparisons and cost savings through alternative approaches in materials, assemblies, phasing, etc.
 - Assist in determining subcontractor pricing, including information dissemination, review of subcontractor's proposals and coordination with the desired scope of work.
 - Maintain historic cost database cataloging project program and unit prices as budgeted / bid / purchased for use in preparation of conceptual estimates and cost models.

D. Pre-construction Coordination -

- Assist in developing appropriate subcontractor scopes of work based on the project program and desired outcome.
- Foster a productive working atmosphere among the project participants, and cultivate relationship with the project construction team
- Provide recommendations on construction measures and materials to improve the properties, as well as provide research and technical assistance on design, pre-construction, construction submittals, and requests for information
- Assist in maintaining construction budgets, project schedules, and providing project reports to RED-CD and executive office
- Disseminate and share communication on all project activities impacting operations and other GHA agency departments
- Establish building delivery schedule and overall development schedule updates that are consistent with the project budget
- Attend project design and preconstruction meeting

- Coordinate the receipt of preliminary budgets with General Contractor (GC)
- Coordinate the construction planning with GC (schedule, building sequencing & delivery plan, staging area, fencing plan, erosion control)
- Coordinate with general contractors to confirm budgets, schedules, and constructability
- Negotiate of construction contracts and change orders

E. Construction Management –

The contractor shall perform all services as described below consistent with the skills ordinarily provided by construction managers practicing under similar circumstances.

- Not to engage in activity, or accept employment, interest or contribution that would reasonably appear to compromise the construction manager's judgment with respect to this project.
- Prepare and periodically update a Project Schedule and a Construction Management Plan for the architects' review and Owners' acceptance. The Project Schedule and Construction Management Plan will coordinate and integrate responsibilities of the construction manager, the general contractor, architects, and other Owners' consultants.
- Advise GHA and architect if it appears that the Cost of the Work may exceed the project's budget and make recommendations for corrective action.
- Provide recommendations and information to GHA regarding contractor's safety programs.
- Update the project schedule including phasing of construction, start and end dates for work items, ordering and delivery of products, relocation, and occupancy requirements.
- Assist GHA in obtaining information and reports regarding applicable requirements for equal employment opportunity programs, HUD Section 3, and Davis Bacon wage rate compliance.
- Provide administration of the Contracts for Construction in cooperation with the architect.
- Update and reissue the project schedule as required to show current conditions. If an update indicates that the previously approved project schedule may not be met, the construction manager will recommend corrective action, if any, to GHA and the architect.
- Conduct bi-weekly OAC meetings with GHA Staff and others, updating the progress of the rehabilitation work.
- In collaboration with the architect, conduct and ensure prompt distribution of meeting minutes to GHA, the architect and prime contractor(s).
- Strive to obtain satisfactory performance from each contractor and recommend courses of action to GHA when requirements of a contract are not being fulfilled.
- Monitor and evaluate actual costs for activities in progress and estimates for uncompleted tasks and advise GHA and the architect as to variances between actual and budgeted costs.

- Maintain records on authorized work performed under unit costs, additional work performed on the basis of actual costs of labor and materials, and other work requiring accounting records.
- Review and certify the amounts due the respective contractors, monthly, as follows:
 - Determine payment due and forward the Summary of Contractors' Applications for Payment and Project Application and Certificate for Payment to the architect. Certification for payment will constitute a representation to GHA, based on the Construction Manager's evaluations of the work and on the data comprising the Contractors' Applications for Payment, that, to the best of the construction manager's knowledge, the work has progressed to the point indicated and the quality of the work is in accordance with the contract documents. Ensure Application for Payment includes information and reports regarding applicable requirements for equal employment opportunity programs, HUD Section 3, and Davis Bacon wage rate compliance.
 - Determine in general that the work of each contractor is being performed in accordance with the requirements of the Contract Documents and notify GHA, the contractor and architect of defects and deficiencies in the work. The construction manager will have the authority to reject work that does not conform to Contract Documents and will notify the architect about the rejection. The construction manager will record any rejection of work in its log and include information regarding the rejected work in its progress reports to the architect and GHA. Upon written authorization from GHA, the construction manager may require and make arrangements for additional inspection or testing of the work in accordance with the provisions of the Contract Documents, whether or not such work is fabricated, installed or completed, and the Construction Manager will give timely notice to the architect of when and where the tests and inspections are to be made so that the architect may be present.
- Review requests for changes, assist in negotiating contractors' proposals, and submit recommendations to the architect and GHA for change directives.
- Assist GHA in the review, evaluation and documentation of claims as follows:
 - Utilizing the submittal schedules provided by each contractor, the construction manager will prepare, and revise as necessary, a Project Submittal Schedule incorporating information from GHA, consultants, separate contractors and firms, governmental agencies, and all other participants in the project under the management of the construction manager.
 - The Project Submittal Schedule and any revisions shall be submitted to the architect for approval. The construction manager will review all shop drawings, product data, samples and other submittals from the contractors for compliance with the submittal requirements of the contract, coordinate submittals with information contained in related documents, and transmit to the architect those that the construction manager recommends for approval.
- With the architect and GHA inspectors and maintenance personnel, the construction manager will observe the contractors' final testing and start-up of utilities, operational

systems and equipment and observe any commissioning as the contract documents may require.

- When the construction manager considers the contractor's work is substantially complete, the construction manager will jointly with the contractor and architect prepare a list of incomplete or unsatisfactory items and a schedule for their completion. The construction manager will assist the architect in conducting inspections to determine whether the work is substantially complete.
- When the work is substantially complete, the construction manager will confirm the completeness of the project and make a written recommendation to the architect who will prepare and execute a Certificate of Substantial Completion. The construction manager will submit the executed certificate to GHA and the contractor. The construction manager will coordinate the correction and completion of the work. Following the issuance of a Certificate of Substantial Completion of the work or a designated portion thereof, the construction manager will evaluate the completion of the work of the contractor and make a written recommendation to the architect when the work is ready for final inspection. The construction manager will assist the architect in conducting final inspections.
- Forward to GHA the following information received from the contractor: (1) certificates of insurance; (2) consent of surety, if any, to reduction in or partial release of retainage or the making of final payment; (3) releases and waivers of liens or bonds indemnifying the Owner against liens; and (4) any other documentation required of the contractor under the contract documents, including warranties and similar submittals.
- The construction manager will have authority to act on behalf of GHA only to the extent provided in this agreement. The construction manager will not have control over or responsibility for construction methods or safety programs in connection with the work of the contractors. The construction manager will not be responsible for a contractor's failure to perform in accordance with contract documents.
- The construction manager will be responsible for the construction manager's negligent acts or omissions but will not be responsible for acts or omissions of any other persons or entities performing portions of the work.

5. METHOD OF SOLICITATION & SUBMISSION REQUIREMENTS

Submission Requirements

Each response submittal package should include the following

1. Questionnaire Form – included as ATTACHMENT A to this request for services
2. Attachments & Exhibit Package that corresponds to the item in the Questionnaire Form, which include but are not limited to company profile, brochure and resumes of all key members that will be assigned to the project, description and location of projects along with statements on the scope of services rendered on the project, three (3) references from previous projects listed, evidence of insurance certificates based on GHA's insurance requirements (including professional errors and omission coverage)

3. Cost Proposal / Price Quote of Services (which include additional services not listed in Section 4 as an hourly rate)

ATTACHMENT A - Questionnaire Form is the basis of your response submittal. This form must be completed in its entirety with all of the requested and required attachments. If the response package is incomplete, your submission may be deemed non-responsive.

ATTACHMENT B – Smith Homes Property Information that contain the following:

- The Arbors at South Crossing– Demolition Plans (March 30, 2021) and Specifications (April 30, 2021)
- The Arbors at South Crossing - Site Development and Infrastructure City of Greensboro Technical Review Committee Plans (February 11, 2022)
- The Arbors at South Crossing - Site Development and Infrastructure (Draft) Specifications
- The Arbors at South Crossing – Phase 2 Design Development Drawings and Specifications (November 5, 2021)
- The Arbors at South Crossing – Phase 3 Design Development Drawings and Specifications (November 5, 2021)

Email Submission Requirements

GHA must receive **(1) electronic copy** of the complete submission package via email to Jaymar Joseph (jjoseph@gha-nc.org) no later than **4:00 PM (EST), March 11, 2022**. Please note in the email subject line: **Construction Project Management Consultant Response**

Please include the respondent’s name, address, telephone number, e-mail address in the email of the submission. The submission shall include an attachment that includes the required Questionnaire and appropriate attachments that correspond to the items in the Questionnaire Form.

Email responses received later than the date and time specified may be rejected or deemed nonconforming. GHA assumes no responsibility or liability for receipt of responses.

Anticipated Schedule

The schedule below represents the anticipated schedule.

RFP distributed to potential respondents	February 28, 2022
Deadline for receipt of proposals	March 11, 2022
Evaluation of Submissions	March 14, 2022
Selection of Firms and Service Providers	March 18, 2022

6. EVALUATION OF PROPOSALS

All proposals received will be reviewed and evaluated by an Evaluation Committee assigned by the Chief Executive Officer and/or its designee. Proposals will be considered in terms of the evaluation indicated in the table below.

Experience and Current Activity (Knowledge & Experience)	Demonstrated successful experience and capability of the proposed staff and sub-consultants for this project. Knowledge of construction management of projects of comparable size and complexity and familiarity with LIHTC and FHA sponsored projects.	50
Capacity	Ability to provide the resources (staffing, equipment, office facilities, and other) necessary for the timely and efficient implementation of the scope of work.	20
Methodology (Approach & Reporting)	<u>Proposed Methodology is reasonable and logical.</u>	10
Pricing	Proposed cost proposal is most competitive and provides the maximum benefit to the GHA	20
MBE/WBE	Demonstrated commitment of the respondent to assist the agency in meeting its goals related to MBE/WBE	5 bonus points
Section 3	Proposal includes a detailed Section 3 participation plan	5 Bonus Points
	Maximum Total Points	110

GHA's RESERVATION OF RIGHTS

GHA reserves the right to:

- Reject any or all responses, to waive any informalities in the solicitation process, or to terminate the solicitation process at any time, if deemed by GHA to be in its best interest,
- Not to select or make award to anyone with a history of poor performance on projects performed for GHA and or any other client of the submitting firm at the sole opinion and discretion of GHA,
- Terminate a contract awarded pursuant to this solicitation at any time for its convenience upon delivery of a 30-day written notice,
- Determine the days, hours and locations that the successful bidder shall provide the items or services called for in this solicitation,
- Reject and not consider any bid that does not, in the opinion of GHA, meet the requirements of this solicitation, including but not necessarily limited to incomplete response and/or alternate (not including "or equal" items) or non-requested items or services,
- To make an award to the same bidder (aggregate) for all items; or,
- To make multiple awards to multiple firms for various scopes of work.

- GHA reserves the right to reject all proposals and to re-solicit new proposals should this solicitation fail to produce an acceptable agreement. GHA may also reject any proposals that are incomplete or non-responsive and any proposals that are submitted after the deadline.
- Further, GHA reserves the right to request additional information from any respondent after the submission deadline. GHA also reserves the right to reject any and all, or parts of any and all, proposals received in response to this RFP or to cancel or postpone this solicitation process if GHA determines that such rejection, cancellation or postponement is in the best interests of GHA, to request additional information; and to waive any irregularities in this solicitation or in the proposals received as a result of the solicitation.
- If applicable, the determination of the criteria and process pursuant to which proposals are evaluated, the decision regarding who shall be selected to act as bond counsel in connection with the transaction and the decision whether or not to designate bond counsel as a result of this RFP shall be at the sole and absolute discretion of GHA.

BIDDER'S RESPONSIBILITY:

It is the bidder's responsibility to:

- Carefully review and comply with all instructions provided herein or provided within any named attachments or addenda.
- Bear all expenses involved with the preparation and submission of Request for Proposals (RFPs).

ATTACHMENT A –CONSULTANT RFP QUESTIONNAIRE FORM

Construction Project Construction Management Consultant Questionnaire Form

Solicitation for Qualification Information

Greensboro Housing Authority

Firm's Name: _____

Name of Lead Team Member: _____

Address of Main or Corporate Office: _____

Description	Yes	No	Response	Explanation / Comments	GHA Use Only
EXPERIENCE and CURRENT ACTIVITY					
1	<p>Project Experience: Does your firm or team members possess project and construction management experience completing tax exempt bond / 4% or 9% Low Income Housing Tax Credit (LIHTC) projects? Provide descriptions, locations, and photos of LIHTC, multifamily, residential projects completed in the past five years with statements on the scope of services provided.</p>				
2	<p>How Many Projects : In regards to the question above, what are the total number of projects that were completed on time (at or under the original contract expiration date), within budget (based on project or construction budget) and based on the client's specifications (approved plans and specs, contractor scope related change orders under \$100,000, no local government inspection findings) in the past five years (List projects and provide supporting documentation)</p>				
3	<p>Cost Proposal: Please provide Cost Proposal / Price Quote of Services (which include hourly rate schedule for all team members, and reimbursement fee schedule)</p>				
4	<p>How Many Projects : What is the <u>total dollar value</u> of the properties developed / constructed in the projects listed in Question 3?</p>				
	<p>In regards to the question above, how many projects contained multiple projects / properties occurring at the same time or similar timeframes?</p>				
5	<p>LIHTC / HUD Experience: Does your firm have previous LIHTC, HUD project management or construction experience?</p>				
6	<p>Approach: What is your firm's or team's approach to providing quality program and project management? What is your communication plan and method of project track on the previous listed projects (ie MS excel, custom software package, specialty applications (apps)?</p>				
	<p>In regards to the question above, how many projects received positive written feedback through references, recommendations, bonuses, award of merit based on management approach?</p>				
7	<p>Reporting: What is your firm's or team's reporting requirements and documents (daily, weekly, monthly, project close-out)? Please provide samples of reporting documents on active or recently completed projects with photos</p>				
	<p>In regards to the question above, how many reports were submitted on time and based on client's expectations?</p>				
FIRM'S CAPACITY and BUSINESS LIABILITIES					
8	<p>Capacity and Readiness: Does your team have the capacity to complete the requested services? Does your team have the capacity to procure construction subcontractors and vendors for ancillary construction activities</p>				
9	<p>Financial Capacity of Developer - Do you have the financial strength and capacity to perform the requested services?</p>				

Construction Project Construction Management Consultant Questionnaire Form

Solicitation for Qualification Information

Greensboro Housing Authority

10	Business Liability and other activity: Has your firm or principals of your firm been involved in any of the following activities: a) Current financial default of more than sixty (60) days duration b) Mortgage assignment or workout arrangement c) Foreclosure d) Bankruptcy e) Litigation relating to financing or construction of the project, which is pending or which was adjusted with a finding of liability against the developer, including mechanic's and material men's lien litigation f) Real Estate Tax Delinquencies				
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FIRM'S CAPACITY and READINESS					
11	BONUS - MWBE: Is your firm or team member a City, NC recognized Minority/ Women Owned Business (MWBE) firm? Does your firm have the capacity or plan to procure/ partner with registered (City, State recognized) MWBE? Please provide explanation and detailed plan.				
12	BONUS - Section 3: Is your firm a Section 3 Business concern? Does your firm have the capacity or plan to procure Section 3 subcontractors or employment for this procurement? Please provide explanation and detailed plan.				

Name of Authorized Representative - Please Print _____

Signature: _____

Date: _____

ATTACHMENT B – SMITH HOMES PROPERTY INFORMATION

- The Arbors at South Crossing– Demolition Plans (March 30, 2021)
[The Arbors at South Crossing - Demolition NCDEQ Approved Set \(4\).pdf](#)

- The Arbors at South Crossing– Demolition Specifications (April 30, 2021)
[The Arbors at South Crossing Demolition - Project Manual - 4-30-21 \(1\).pdf](#)

- The Arbors at South Crossing - Site Development and Infrastructure City of Greensboro Technical Review Committee Plans (February 11, 2022)
[Arbors at South Crossing - TRC Drawings 2.11.22.pdf](#)

- The Arbors at South Crossing - Site Development and Infrastructure specifications (Draft)
[Arbor at South Crossing - Technical Specs](#)

- The Arbors at South Crossing – Phase 2 Design Development Drawings (November 5, 2021)
[Arbors at South Crossing - PH2 Drawings](#)

- The Arbors at South Crossing – Phase 2 Project Manual Specifications (November 5, 2021)
[Arbors at South Crossing-PH 2 DD Specs 2021-11-05.pdf](#)

ATTACHMENT B – SMITH HOMES PROPERTY INFORMATION (CONTINUED)

- The Arbors at South Crossing – Phase 3 Design Development Drawings (November 5, 2021)

[Arbors at South Crossing - PH3 Drawings](#)

- The Arbors at South Crossing – Phase 3 Project Specifications (November 5, 2021)

[Arbors at South Crossing-PH 3 DD Specs 2021-11-05.pdf](#)