



PROJECT SPECIFIC  
QUALIFICATION STATEMENT REQUIREMENTS  
for  
CONSTRUCTION MANAGEMENT SERVICES

**W. K. Kellogg Institute and Dental Building  
Expansion and Renovation**

**U-M Project Number P00012987**

**Submittal Deadline: May 17, 2017 @ 2:00 PM EDT**

**Issued by: University of Michigan  
Architecture, Engineering and Construction  
*and*  
Procurement Services  
326 East Hoover Avenue  
Ann Arbor, MI 48109-1002**

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*The University of Michigan W. K. Kellogg Institute and Dental Building Expansion and Renovation (U-M Project # P00012987)*

*Issued April 2017*

*Construction Management Services - QSR*

## I. INSTRUCTIONS

### A. Purpose

This Project Specific Qualification Statement Requirements for Construction Management Services is issued to request qualifications from those Construction Management (“CM”) firms interested in providing preconstruction and construction management services for the following project:

#### **W. K. Kellogg Institute and Dental Building Expansion and Renovation**

The project is located at 1011 North University Street, within the City of Ann Arbor, Washtenaw County, Michigan.

### B. Selection Process

Interested CM firms must respond to the requirements included herein and submit nine (9) hard copies (30 pages maximum) and one (1) electronic copy (20 MB maximum) of their Qualification Statement Requirements (“QSR”) response as directed below. The information gathered will be evaluated by Project Team members and other Owner representatives to select which firms will be chosen to submit a technical proposal in response to a Request for Proposal (“RFP”) for Construction Management Services and invited for interviews. Firms receiving RFP’s will be provided additional information for the project to help them prepare their proposal. This technical proposal, as well as the interview, will be evaluated to determine the construction management firm best qualified to provide construction management services for this project. The Owner reserves the right to reject any and all applicants and may stop the selection process for the project at any time.

### C. Selection Schedule

Nine (9) hard-copies (30 pages maximum) of your QSR response must be provided. In addition, forward an email with an electronic copy (20 MB maximum) of your response attached to Lorri Doneth at ldoneth@umich.edu. Both hardcopies and electronic copy must be received no later than:

**May 17, 2017 at 2:00 PM EDT**

Submit responses to: The University of Michigan  
Procurement – Facilities  
Attn: Lorri Doneth  
The University of Michigan  
326 E. Hoover Ave., Mail Stop D  
Ann Arbor, Michigan 48109-1002  
Phone: 734-615-9131  
Email: ldoneth@umich.edu

Any questions/comments regarding this QSR must be forwarded via email with specific reference(s) to the Section(s) in question to the attention of Lorri Doneth at [ldoneth@umich.edu](mailto:ldoneth@umich.edu).

The deadline for submittal of questions is: **May 10, 2017 at 2:00 PM EDT**

Responses to questions received will be posted on The University of Michigan's Architecture, Engineering and Construction website within two (2) business days of receipt:

<http://www.umaec.umich.edu/for-vendors/bids-proposals/>

The proposed schedule for the balance of this process as described in Section B. is as follows:

	<u>Date</u>
RFP issued to selected firms:	May 30, 2017
Proposal due:	June 20, 2017
Interviews:	July 17, 2017

## II. PROJECT DETAILS

### A. Location

The project is located at the site of the existing W. K. Kellogg Institute and Dental Building near the corner of North University and Fletcher Street.

### B. Project Description

The W.K. Kellogg Institute and Dental Building were built in 1940 and 1969 respectively. With additions, together they total approximately 379,000 gross square feet of space housing research laboratories, classrooms, clinics and offices for the School of Dentistry. The building requires a major renovation to support the school's academic, research, and clinical programs into the future. The proposed project includes renovation of approximately 172,000 gross square feet and addition of 37,000 gross square feet.

The renovation will address deferred maintenance, including life safety, electrical, mechanical, plumbing system improvements and some exterior envelope repairs. An emergency power generator for the building will be installed. The project will create a more welcoming, accessible facility with an improved patient entrance; modern teaching clinics with flexible furniture and equipment that can be reconfigured as needs change; and a new special needs inter-professional care clinic, to treat patients with complex medical conditions and disabilities. More flexible research space, to support the school's world class research, and student centric space designed to foster collaboration with faculty and students will also be created. The scope of this project includes the architectural, electrical, and mechanical work necessary to accomplish these improvements.

See Attachment A project executive summary and Attachment B preliminary phasing diagram for additional project detail.

**C. Fixed Limit of Construction Cost:** \$93,000,000

**D. Design Professional:** SmithGroupJJR, Inc., 500 Griswold Street, Suite 1700, Detroit, MI

**E. Project Schedule**

The following preliminary schedule has been developed in conjunction with the Design Professional. The Owner **will** permit a phased schedule for this project.

Tentative Schedule:

- |  |               |
|--|---------------|
| 1. Completion of Schematic Design                          | August 2017   |
| 2. Completion of Design Development North Addition         | November 2017 |
| 3. Completion of Design Development Expansion & Renovation | January 2018  |
| 4. Completion of Construction Documents North Addition     | March 2018    |
| 5. Completion of Construction Documents Expansion & Ren.   | June 2018     |
| 6. Construction Start North Addition                       | May 2018      |
| 7. Construction Start Expansion and Renovation             | February 2019 |
| 8. Substantial Completion North Addition                   | January 2019  |
| 9. Substantial Completion Expansion and Renovation         | April 2022    |

**F. Contract Documents**

The Contract Documents to be utilized for this project are available via the University of Michigan: Architecture, Engineering and Construction website:

<http://www.umaec.umich.edu/for-vendors/contracts-agreements/construction-management-contract/>

and consist of the following documents:

- a. *Agreement for Professional Construction Management Services;*
- b. *Agreement for Professional Construction Management Services Schedule of Project Details – Non-Tax Exempt ; and*
- c. *Standard General Conditions Applicable To Projects Where The Owner Has Retained the Professional Services of a Construction Manager.*

### III. QUALIFICATION STATEMENT REQUIREMENTS

#### A. Instructions for Completion

1. If your firm is not currently pre-qualified by the Owner, a U-M Contractor's Application for Qualification must be completed and submitted as part of your response to this QSR. The Application, along with Instructions for Completion, can be accessed at the following link:

<http://www.umaec.umich.edu/for-vendors/project-documents/>

Failure to successfully qualify will prohibit a CM from further consideration.

2. The following questions noted below beginning with Section B. require responses in sequential order. All questions must be answered as requested. If a question is not applicable to your firm, please respond accordingly.
3. The intention of these requirements are not to restrict the submittal of information but to streamline your response into a format which enhances the analysis procedures which must take place to allow the Owner's Project Team's time to be efficiently utilized.

#### B. Construction Manager's Safety Program

The safety of both our campus community and our contractors is of paramount importance on University of Michigan projects.

1. Provide a statement that describes in detail how your firm addresses project safety.
2. Describe the unique safety challenges a project such as this represents and your approach to addressing these challenges.
3. Describe a typical level of safety staffing your firm would find appropriate for such a project.
4. Describe how your safety program is designed to influence and impact all trades and laborers working on the site.
5. Describe your approach to site specific training.
6. Describe your safety role as construction manager versus the responsibilities of the trade contractors.
7. Describe your disciplinary actions for those workers who do not comply with your safety requirements.
8. List the number of DART (Days Away, Restrictions and Transfers) incidents (if any) and the DART rate on your last ten (10) projects with values over \$20,000,000.
9. Provide a brief description of any fatalities that have occurred on projects that you were engaged as a Construction Manager or General Contractor over the past ten (10) years. Provide what corporate changes were put in place to address issues identified in the fatalities.

### **C. Construction Manager's Experience**

1. List five (5) projects for which your firm has provided/is providing construction management services that are most related to this project. In determining which projects are most related, consider: related size and complexity; how many members of the proposed team worked on the listed project; and, how recently the project was completed. List the projects in priority order, with the most related projects listed first. At least two projects must be completed and occupied by the owner.
2. For each of the listed projects, provide the following information: construction cost (original GMP and final construction cost), current phase of development, estimated (or past) completion date (estimated vs. actual), type of construction services provided (CM at risk with GMP, CM-agency, Design/Build, General Contract - Low Bid, Negotiated General Contract).
3. List the type of reports your firm produced on these projects for the owner on a regular basis.
4. List all CM projects comparable or greater in size and scope that your firm has managed.
5. Has your organization ever failed to complete any awarded projects?
6. Describe your current corporate sustainability programs. Provide three (3) examples of innovative sustainability initiatives your firm has recommended and/or implemented on current projects or projects completed within the last five (5) years.

### **D. Construction Manager's Personnel**

1. List total number of firm's personnel, for the proposed office in charge, by skill group (e.g., project managers, estimators, project engineers, superintendents, etc.)
2. Name only key personnel (i.e., project director, manager, superintendent, scheduler, estimator) which will be part of the proposed construction management team for this project. Describe in detail the experience and expertise of each team member, which project they were assigned to and their role in the projects listed in the References section. (Note: Key personnel must be committed to this project for its duration unless excused by the Owner) If the team as a whole provided construction management services for any of the projects listed in response to Section C.1, so indicate.
3. Name any consultants which are included as part of the proposed team. Describe each consultant's proposed role in the project and its related experience. List projects on which your firm has worked with the consultant.

### **E. Construction Manager's Project Controls**

1. Describe your cost control methods for the preconstruction and construction phases. How do you develop your estimates and how often are they updated? Include examples of successful value engineering to maintain project budget that did not sacrifice quality. (Answer must not exceed 2 pages.)

2. Describe the way your firm maintains quality control during the pre-construction and construction phases. Provide some examples of how these techniques were used in the projects listed in the Experience section. (Answer must not exceed 2 pages.)
3. Describe the way in which your firm develops and maintains project schedule. How often do you update those schedules? For one of the projects listed in the Reference section, provide examples of how these techniques were used. Include specific examples of scheduling challenges and how your firm solved them. (Answer must not exceed 2 pages.)
4. Would you assign a current employee, hire new personnel, or hire the professional services of an independent scheduling consultant to provide the efforts of logic planning, activity duration discussions with subcontractors, scheduling monitoring, subcontractor communications, and issuance of scheduling reports?
5. Describe how your firm assists minority business enterprises and involves them in projects.
6. Construction projects have changes and additional work during the design and construction phase. The degree of change and amount of additional work varies from minor changes to substantial additions and modifications. How does your firm manage this aspect of the project? Provide examples from the projects listed in the Reference section. (Answer must not exceed 2 pages.)
7. Provide your feasibility assessment of the proposed scheduled substantial completion date.
8. Describe your firm's in house BIM/3-D Virtual Design capabilities. How would you manage this process beginning at Design Development? Include three (3) projects of comparable complexity demonstrating successful BIM Modeling and clash mitigation to prevent costly changes in work. Your response should also include how this information is transmitted to the tradesman in the field.

#### **F. Modularity/Prefabrication**

1. Describe ways your firm has prefabricated/modular building systems in the past to expedite construction schedules, and provide value to the Owner. Examples provided should only relate to building components and systems found in these building types.

#### **G. Describe your Firms Risk Assessment Procedure**

1. What are the key Risk factors that you envision given the project scope, schedule, location and type described for our project?
2. Describe how your Risk Assessment will be produced for our project.
3. Provide a sample Risk Assessment (for a project of similar size and scope).

**H. Contact Information**

Include the following information in your submittal:

1. Principal in charge for this project
2. Principal's title, phone, and email addresses
3. Principal's mail (street) address
4. Name of person to contact for further information regarding this statement (if other than principal)
5. Contact's phone, mobile phone, and email addresses
6. Company website address, if available
7. Company's DUNS and TIN Numbers

**IV. SIGNATURE**

CM firm must complete and include this signature page with the submittal.

By signing below, the undersigned acknowledges s/he is an expressly authorized agent of the company listed below.

Date: \_\_\_\_\_

Full Legal Name of Company: \_\_\_\_\_

Signature: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Title: \_\_\_\_\_



**W. K. Kellogg Institute and Dental Building Expansion and Renovation Project  
UM Project No. P00012987**

**Executive Summary**

**A. Instructional Goals & Justification**

**Background**

The W.K. Kellogg Institute Building was built in 1940 and the remaining dental complex was constructed from 1968-73 (Clinic building 1968, Research Tower 1971, Library 1973). With additions, together they total approximately 379,000 gross square feet of space housing research laboratories, classrooms, clinics and offices for the School of Dentistry. Much of the building is original and requires a major renovation to support the school's academic, research, and clinical programs into the future.

The School of Dentistry (SoD) at the University of Michigan (UM) has earned a reputation for innovation and excellence. It is one of the oldest and well established dental schools in the country. School of Dentistry students, faculty and staff improve the oral health of people in Michigan, across the country, and around the world through education, patient care, research, and community service.

**Mission**

The mission of the University of Michigan School of Dentistry is to promote optimal oral health in a culturally sensitive manner within the state, national, and international communities through education, research and service. To achieve its mission, the School of Dentistry is engaged in the following:

Educating oral health professionals and researchers in a model health care facility where students and clinicians emulate the highest standards of patient-centered care and acquire the most advanced knowledge and skills to meet the changing needs of a diverse patient population;

Conducting research in the basic, behavioral and clinical sciences, and encouraging collaborative efforts for the discovery and application of new knowledge with awareness of multiple environmental and social conditions; and

Serving the University, the community, and the profession through the sharing of knowledge, participation in professional activities, and the establishment of linkages to promote innovation, and to encourage and address diversity in research, education, patient care and health policy.

**Instructional and Operational Goals**

The project will create a more welcoming, accessible facility with an improved patient entrance; modern teaching clinics with flexible furniture and equipment that can be reconfigured as needs change; and a new special needs inter-professional care clinic, to treat patients with complex medical conditions and disabilities.

**Teaching Clinics and Patient Care**

In fiscal year 2016 alone, the school had close to 197,000 patient visits. The clinics enable students to receive hands-on experience treating patients and provide an affordable option for patients in the community and around the State of Michigan to receive oral health care. The proposed project will address key challenges with the current teaching clinics space by:

Co-locating the teaching clinics in patient-centered care, open environments, with modern equipment and flexible furniture that can be reconfigured to accommodate current and future needs.

Reconfiguring the dental operatories to provide adequate space for patients, faculty and students.

Creating a new special needs / inter-professional care clinic with specialized facilities to treat patients with disabilities and complex medical conditions. Operatories will be sized to

accommodate special equipment and teams of student health care professionals (e.g., dentists, nurses, pharmacists, social workers, and others) working together.

Relocating the clinic entrance and reception areas to improve patient accessibility and wayfinding and provide reception and check out areas that meet current standards of privacy and accessibility.

### Research Space

With few exceptions, the dental complex research lab design and infrastructure is the legacy of 1960s planning, which never anticipated current technology, present levels of research involvement, or the collaborative manner in which research and teaching are conducted today. The proposed project will address the following deficiencies by:

Creating additional open, flexible, and adaptable research lab space to support the school's world-class research and relieve overcrowded and inefficient core service/support areas. This will aid the school in maintaining its top position among schools of dentistry competing for research funding and top students, faculty and staff and allow co-locating research by theme to foster intellectual synergies and collaborative research.

Connect the School of Dentistry to nearby campus buildings to leverage existing campus animal housing facilities and facilitate opportunities for future research partnerships with other University of Michigan schools and colleges.

### Building and Infrastructure

In addition to teaching clinic and research lab needs, the building also has a number of facility-wide issues that negatively impact the school's ability to meet its mission. These will be addressed through the renovation of building infrastructure and physical plant by:

Renovating approximately 172,000 gsf of the existing building (in varying degrees) and replacing the aging infrastructure in all renovated spaces.

Adding approximately 37,000 gsf of new space to address the school's programmatic needs, including research, collaborative space, student / community space, new main entrances.

Enhancing the remaining exterior plaza to make it more usable, inviting and environmentally sustainable.

Upgrading the electrical system including new substation(s), primary switchgear, distribution and an emergency generator.

Upgrading the heating, ventilation, and air conditioning (HVAC) systems to improve efficiency, safety and reliability, as well as reducing operational costs.

Replacing deteriorated waste and suction lines.

Renovating toilet rooms to provide accessibility, as well as water efficient fixtures.

Addressing accessibility and life safety / code deficiencies throughout the renovation area, including updates to emergency lighting and signage, and limited improvements to stairwells.

Improving the exterior envelope in the renovation areas through the addition of insulation and replacement of windows that will add to the sustainability and energy efficiency of the building.

## **B. Summary of Program Analysis and Schematic Design**

Reconfiguration of the dental clinics to enhance patient experience and improve way-finding, while supporting increased flexibility of use between clinics, is a key design driver. When the Clinic building was completed over 40 years ago, the primary building entrance was from North University Avenue to the south, with the patient waiting rooms and elevators located near that point of entry. Over time the clinics expanded, and the primary entry shifted to the north with a majority of patients now arriving via the Fletcher Street Parking Structure. This results in a confusing visitor arrival sequence, with patients often becoming lost or overwhelmed by the current building organization. The proposed design includes thorough renovation of the Clinic building, consolidating the clinics to the heart of the dental complex, with a new North Entry Addition and relocated waiting and patient support on the north to improve the patient arrival and way-finding experience.

The proposed project expands research facilities to support projected growth and create more open and flexible labs to promote cross-department communication and collaboration was also a key design driver for the research spaces. The proposed lab design will provide open, collaborative labs with shared support facilities and also creates needed student collaboration space.

The project will address a majority of the University's Facility Condition Assessment (FCA) Report, which catalogues aging equipment and building components that require maintenance and/or replacement. To extend the life of the Clinic building, significant investment in energy-efficient mechanical and electrical equipment is included considering the equipment is long past its expected life span. The project will address a number of nonconforming code conditions and significantly improve the existing School of Dentistry facilities, while positioning the school to remain a national leader in dental education.

Sustainable design principles are being used in the design of the project and energy efficiency of all materials are being considered. The project is targeting LEED Silver and exceeding efficiency targets in ASHRAE 90.1-2007 by 30%. Certification by USGBC is still under consideration by the University.

## **C. Project Phases**

The project will be implemented by one Construction Management firm but will need to be constructed in continuous, multiple sequential phases in order to enable partial continuous occupancy of the building. As the design develops a detailed construction phasing plan will be established. Early concepts include constructing as follows - the North Entry Addition, South Library renovation, Infill Addition and 4 stories of phased Clinic Renovations with 4 phases per floor. Final phasing plans will be developed more fully by the project team.

