REQUEST FOR PROPOSALS
PHASE I: SOLICITATION OF QUALIFICATIONS

RFP-2014-9

CONSTRUCTION MANAGEMENT
FOR
CONSENT DECREE PROGRAM

CITY OF READING, PA
815 Washington Street
Reading, PA 19601

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I. REQUEST FOR PROPOSALS

The City of Reading ("City") is initiating a Request for Proposal for the delivery of construction management services from qualified firms for projects required under a Department of Justice ("DoJ") Consent Decree, as modified, entered with the Federal District Court for the Eastern District of Pennsylvania in Civil Action No. 04-05696 ("Consent Decree"). The Consent Decree requires the City to complete various upgrades to the Fritz Island Wastewater Treatment Plant ("WWTP") and the City's sewer collection and conveyance system ("System"). All such upgrades planned to the WWTP and System shall be collectively referred to herein as the "Program."

The submission of a statement of qualifications by each firm is the first step in a two phase Request for Proposal process in accordance with the City's Administrative Code. As described below, the City will evaluate each Proposer's statement of qualifications and short-list the firms from which the City will invite to submit technical and cost proposals for the Program in a second phase of this process. Below is a brief description of the two phases of this Request for Proposals.

Phase I: Solicitation of Qualifications

The City will solicit a statement of qualifications from firms (each, a "Proposer") for the City to evaluate and assess to determine whether a Proposer is acceptably qualified for the Program ("Phase I"). The document herewith shall be referred to as RFP Phase I.

Phase II: Solicitation of Technical and Cost Proposals

Following the City's evaluation and assessment of interested firms who submitted Qualifications (as defined below) in response to Phase I, the City will solicit Technical Proposals and Cost Proposals (to be defined in the RFP Phase II) from the firms short-listed by the City based on the results from Phase I ("Phase II"). The City's solicitation of technical and cost proposals for the Program shall be referred to as RFP Phase II.

Collectively, RFP Phase I and RFP Phase II compose the entire Request for Proposals associated with the Program and is hereinafter referred to as the "RFP". The responses by Proposers to both Phase I and Phase II, composed of the Proposer's Qualifications and the Technical Proposal and Cost Proposal shall be collectively defined as the "Proposal". The City intends to award the contract for the construction management services for the Program that will be detailed in Phase II to the most qualified firm that provides a cost effective and technically sound proposal as may be most advantageous to the City. As used in this RFP, the term "Selected Construction Manager" shall mean the firm that the City enters into a contract for the construction management services required for the Program.

II. INTRODUCTION

A. *PURPOSE*

The intent of this Program is to plan and design improvements to the existing the WWTP and System such that the WWTP will meet the projected 2035 flow rates detailed in the Final Act 537 Special Study (as defined herein), current/pending Pennsylvania Department of Environmental Protection ("PADEP") discharge limits and Consent Decree requirements in a way that will facilitate flexibility to accommodate additional improvements to meet future permit and regulatory requirements. The Selected Construction Manager will support the City's staff in the overall construction management to facilitate the timely and effective completion of the Specific Projects (as defined below). In general, the Selected Construction Manager's on-site services for a particular Specific Project will commence upon the award of construction contracts for such Specific Project.

The Selected Construction Manager will augment, assist, guide and coach the Public Works Department and, specifically, its Utilities Division, for each employee's respective responsibilities for the administration, coordination, scheduling, fiscal management, communications, environmental review and mitigation, planning, design and operations strategies, for the safe, effective, efficient operation of the WWTP and system in compliance with applicable laws and permit requirements.

B. *QUALIFICATION SUBMISSION*

Each Proposer shall submit one original, six paper copies and one electronic copy of its response to this RFP Phase I in a sealed envelope (the "Qualifications"). Such envelopes shall be clearly labeled as "Qualifications for Construction Management for Consent Decree Program".

The Qualifications shall be delivered to the City Purchasing Coordinator, Room 2-45, City Hall, 815 Washington Street, Reading, PA, 19601 no later than **3:00 p.m. EDT, July 18, 2014** (the "Qualifications Opening"). Qualification packages received at the Office of the Purchasing Coordinator after the time specified may not be considered by the City.

Under no circumstances shall a Proposer initiate contact regarding this RFP with any elected official or employee of the City except that any questions or correspondence related to this RFP must be submitted to:

- Tammi Reinhart, Purchasing Coordinator, City of Reading
  Phone: (610) 655-6207
  Email: tammi.reinhart@readingpa.org.

III. BACKGROUND INFORMATION

A. *INTRODUCTION*

The City owns and operates a regional WWTP on Fritz Island which is currently permitted to discharge 28.5 MGD of average daily flow and 42.75 MGD (maximum monthly flow) to the Schuylkill River. The WWTP currently receives flow from fourteen municipalities including the City, Lower Alsace Township, Mt. Penn Borough, Alsace Township, Bern Township, Cumru Township, Kenhorst Borough, Laureldale Borough, Mohnton Borough, Muhlenberg Township, Robeson Township, Shillington Borough, Spring Township, and Wyomissing Borough (each, a "Contributing Municipality" and collectively, the "Contributing Municipalities"). The facility serves approximately 82,000 residents from the City with a combined tributary population of about 130,000 persons in the entire service area. The WWTP is located on Fritz Island, near the Cumru Township/City boundary in Berks County, Pennsylvania.

B. HISTORY OF FRITZ ISLAND WWTP

The original WWTP was constructed in the late 1800s on the opposite side of the Angelica Creek from the current WWTP's Fritz Island location. In 1929, the City moved some portions of the treatment plant and constructed a larger facility on the current Fritz Island site. In 1959, the plant was expanded to treat 15 MGD via the construction of primary clarification, two rock media primary trickling filters, one new clarifier for intermediate clarification, a pump station to convey the flow from the intermediate clarifiers to the two newly constructed secondary rock media trickling filters, three final clarifiers, and a chlorine contact channel prior to discharge of the treated effluent to the Schuylkill River.

As population growth continued within the City limits and in the suburban area surrounding the City, the WWTP was expanded to accommodate the increased flows. Construction was completed in 1988 that included the addition of one primary clarifier and one plastic media trickling filter which could be used as either a primary or secondary trickling filter. Intermediate clarification was increased by converting one of the original final clarifiers to an intermediate clarifier and constructing an additional intermediate clarifier. From the secondary trickling filters (which remained as-is), the flow was then pumped to three new tertiary clarifiers followed by an innovative fixed film contact aeration system designed for ammonia nitrogen removal. In addition, one new final clarifier was constructed and the chlorine contact tank was modified to provide for better disinfection prior to discharge to the Schuylkill River. With regard to the solids handling, the original secondary digester was converted to become a primary digester and two new secondary digesters were constructed.

In 2001, the City completed additional construction improvements to the WWTP. The City expanded solids handling facilities and covered/scrubbed the air from particular treatment units. Additionally, the two existing belt filter presses were increased to four belt filter presses, the elutriation tanks were removed from service as gravity thickeners and mechanical gravity belt thickeners were purchased and installed. Improvements to the grit

chamber to handle additional flow, as well as, to the headworks facilities at the treatment plant proper were constructed in 2001 and substantially complete by 2003.

C. EXISTING TREATMENT PROCESS

The WWTP process train consists of grit and screenings removal (at the 6th & Canal Pump Station and Fritz Island Grit Chamber), primary clarifiers, first stage trickling filters, intermediate clarifiers, second stage trickling filters, tertiary clarifiers, ammonia removal utilizing a submerged fixed film/contact aeration system, final clarifiers, disinfection using chlorine and dechlorination with sulfur dioxide. The liquid flow is pumped twice during the treatment process: (1) the intermediate pumping station conveys flow from the intermediate clarifiers to the second stage trickling filters and (2) the tertiary pump station conveys flow from the second stage trickling filters to the tertiary clarifiers.

Solids from the primary clarifiers are pumped to the sludge mix tank or one of the three primary digesters. Secondary solids are pumped from the intermediate, tertiary, and final clarifiers to the sludge mix tank or to the head of the WWTP. The sludge mix tank feeds the gravity belt thickeners, and the thickened liquid is introduced into one of the three primary digesters. The blended digested liquid biosolids are pumped from the primary digesters into one of two secondary digesters. From this point, the liquid becomes the feed for dewatering via the belt filter press. All the treatment plant biosolids are dewatered in-house prior to ultimate disposal at a permitted landfill. As previously discussed, the City removes grit and screenings at two locations - the 6th & Canal Pump Station and Fritz Island Grit Chamber.

D. COLLECTION SYSTEM

The System includes four pumping stations. The 6th and Canal Street Pump Station is the oldest and conveys flow from seven of the twelve Contributing Municipalities, approximately three-quarters of the flow received at the WWTP.

The next largest pump station is the 18th Ward Pump Station, which also serves seven Contributing Municipalities. The 19th Ward Pump Station services two Contributing Municipalities and parts of the City. The flow from the 19th Ward Pump Station is sent to the 6th and Canal Street Pump Station before being received at the WWTP. A very small pump station in the West Reading area conveys flow to the WWTP from several homes near the City limit. The sewer lines from the four pump stations all converge in a primary distribution box where recycled flows are returned to the head of the WWTP.

E. CONSENT DECREE

In April 2003, the City was requested to meet with the DoJ, United States Environmental Protection Agency ("USEPA") and PADEP to discuss repeated permit violations from the WWTP. As a result of the permit violations, DoJ initiated a civil enforcement action against the City in the United States District Court for the Eastern District of Pennsylvania. The civil enforcement action was settled and culminated in a Consent Decree. The Consent Decree detailed numerous interim measures the City was required to undertake to develop, implement,

and maintain various WWTP and System management systems to improve operations and maintenance. Additionally, the Consent Decree required that the City perform a comprehensive evaluation of the WWTP facilities, develop a rehabilitation plan and capital improvements plan to upgrade the WWTP as necessary to ensure permit compliance based on the projected treatment needs of its service area.

The City evaluated the hydraulics, liquid process and solids process of the WWTP and submitted updated versions of the "Existing Plant Process Evaluation Report" (November 22, 2010), "Evaluation of Treatment Alternatives" (March 1, 2011), and the "Capital Improvements Plan" (April 4, 2011) (collectively, the "Updated Reports") to DoJ. All three reports were written under the assumption that the long term annual average flow at the WWTP would be 28.5 MGD, the City's current permitted rate.

After consulting with PADEP, the City conducted an Act 537 planning update to critically evaluate the future treatment needs of the WWTP service area. When all flow allocations were combined for the City and the contributing municipalities, a total flow and WWTP capacity was determined to be 20.5 MGD by the year 2035.

To complete the updated Act 537 planning process for the WWTP service area, the City revised the Updated Reports to reflect the new 2035 flow projections ("Revised Reports"). The Revised Reports were combined with the 2035 flow evaluation to form the City's "Final Act 537 Special Study", which was finalized in August 2012 and recently approved by USDoJ, USEPA, and PADEP. As described below, the recommendations within the approved "Final Act 537 Special Study" form the basis of the Program.

F. SPECIFIC PROJECTS OF THE PROGRAM

Below is a brief summary of the Specific Projects recommended by the approved Special Study or otherwise required by the Consent Decree. The Specific Projects comprise the Program.

1. Construction Projects in Progress

a. Fritz Island Wastewater Treatment Plant Upgrades Liquids Project

As recommended by the approved "*Final Act 537 Special Study*", the following upgrades are to be implemented at the Fritz Island WWTP.

The recommended liquids treatment alternative involves the replacement of the trickling filters with a new activated sludge biological system including new RAS/WAS pumping station. Project includes new final clarifiers and new river outfall and improvements to the primary clarifiers and the chlorine disinfection system.

a. Fritz Island Wastewater Treatment Plant Upgrades Solids Project

The recommended solids treatment alternative is to co-thicken primary and secondary sludge followed by anaerobic digestion and centrifuge dewatering. The existing primary anaerobic digesters are being rehabilitated and the existing solids handling building is being renovated to accommodate the centrifuges as well as additional sludge thickening and dewatering equipment.

Additionally, a new Environmental Operations Center will be constructed to act as a center for the wastewater treatment plant's accredited lab services, office and administrative space for WWTP personnel, and provide needed warehouse capacity.

b. Secondary Digester Rehabilitation Project (Part 2)

The scope of this Specific Project includes the conversion of Digester No. 5 into a primary anaerobic digester, including the replacement of digester covers various electrical systems. This Specific Project also included a structural evaluation and renovation of the Secondary Digester Control building that is situated between and shares common walls with Digesters No. 4 and 5.

c. Sixth and Canal Street Pump Station Upgrades Phase I Project

The improvements to the 6th and Canal Pumping Station including replacement of the influent screens, improvements to the grit system, addition of vortex breakers, HVAC improvements, and site improvements.

2. **Construction Projects Pending**

a. Sixth and Canal Street Pump Station Upgrades Phase II Project

Based on the Capital Improvements Plan for the Sixth and Canal Pump Station, the pumps, VFDs and piping will be replaced; the electrical service will be upgraded; emergency generator will be improved; and site, security and building improvements.

b. 19th Ward Pump Station Upgrades Project

This Specific Project scope provides for the complete rehabilitation of the 19th Ward Pump Station and associated force main.

G. ISSUANCE OF THE NTP

After the RFP process has been completed, the Selected Construction Manager will begin work upon the City's issuance of a Notice to Proceed ("NTP"), which will be issued after a Contract has been fully executed. At this time, it is anticipated that the NTP will be issued on/around September 23, 2014.

IV. CONTENT OF QUALIFICATIONS

Qualifications shall follow the following format (if the Proposer is a joint venture, please provide the information as it applies to each entity participating in the joint venture):

1. **Cover Letter**

2. **Table of Contents**

3. **Section 1: Proposer Profile** (approximately three pages)

Provide the following information:

a. Name, business address of headquarters, telephone number, and website address;

b. A primary contact for the Proposer, including name, job title, address, telephone and email address if different than above.

c. Identify the office(s) where the majority of the work will be performed;

d. Type of business organization (corporation, partnership, LLC, for profit or not for profit, etc.), federal taxpayer identification number or federal employer identification number; whether registered to do business in Pennsylvania, country and state of business formation, and number of years in business; and

e. Provide a narrative overview of the Proposer's primary business experience.

4. **Section 2: Relevant Experience & References** (approximately fifteen pages)

a. The Proposer shall demonstrate that it has provided similar services to other clients with similar size facilities and treatment processes. If a sub-consultant's experience is referenced in the Qualifications, it must be clearly identified as the experience of the particular sub-consultant. The Proposer shall include a summary of its construction management experience for multi-year, multi-phase projects that are similar in nature, size and scope to the Program. The Proposer should concisely highlight its breadth and depth of experience. It is suggested that a summary table be provided to present an overview of the Proposer's experience with each of the following:

i. Wastewater treatment plant new construction

ii. Substantial upgrades to existing wastewater treatment plant

iii. Wastewater collection system upgrades, including pumping stations

iv. Project that required significant upgrades while the existing treatment facility remained in service

v. Project that required significant upgrades while the existing pumping station remained in service or temporary pumping system was utilized

vi. Activated sludge process

vii. BNR facility

viii. SCADA system, preferably one which utilized the GE Cimplicity system

ix. Sludge holding facility

x. Rehabilitation of existing anaerobic digesters

xi. Solids handling facilities which include sludge thickening and dewater processes

xii. Gravity belt thickening

xiii. Centrifuge dewatering

xiv. Odor control

xv. River outfall

xvi. Projects required by a state and/or federally consent decree or court order

xvii. Projects subject to PENNVEST funding

xviii. Projects subject to a Project Labor Agreement

b. The Proposer shall submit at least ten client references (including names and phone numbers) and describe the relevant project(s) for such clients.

c. The Proposer shall detail their firm and staff familiarity with Critical Path Method (CPM) Scheduling software and any other tools that the Proposer uses in the performance of construction management services.

d. The Proposer shall indicate its local knowledge and understanding.

e. The Proposer shall identify if the County of Berks or any of the Contributing Municipalities (including any Authorities thereof) are current clients of the Proposer or any Subconsultants.

f. The Proposer shall identify and briefly explain any actual or potential conflicts of interest that might result if the Proposer is selected by the City.

5. **Section 3: Key Personnel**

As described below, this section should consist of an organization chart, summary table and requested résumés.

The City is most interested in reviewing the qualifications of the key personnel being proposed for this Program that will actually be working on the Program. The Proposer shall provide an organization chart that identifies how the Proposer plans to staff the Program and the structure of the team. The organization chart should identify all personnel being proposed for the Program.

For all proposed staff identified in the organization chart, the Proposer shall compile a table that identifies: employee name, title, firm, office location, highest education level, area of expertise, State or Commonwealth and type of License and years of experience and hourly billing rate.

Each Proposer shall provide a résumé for the following individuals only (approximately two pages per person):

a. Principal-in-Charge – Executive of the Construction Manager that will be responsible for overall performance of the Construction Manager's services;

b. Project Manager – An individual that provides the day-to-day contact that will be managing the overall effort;

c. Deputy Project Manager – An individual that will be actively working on the Program and assisting the Construction Manager; and,

d. Five additional résumés of team members critical to the success of the Program.

6. **Section 4: Proposed Subconsultants** (approximately one page per subconsultant)

Clearly and concisely identify all subcontractors the Prime Proposer intends to utilize for this Program. For each such subcontractor, provide:

a. Name, business address of headquarters, telephone number, and website address;

b. A statement of the work the Proposer intends the named subcontractor to provide;

c. Identify the office(s) where the subconsultant work will be performed;

d. Type of Business organization (corporation, partnership, LLC, for profit or not for profit, etc.), Federal taxpayer identification number or federal employer identification number; whether registered to do business in Pennsylvania, country and state or Commonwealth of business formation, and number of years in business; and,

e. Provide an overview of the subconsultant's primary business experience.

7. **Appendix A: Financial Capacity**

Provide documentation demonstrating fiscal solvency and financial capability to perform the work sought for this Program for the Proposer. Provide one or more of the following:

- General statement of the Proposer's financial condition; or
- Proposer's most recent audited or unaudited financial statements.

Furthermore, the Proposer shall disclosure of any bankruptcy filings over the past five years.

8. **Appendix B: Defaults**

For the five year period preceding the date of this RFP Phase I, provide a detailed description of any situation in which the Proposer or subconsultant (either under a prime contract, partnership or joint venture) defaulted or was alleged to be in noncompliance of any contractual obligations, explaining the issues involved in the default, the outcome, and the actions taken by Proposer to resolve the matter. Provide the name, title and telephone number of the other party to the contract who asserted the event of default or noncompliance or the individual who managed the contract.

9. **Appendix C: Disclosure of Litigation or Administrative Proceedings**

For the five year period preceding the date of this RFP Phase I, provide a detailed description of any judicial or administrative proceeding that is material to

Proposer's business or financial capability or to the subject matter of the RFP, or that could interfere with Proposer's performance of the work for the Program, including, but not limited to, any civil, criminal or bankruptcy litigation; any debarment or suspension proceeding; any criminal conviction or indictment; and any order or agreement with or issued by a court or local, state or federal agency. For each such proceeding, state the name of the case or proceeding, the parties involved, the nature of the claims involved, its current status and the final disposition, if any. Provide the same information for any officer, director, principal, or partner of Proposer's organization, and for any subcontractor the Proposer plans to use to perform the services for the Program.

V. RFP PHASE I PROCESS

By submitting the Qualifications, each Proposer certifies that it has read the complete RFP Phase I, understands the process, has an understanding of the Program scope, nature and quality of work to be performed associated with this Program, and accepts and agrees to all provisions set forth herein.

After the Qualifications have been submitted to the City, communications related to this RFP and selection process shall be prohibited unless initiated by the appropriate City employee or agent in order to obtain information or clarification needed to develop a proper, accurate evaluation of the Qualifications.

Any prohibited communications initiated by a Proposer may be grounds for disqualifying the offending Proposer from consideration and/or any future RFP.

A. EVALUATION OF QUALIFICATIONS

The City will evaluate the Qualifications to identify Proposers to be the most advantageous to the City, taking into consideration, without limitation, the evaluation factors set forth below:

1. Experience and qualifications of the Selected Construction Management Team:

    a. The degree to which the personnel on the Selected Construction Management Team have held responsible positions for similar projects;

    b. The degree to which the Selected Construction Management Team brings experience in the full range of skills and expertise needed to accomplish the scope of work on the Program in all task areas;

    c. The specific commitments made in the Qualifications for staffing the Team, including the percentage of the Construction Manager's time dedicated to the Program;

d. Experience within the local permitting region; and,

e. Any other experience and/or criteria the City deems relevant.

2. Experience and past performance of the Team members on similar projects within the last ten years:

a. The experience of the Team members in conducting projects of similar nature and complexity; and,

b. The ability of the Proposer to draw on this experience to benefit the Program.

3. Any other experience and/or criteria the City deems relevant.

4. Financial and legal qualifications of the Proposer.

5. Conflicts of Scope: The City views the performance of the Construction Management Services as a role separate and apart from the performance of the professional design services of any Specific Project currently in progress or pending and that acting in both roles would result in a conflict within the scope of performance. Therefore, the City may deem the design professional and its subconsultants engaged to perform professional design services on a Specific Project currently in progress or pending as not qualified to act as the Construction Manager. The City views the roles of the Construction Manager and Program Manager (for which services are being concurrently solicited by a separate Request for Proposals) as complementary. Therefore, firms may seek consideration to act as both the Construction Manager and Program Manager.

B. PROCEDURE FOR REVIEW OF QUALIFICATIONS

The City will review each submission for compliance with the qualifications and requirements set forth herein. Failure to comply with any requirements may disqualify a Proposal.

The City may arrange for meetings or interviews with one or more of the Proposers to clarify any aspect of the Qualifications and to give a Proposer the opportunity to explain its credentials. If needed, the City intends to conduct interviews on/about **the week of July 21, 2014**. The City will contact the Proposers selected for an interview with the date and time for their respective interviews.

C. RFP INFORMATION

Firms short-listed through this Phase I process will be invited via the RFP Phase II to submit a Technical Proposal and Cost Proposal for the RFP. It is anticipated that the RFP Phase II will be issued sometime on or about **August 1, 2014**.

The full scope of services and a proposed contract will be provided in the Phase II process.

VI. RESERVATION OF RIGHTS

The City reserves and may, at its sole discretion, exercise the following rights with respect to this RFP and all Proposals submitted pursuant to this RFP:

1. To reject all Proposals and re-issue the RFP at any time prior to execution of a final contract; to require, in any RFP for similar products and/or services that may be issued subsequent to this RFP, terms and conditions that are substantially different from the terms and conditions set forth in this RFP; or to cancel this RFP with or without issuing another RFP.

2. To reject the submission of Qualifications or Proposal if, in the City's sole discretion, the Qualifications or Proposal is incomplete, the Qualifications or Proposal is not responsive to the requirements of this RFP, the Proposer's Qualifications do not meet the City's needs, as determined by the City in its sole discretion, or it is otherwise in the best interest of the City to reject the Qualifications or Proposal.

3. To supplement, amend, substitute, or otherwise modify this RFP at any time prior to the execution of a final contract.

4. To accept or reject any or all of the items in any Proposal and award a contract for the whole or only a part of any Proposal if the City determines, in its sole discretion, that it is in the City's best interest to do so.

5. To reject the Qualifications or Proposal of any Proposer that, in the City's sole judgment, has been delinquent or unfaithful in the performance of any contract with the City, is financially or technically incapable, or is otherwise not responsible.

6. To waive any informality, defect, non-responsiveness, and/or deviation from this RFP that is not, in the City's sole judgment, material to the Proposal.

7. To permit or reject, at the City's sole discretion, amendments (including information inadvertently omitted), modifications, alterations, and/or corrections to Proposals by one or more of the Proposers following Proposal submission.

8. To request that one or more of the Proposers modify their Proposals including, but not limited to, to modify the pricing or to provide additional information or services until a Contract has been executed by the City.

9. To request additional or clarifying information from any Proposer at any time, including information inadvertently omitted by a Proposer.

10. To require that a Proposer appear for interviews and/or presentations of their Qualifications or Proposal at City offices.

11. To inspect projects similar in type and scope to the work sought in this RFP.

12. To conduct such investigations as the City considers appropriate with respect to the qualifications of any Proposer and with respect to the information contained in any Proposal.