

Addendum No. 3
August 15, 2005
Lower Manhattan Construction Command Center
Request for Proposals LMCCC Program Coordination Services (RFP)

Acknowledgement of Addenda:

In your proposal, please acknowledge receipt of (i) this Addendum No. 3, and (ii) Addendum No. 2.

Extension of Deadline for Responses:

The deadline for submitting proposals is extended to **August 26, 2005 5:00 PM EST.**

Schedule

The following schedule will replace, in its entirety, the schedule on page 2 in the original RFP.

The current schedule for this effort is as follows:

- July 5, 2005– RFP Issued
- July 11, 2005 – Pre Proposal Conference
- July 15, 2005 – Deadline for submitting questions
- July 20, 2005 - Addendum and answers to questions posted on www.RenewNYC.com
- August 26, 2005 – Responses Due
- August 30-31, 2005 – Oral Presentations Conducted
- September 8, 2005 – Firm Selected

Subject to annual review and approval by the LMDC Board of Directors, the selected firms will be retained for an initial two years with an option for LMDC to renew for an additional three one-year renewal periods.

PART 2.0 SCOPE OF SERVICES

The following is a reduced scope of services for Part 2.0 and replaces, in its entirety, the Part 2.0 Scope of Services on pages 6-10 of the original RFP:

LMDC is seeking one or more firms to assist LMCCC in its planning, coordination and administration work in lower Manhattan. LMDC requests proposals for one or more firms to provide services on a task order contract, including but not limited to the scope of work described generally below.

The PC will provide comprehensive program coordination services under the direction of the LMCCC and the designated Stakeholder Project Executives. The PC will be responsible for all program coordination functions necessary to assist LMCCC and

Stakeholders with the development of tools to ensure the redevelopment proceeds in a coordinated and expeditious manner.

The PC will be directly responsible for the following:

- Development and upkeep of a Master Program Schedule;
- Development and upkeep of a Master Maintenance and Protection of Traffic Plan;
- Development and upkeep of a Master Utility Plan;
- Administration and management of various LMCCC operations;
- Development, and maintenance of progress reports and fiscal status of the projects;
- Integration of the construction and maintenance work conducted by City agencies including, but not limited to, NYCDOT, NYCDOB, NYCDDC, NYCDOS, NYCDEP and utilities including Con Edison, Verizon, Empire City Subway (ECS), with the construction schedule;
- Review and Monitoring of Environmental Compliance and Protection Programs;
- Development of a program construction staging and logistics to include staging areas material storage sites and transport systems, concrete batch plant sites and an employee transportation program plan;
- Review and Monitoring all permits required for construction in Lower Manhattan using New York City's Master Permit Program;
- Coordination and monitoring of project sponsors' Program Security Plans and Credentialing Programs to achieve efficiency;
- Development and upkeep of a Master Database containing information pertaining to all consultants, contractors, subcontractors and major suppliers;
- Coordination and monitoring of project sponsors' Program Safety Plans to achieve efficiencies;
- Provision of a report and recommendations concerning a workforce mobility strategy for the construction phases of the project; and
- Establishment and management of an Alternative Disputes Resolution (ADR) process for the projects.
- Establishment of Construction Coordination protocols and requirements for government agencies, developers, construction managers, general contractors, and contractors to follow for all Lower Manhattan Recovery Projects.

The PC will provide supplemental Specialized Consulting Services for an additional level of effort within the Technical Scope of Work, on an as needed basis and as mutually agreed upon. Upon request from the LMCCC, PC will submit for LMCCC's approval a scope of work and a budget including estimated personnel-hours for any such Special Service requested. Upon approval by LMCCC, PC shall commence performance of any such Special Services.

2.1 Final Design and Pre-Construction Phase

PC will coordinate the project sponsor's design/engineering efforts with the PC's work. The PC will be required to identify all systems that will permit construction to begin expeditiously. All required actions to prepare for construction are included in this phase and will serve to supplement and compliment the responsibilities of the Stakeholders.

Program Management Responsibilities

- A. Ensure that the evolving plans and designs are prepared in ways that minimize adverse impacts to affected facility operations;
- B. Assist LMCCC in its coordination responsibility and to assist all contracting agencies, a Master Database of information must be developed and maintained by the PC. The database will provide access to contracting information, including but not limited to the following:
 - 1. A designation of whether a project is being funded by public (government) or private funds, or whether Liberty Bonds have provided the financing.
 - 2. The name of the contracting agency or entity, including a contact person's name, address and telephone number.
 - 3. A description of the overall project and specific contract, including but not limited to:
 - a. The name of the project and contract, along with any identifying project and contract numbers.
 - b. The budgeted amount for the project and contract.
 - c. The projected duration.
 - d. A list of contractors, subcontractors, consultants and major suppliers working on each project and contract.

To assist LMCCC in its coordination responsibility and to assist each contracting agency in making its determination of responsibility and responsiveness of a proposed contractor, subcontractor, consultant, or major supplier, the Master Database will also contain the following information:

- 1. Self-reported information taken from contracting agencies' background questionnaires, to be presented in a standardized format and provide information, including but not limited to the following:
 - a. Name of business entity, affiliated companies and principals.
 - b. Whether the entity is an M/WBE.
 - c. Any debarments, non-responsibility determinations, defaults or bankruptcy declarations.
 - d. Any conviction or indication that the entity is, or has been, a subject of an investigation.

To assist LMCCC in its coordination responsibility and to assist each contracting agency in making its determination of responsibility and responsiveness of a proposed contractor, subcontractor, consultant, or major supplier, the Master Database will also contain information developed by LMCCC, the contracting agencies, and the PC, pertaining to each contractor, including but limited to:

1. A listing of each entity's current and proposed work load for Lower Manhattan, including information about the size of each project and anticipated duration.
2. Any potential conflict of interest situation.
3. Information pertaining to the entity's qualifications, financial capability, licensing requirements and safety record.
4. Any negative information developed during a contracting vetting process.
5. Any decision to deny the entity a contract, subcontract, or opportunity to be a supplier.

The Master Database will also contain information about bonding. This information will include but not be limited to:

1. Bonding requirements for contract.
 2. Name of bonding company.
 3. Amount of bond.
- C. Mitigate cumulative project impacts by monitoring and participating in the various value planning and value engineering exercises conducted under the auspices of the project sponsors;
- D. Develop a utilization and placement plan for heavy equipment and equipment transport;
- E. Develop a Construction Coordination and Mitigation Management Plan to ensure that those services necessary for overseeing and administering the program's construction coordination and mitigation management activities are in place:
1. Set up systems for monitoring, managing, documenting, and reporting on construction progress;
 2. Establish project file documents;
 3. Establish testing and inspection procedures and documentation comply with established procedures;
 4. Establish and implement a QA/QC program;
- F. Develop, obtain, and manage the requirements for interagency and master utility agreements, approvals, and permits;
- G. Meet and coordinate with internal agencies, outside agencies, stakeholders, local communities, and state and federal organizations throughout project development to keep participants informed about progress. Prepare and distribute minutes;
- H. Develop a Lower Manhattan partnering plan and agreement. This plan should be designed to create an environment that is less litigious and is based on the desire of all parties to get the job done well. The partnering plan should include goals and objectives to be implemented throughout the construction, systems testing, start-up, and close-out phases of the project;
- I. In conjunction with the design/engineering consultants, develop and manage the staging and phasing plans to be used during construction to

ensure minimal impact on all facility operations, Lower Manhattan residents and businesses and on-going city services.

- J. Develop a Lower Manhattan Project Staging and Logistics Plan. Such plan would identify staging areas for all projects, identify possible concrete batch plants, identify locations for material storage, develop a program-wide transportation plan for project employees and develop a program-wide construction clean-up program.
- K. In Coordination with LMCCC environmental engineers, provide oversight responsibilities that shall include:
 - 1. Coordinate Environmental Performance Commitments (EPC) Implementation;
 - 2. Verification of Environmental Mitigation measures;
 - 3. Provide public outreach about EPC implementation and the effects on traffic, pedestrian access to cultural sites, and socio-economic conditions;
 - 4. Coordinate the Maintenance and Protection of Traffic (MPT) Plan and Construction Traffic Management Plan;

Program Scheduling & Reporting Responsibilities:

- A. Develop and maintain: 1) a Master Project Schedule, and 2) a technical information system to effectively address critical issues throughout the final design/pre-construction, construction and close-out phases. All project information will be integrated through the use of a Work Breakdown Structure (WBS). The WBS will provide a system for summarizing detailed scheduling information. The WBS will also serve as the basis for the orderly collection of project information through an Integrated Project Management Control System.
- B. Establish and implement an Integrated Project Management Control System (PMCS) for the entire program. The PMCS should include systems for scheduling, document control, and status reporting components. Modules that will be contained in the PMCS and their functions include the following:
 - 1. Master Project Schedule (MPS). This schedule will integrate all project activities. The MPS will also provide a summary-level focus on program and project milestones and interface points. The MPS will serve as an early warning system to identify potential problems well in advance. This schedule will be developed based on a Work Breakdown Structure and will be cost loaded and resource loaded to provide a basis for financial planning.
 - 2. Project Reporting System (PRS). This system will produce reports, in various levels of detail, to provide the LMCCC with an organized and timely basis for directing the coordinated program. The PRS will include:

- a. Monthly Executive Summary Report focusing on schedule proposed changes and problem areas (identifying responsible parties) within each phase;
 - b. Schedule Report comparing actual progress against scheduled progress and including recommendations for correcting delays or incorporating changes into the program's plan;
 - c. Standardized monthly progress report for use throughout the program to:
 - i. Recommend corrective actions that will be taken where progress is behind schedule,
 - ii. Identify tasks completed, tasks that will begin and/or be completed in the following month, and
 - iii. Describe progress on other tasks.
3. Trend Program - Establish and initiate an overall project trend program to track and monitor changes in project scope, schedules, and other elements that could impact the cost and/or schedule.

Procurement and Contract Administration Responsibilities

- A. Prepare scope of work documents for other LMCCC consultants as needed. Recommend and manage procedures to pre-qualify consultants to develop short-lists. Recommend and manage selection procedures and assist the LMCCC in selecting consultant(s) and approving subcontractors. Support the LMCCC in the preparation of contract modifications for the other project consultants. The LMCCC will hold the contracts for all consultants.
- B. Working with the Stakeholders, develop a contracting strategy (number of contracts, types, sequence, etc.) and contract procurement plan/schedule. This plan should identify DBE/MBE/WBE opportunities, permanent materials, warranty tracking, long-lead items and equipment, items for system-wide procurement, etc., for all four phases. Recommend innovative contracting methods when appropriate, i.e., design/build, incentives, etc.
- C. In order to identify bidding trends and identify indicators of generic courses of conduct across contracts and projects, the PC will gather bid information pertaining to each Lower Manhattan contract, including but not be limited to:
 1. Engineer's (or bid) estimate.
 2. Names of bidders.
 3. Amounts bid by each entity.
 4. Any determinations by a contracting agency that a bid was complimentary or unbalanced.

2.2 Phase II - Construction

In this phase, the PC will coordinate work with all construction contractors and agency representations. In addition, the PC will update and maintain control of the overall program schedule, documents, and any required procurement and subcontracting as identified by the LMCCC.

Program Management Responsibilities

- A. Perform system safety activities, including hazard analysis and a safety certification program, and review all contractor safety programs for conformity.
- B. Meet and coordinate with internal agencies, outside agencies, stakeholders, local communities, and state and federal organizations throughout redevelopment to keep participants informed about progress. Prepare and distribute minutes.
- C. Continue to monitor, track, and analyze the schedule and revise as necessary as a result of the trend program and risk based contingency analysis.
- D. Verify the adequacy of proposed contractors' personnel and equipment and the availability of materials and supplies to meet the construction schedule, including where appropriate independent expediting and verification of long lead materials and equipment as furnished by the Owner or the Contractor
- E. The PC will work with LMCCC to encourage and monitor each contracting agency to require the submission of certified payroll reports for all contractors and subcontractors in an electronic format.
- F. The Master Database will have an M/WBE compliance module. Information contained in the Database should identify each instance where M/WBE certification is utilized and will include, but not be limited to, the following information:
 - 1. Name of general contractor.
 - 2. Name of M/WBE subcontractor.
 - 3. Name of certifying entity for the M/WBE status.
 - 4. Subcontract amount.
 - 5. Percentage of M/WBE requirement covered by the M/WBE's participation in the contract.

PART 3.0 DELIVERABLES

The following is a revised Part 3.0 and replaces, in its entirety, the Part 3.0 Deliverables on page 10 of the original RFP.

Schedules: Computer-generated, utilizing the latest version of Primavera Project Planner[®] software.

1. Master Project Schedules: Critical Path Method schedules, using the precedence diagram method, showing each activity, including

interface activities, from Construction Award to Completion of the Work, properly ordered and sequenced.

a. Schedules will be sufficiently detailed to preclude the use of construction activity durations greater than 30 work days. Activity durations will include allowances for lost time and inefficiencies.

b. Schedules will show a clear and definable critical path(s) for the Work and each specified milestone. Requirements and events which impose limitations, and dates and milestones which constrain the time, will be clearly identified.

- B. Reports and Plans: Reports and plans will be paper copy, and diskettes, or CDs and will be 8½" x 11" with 11" x 17" foldouts, may contain color pictures, charts, and drawings and, will include an Executive Summary, followed by a detailed narrative.
- C. Presentations: Presentation materials will include, at a minimum, color renderings on glossy heavy stock paper (8½" x 11" and 11" x 17"), color renderings on glossy E size sheets mounted on presentation boards, color slides, material sample boards, fact sheets (8½" x 11" white bond paper with graphics), E size drawings mounted on presentation boards, and handouts (8½" x 11" white bond paper with graphics and color renderings).
- D. Database: Develop and maintain a computerized database, which can generate reports and be accessed by LMCCC, and Lower Manhattan contracting agencies, containing the names of all consultants, contractors, subcontractors and major suppliers.