

**Request for Proposals  
Engineering Services  
08.12.19**

**REQUEST**

**FOR**

**PROPOSALS**

**FOR**

**CONSTRUCTION MANAGEMENT, CONSTRUCTION  
INSPECTION, AND SUPPORT SERVICES  
FOR THE GUDE LANDFILL REMEDIATION PROJECT**

**REQUEST FOR PROPOSALS  
FOR  
CONSTRUCTION MANAGEMENT, CONSTRUCTION  
INSPECTION, AND SUPPORT SERVICES  
FOR THE GUDE LANDFILL REMEDIATION PROJECT  
THE NORTHEAST MARYLAND WASTE DISPOSAL AUTHORITY**

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**RFP Due Date: September 10, 2019 “Closing Date”  
RFP Due Time: 12:00 PM Local Time**

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THE NORTHEAST MARYLAND WASTE DISPOSAL AUTHORITY**

The Northeast Maryland Waste Disposal Authority (the “Authority”), a multi-jurisdictional agency, is requesting proposals from engineering firms or engineering teams (the “Construction Management Engineer”) that are qualified to provide construction management, construction inspection, and support services for the construction of the Maryland Department of the Environment (“MDE”)-approved Corrective Measures at the Gude Landfill in Rockville Maryland. This Scope of Work consists of the construction management, construction inspection, and support services (for the Construction Management Engineer) necessary during the duration of the construction of the MDE-approved Corrective Measures at the Gude Landfill. The Construction Management Engineer services required include, but are not limited to: constructability and cost estimate reviews of design documents and the Construction Documents, contract document review, construction management and full-time on-site construction inspection, processing/logging all project correspondence, performing construction quality testing, conducting bi-weekly progress meetings, weekly email status updates, providing meeting minutes for all project meetings, and other tasks required for the successful completion of the project. Construction will be accomplished under phased construction contracts that will overlap and be executed in sequence based upon the design and fiscal year budgeting constraints. The requested construction management, construction inspection and support services will be provided by a single engineering firm or engineering team under this Request for Proposals (“RFP”) and subsequent contract.

This Request for Proposals is being issued on behalf of Montgomery County, Maryland (“Montgomery County” or the “County”). The County is a third-party beneficiary of all of the obligations of the Construction Management Engineer under the contract resulting from this RFP. The County has the right, but not the obligation, to enforce rights, remedies, powers, and privileges of the Authority under the contract if the County provides 10 days’ prior written notice to the Authority and the Construction Management Engineer. Unless such prior notice is given by the County, it is understood that the Authority Representative shall have the authority to direct the Construction Management Engineer with respect to the contract and the Construction Management Engineer shall have the right to rely on such direction.

The Authority was established as a public corporation by Chapter 871, Acts of 1980 to assist its participating political subdivisions of Maryland and other public entities in providing adequate solid waste disposal facilities, including facilities for the generation of steam, electricity or fuels and recovery of materials that are derived from or are otherwise related to waste disposal. Participating jurisdictions (“the Members”) include Baltimore City and Anne Arundel, Baltimore, Carroll, Frederick, Harford, Howard, and Montgomery Counties. Maryland Environmental

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Service, an instrumentality of the State of Maryland, is an ex-officio member. The Authority acts as a coordinating agency and a financing vehicle for solid waste management projects. Additional information on the Authority is on our web page, [www.nmwda.org](http://www.nmwda.org).

Copies of the Request for Proposals are available from the Northeast Maryland Waste Disposal Authority at 410-333-2730, [procurement@nmwda.org](mailto:procurement@nmwda.org), or at the address below:

Northeast Maryland Waste Disposal Authority  
Tower II – Suite 402  
100 South Charles Street  
Baltimore, MD 21201-2705

Proposals will be accepted **until 12:00 PM Local Time on September 10, 2019.**

Christopher Skaggs, Executive Director

**OFFEROR'S CONTACT INFORMATION FORM**

(1<sup>st</sup>) Name: \_\_\_\_\_

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

(2<sup>nd</sup>) Name: \_\_\_\_\_

*(optional)*

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

*(optional)*

Company: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Telephone Number: \_\_\_\_\_

Fax Number: \_\_\_\_\_

E-mail (1<sup>st</sup>): \_\_\_\_\_

E-mail (2<sup>nd</sup>): \_\_\_\_\_

I / we prefer to be contacted by: *(circle one)* U.S. Mail, telephone, fax, e-mail

I / we prefer correspondence to be sent by: *(circle one)* fax, e-mail

Please fax, e-mail or mail completed form to:

Northeast Maryland Waste Disposal Authority  
Tower II – Suite 402  
100 South Charles Street  
Baltimore, MD 21201-2705  
Fax. (410) 333-2721  
[procurement@nmwda.org](mailto:procurement@nmwda.org)

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Offerors are invited to submit proposals in conformance with the requirements described below:

**PART I - PROPOSAL INFORMATION**

**1.1 PURPOSE:**

The purpose of this Request for Proposals (“RFP”) is to select one (1) engineering firm or engineering team (the “Construction Management Engineer”) for the construction management, construction inspection, and support services for the Gude Landfill Remediation Project. This Scope of Work consists of the construction management, construction inspection and support services for the (Construction Management Engineer) necessary during the duration of the construction of the MDE-approved Corrective Measures at the Gude Landfill.

The Construction Management Engineer services required include, but are not limited to: constructability and cost estimate reviews of design documents and Construction Documents, contract document review, construction management and full-time on-site construction inspection, processing/logging all project correspondence, performing construction quality testing, conducting bi-weekly progress meetings, weekly email status updates, providing meeting minutes for all project meetings, and other tasks required for the successful completion of the project. Construction will be accomplished under phased construction contracts that will overlap and be executed in sequence based upon the design and fiscal year budgeting constraints. Construction management and inspection services will be provided by a single firm under this RFP and subsequent contract.

The estimated project construction duration for all phases is 2,400 calendar days with projected timeframes as follows: 1 year for pre-construction and procurement support services; 4.5 years for construction management and inspection services; and 1 year for performance/warranty support services. The award of construction is anticipated to be in August 2020 (Fiscal Year 2021). The total construction cost is estimated between sixty to sixty-five million dollars. Specifically, the selected Construction Management Engineer will provide the required services for the closed Gude Landfill located at 600 East Gude Drive, Rockville, Maryland 20850. A description of the Landfill is found in **Exhibit 1**. **Exhibit 2** contains the 60% Design Submission of the remediation construction project.

The County has been working with the MDE under a Consent Order agreement to address certain concerns and potential impacts at the Landfill. A Nature and Extent Study (“NES”) was completed and submitted to MDE in 2010 and NES Amendment No. 1 was submitted

in 2011. As a result of the NES and NES Amendment No.1, an Assessment of Corrective Measures (“ACM”) Report and an ACM Report Revision was prepared for the Landfill in accordance with the specific requirements set forth under Title 40 Code of Federal Regulations (“CFR”) § 258.56 and the general requirements of MDE for regulating solid waste disposal facilities under COMAR. A copy of the Revised ACM Report along with associated Montgomery County and MDE correspondence letters are found in **Exhibit 2**. The Gude Landfill Groundwater and Surface Water Monitoring Plan, Landfill Gas Monitoring Plan, and available installation documentation for groundwater monitoring wells, landfill gas monitoring wells, and landfill gas extraction wells are also found in **Exhibit 2**.

The Revised ACM Report prepared by the County recommended a Corrective Measures Alternative (“CMA”) that addresses the following:

- Reported concentrations exceeding Maximum Contaminant Levels (“MCLs”), established by EPA as limits for drinking water, for volatile organic compounds (“VOCs”) and other groundwater impacts at and beyond the Landfill property boundary per the COMAR 26.08.02. The constituents identified in the NES Amendment No. 1 for the Landfill (EA 2011) as groundwater impacts, based on MCL exceedances in 2011, include cadmium, 1,1-dichloroethene (“DCE”), cis-1,2-DCE, 1,2-dibromoethane, 1,2-dichloropropane, benzene, methylene chloride, tetrachloroethene (“PCE:), trichloroethene (“TCE”), vinyl chloride (“VC”), and nitrate.
- Intermittent exceedances of the lower explosive limit (“LEL”) for methane gas at the Landfill property boundary (per COMAR 26.04.07.03B (9)).
- Occurrences of non-stormwater discharges (e.g., leachate seeps) at the Landfill property boundary (per COMAR 26.08.04.08).

Upon review of the ACM Report and the Revised ACM Report, MDE approved the Toupee Capping and Additional Landfill Gas Collection as the Corrective Measures Alternative. Please visit the County website for more information:

<http://www.montgomerycountymd.gov/sws/facilities/gude/mde-approved-plans.html#acm> (last accessed 07.24.19).

## **1.2 CONTACT PERSON:**

Any communication regarding this RFP must be made to the attention of **“RFP for Montgomery County Gude Landfill Construction Management Engineer-2019”** in writing, and directed to [procurement@nmwda.org](mailto:procurement@nmwda.org) or Northeast Maryland Waste Disposal Authority, 100 South Charles Street, Tower II – Suite 402, Baltimore, MD 21201, or fax at 410-333-2721. Prior to award of this contract, Offerors should not initiate any communications related to this RFP with Authority staff, or with employees or local elected officials of any Member Jurisdiction. Any communications other than to [procurement@nmwda.org](mailto:procurement@nmwda.org) may result in the disqualification of an Offeror’s proposal.

**1.3 PRE-PROPOSAL CONFERENCE AND SITE VISIT:**

A pre-proposal conference will be held **on August 19, 2019 at 10:00 AM, Local Time**. The pre-proposal conference will begin at the Montgomery County Shady Grove Processing Facility and Transfer Station located at 16101 Frederick Road Derwood, MD 20855. This conference includes a tour of the closed Gude Landfill. Proper personal protective equipment (e.g., hard hats, safety shoes, safety vests, and glasses) is required for the Landfill Tour. Participants are encouraged to attend the pre-proposal conference, but not required to attend in order to respond to this RFP. Potential attendees must RSVP to [procurement@nmwda.org](mailto:procurement@nmwda.org) no later than **4:00 PM, Local Time, on August 16, 2019**.

**1.4 WRITTEN QUESTIONS:**

Prospective Offerors may submit written questions only concerning this RFP to the attention of “**RFP for Montgomery County Gude Landfill Construction Management Engineer-2019**”, to [procurement@nmwda.org](mailto:procurement@nmwda.org). Questions may be submitted via e-mail, fax, or by mail by **4:00 PM, Local Time, on August 23, 2019**. The Authority will endeavor to respond in writing to requests for information submitted by the deadline; however, the Authority makes no assurance that written responses will be tendered if, in the opinion of the Authority, such information is evident in the RFP or goes beyond the intended scope of this solicitation. Any written responses to questions made shall be emailed or faxed to all prospective Offerors who requested a copy of this RFP and posted at [www.nmwda.org](http://www.nmwda.org).

**1.5 AMENDMENT OR CANCELLATION OF THIS RFP:**

If this RFP requires amendment, written notice of the amendment will be given by means of an addendum to all prospective Offerors who requested a copy of this RFP or who submitted the Offeror’s Contact Information Form. Receipt of addenda must be acknowledged in writing by prospective Offerors to the Authority. Acknowledgment by facsimile and e-mail is permitted. Copies of the acknowledgments are to be included in the proposal. The Authority reserves the right to modify, amend, or cancel this RFP if the Authority determines, in its sole discretion, that it is in the best interest of the Authority to do so.

**1.6 SUBMISSION REQUIREMENTS:**

Six (6) hardcopies, and two (2) electronic copies on USB thumb drive, of the proposal must be submitted in a sealed envelope, labeled “**RFP for Montgomery County Gude Landfill Construction Management Engineer-2019, Proposal**” and received no later than **12:00 PM, Local Time, on September 10, 2019** (the “Closing Date”). Any proposals received after this time will not be considered. All submissions will be time and date stamped when received. A facsimile of the proposal will not be accepted.

The proposal should be double-sided on minimum 30% post-consumer recycled content paper. Proposals will be a maximum of 100 pages in length (i.e., 50 pieces of paper, not including covers, dividers and tabs, etc.), for Sections 1 through 7 as described below. Sections 8 and 9 will not count toward the page limit requirements. Refer to the Table below for maximum page limits per Section. Proposals shall be organized as follows:

- Section 1 – Transmittal Letter/Cover Letter
- Section 2 – Organization Chart showing key individuals and area(s) of experience for municipal projects, including a listing of Maryland licensed Professional Engineers who shall be reviewing the various components of the design drawings. The Organizational Chart shall be 11” x 17” format.
- Section 3 – Description of Key Projects (highlighting recent experience in Maryland). Representative projects should be reflected on the proposed staff résumés.
- Section 4 – Résumés and Current Position of Key Individuals (to include key subcontractors if the Offeror shall use said subcontractor to meet one or more of the tasks). Résumés shall be one (1) page per key individual and cross-reference to the reference projects, as applicable. Key Individuals should maintain experience on representative projects. Provide a matrix table to correlate representative project and key individual experience. (see example in **Exhibit 3**).
- Section 5 – References (to include key subcontractors if the Offeror shall use said subcontractor to meet one or more of the tasks).
- Section 6 – Work Plan and Project Schedule. The Work Plan shall include, but is not limited to the Offeror’s approaches to: the constructability review; project communication; the integration of construction management and inspection staff; performance of the project work with respect to all Tasks; methods to perform and demonstrated ability to manage large scale construction projects within budget and schedule; methods to perform and demonstrated ability to resolve conflicts during construction; continuous implementation of construction quality assurance and quality control over project work; the presentation of the construction project schedule with identified milestones, critical paths, and regulatory approvals; methods to manage and maintain the project schedule; approach and performance of materials testing, and other innovative approaches to support the successful completion of the project work.
- Section 7 – Price Proposal
- Section 8 – Statements/Documents of Compliance. Minority, Female and Disabled-Owned Businesses MFD compliance, Non-Segregated Facilities, Drug Free Workplace Policy, current Maryland State Department of Assessments and Taxation (“MDS DAT”) Certificates for all firms in the proposals or statement agreeing to provide the required Statements and Certificates prior to executing the Contract.
- Section 9 – Comments on the Contract

**Proposal Format**

Section Description	Max Page Limit (double-sided)
Section 1 – Transmittal Letter/Cover Letter	1
Section 2 – Organization Chart	1
Section 3 – Description of Key Projects	15
Section 4 – Résumés and Current Position of Key Individuals	15
Section 5 – References	1
Section 6 – Work Plan and Project Schedule CME to provide a detailed description of their approach and execution of material testing services to confirm and verify the Construction Contractor’s testing results, together with a budgetary cost estimate for those services.	15
Section 7 – Price Proposal	2
<b>Total Pages</b>	<b>50</b>
Section 8 – Statements/Documents of Compliance	N/A
Section 9 – Comments on the Contract	N/A

**If the Offeror’s proposal is longer than 50 pieces of paper for Sections 1 through 7, it will be considered non-responsive.**

**1.7 DISCLOSURE:**

Offerors should identify those portions of their proposals that they consider to be confidential, proprietary commercial information, or trade secrets, and provide justification why such materials, upon request, should not be disclosed by the Authority under the Maryland Public Information Act, Section 10-611 et seq. of the State Government Article of the Maryland Code. Offerors are advised that, upon request for this information from a third party, the Authority is required to determine independently whether the information can be withheld under the law. If the Authority determines that materials marked as confidential must be disclosed under the law, the Authority will notify the Offeror in advance of releasing the information to permit the Offeror to take independent action to protect the information. Offerors agree that the Authority has no liability for release of information it determines in good faith must be disclosed under the law.

**1.8 INCURRED EXPENSES:**

The Authority is not responsible for any expenses that Offerors may incur in preparing and submitting proposals.

**1.9 ACCEPTANCE OF TERMS AND CONDITIONS:**

By submitting a proposal in response to this RFP, the Offeror accepts all of the terms and conditions set forth in this RFP, unless otherwise noted and agreed to during the open question period.

Furthermore, by submitting a proposal in response to this RFP, the Offeror accepts and acknowledges that the Authority is performing this project in conjunction with Montgomery County and its designated staff and agents will be an integral project partner and deliverable reviewer on all project-related activities .

**1.10 PROCUREMENT REGULATIONS:**

This RFP, and any contract entered into as a result thereof, is not subject to the provisions of the State Finance and Procurement Article, but is governed by Section 3-921 of the Natural Resources Article of the Annotated Code of Maryland and COMAR 14.13.01.01 et seq.

**1.11 MONTGOMERY COUNTY LIVING WAGE AND MINORITY PARTICIPATION:**

The successful Offeror shall always meet all requirements of federal, State, and local regulations and laws, including but not limited to those relating to workplace safety. For clarity, the Proposal must reflect the use of the County's living wage as found at <http://www.montgomerycountymd.gov/pro/DBRC/WRL.html> (last accessed 01.11.19).

Furthermore, the Contactor shall certify that it is in compliance with the County's MFD Program and provide a minimum 17% of the value of the Proposal is performed by a certified Minority, Female, and Disabled-Owned Business. Details on the County's program can be found here: <http://www.montgomerycountymd.gov/pro/DBRC/MFD.html> (last accessed 01.11.19).

Compliance with the Program can be achieved through direct and indirect services. Direct services relate to the firm providing the Service to the Authority and may include design work and field investigations. Indirect services include those support services, such as but not limited to equipment repair, that are required for the Service to be performed. The selected Construction Management Engineer is expected to reach out to Alvin Boss at the County's MFD Program at [alvin.boss@montgomerycountymd.gov](mailto:alvin.boss@montgomerycountymd.gov) or 240-777-9912 for clarification and ongoing compliance.

## **PART II - CONTRACT INFORMATION AND PROPOSED CONTRACT PROVISIONS**

### **2.1 PARTIES TO THE CONTRACT:**

The Contract and all Exhibits thereto to be entered into as a result of this RFP (the "Contract") shall be by and between the Offeror as Construction Management Engineer and the Authority. The form of the Authority's Contract is set forth in **Exhibit 4**. If the Offeror is not willing to enter into the contract as written, the Offeror must identify any proposed changes to the Authority's Contract during the open question period via written submission. The Authority will notify **ALL** Offerors of the accepted changes prior to the Closing Date. A **proposal** that requires changes to the Authority's Contract not raised prior to submission may be rejected.

### **2.2 CONTRACT TERM:**

The Contract term shall commence as of the date specified in the Contract and shall be for four years, with two, one-year extensions at the Authority's sole option.

### **2.3 COMPENSATION AND METHOD OF PAYMENT:**

The Construction Management Engineer shall be expected to submit invoices monthly, no later than the fifth day of the month (or the next Business Day if the fifth day of the month falls on a weekend or recognized holiday) including a description of work performed relating to the period of the invoice. The Contract will provide further details.

### **2.4 INSURANCE AND PERFORMANCE BOND:**

The Construction Management Engineer must have or be willing to obtain insurance with the minimum terms as shown in the Service Contract within **Exhibit 4** of this RFP. If the Construction Management Engineer does not currently have the minimum insurance required, the Construction Management Engineer must be willing, at its own cost, to obtain such insurance and provide the necessary certificates of insurance prior to the signing of the Contract. The Construction Management Engineer must provide the performance bond in accordance with **Exhibit 4** of this RFP and maintain the performance bond for the duration of the remediation construction project.

## **PART III – SCOPE, QUALIFICATIONS, SCHEDULE, AND PRICING**

### **3.1 SCOPE:**

The overall purpose of the Contract that results from this RFP is to acquire technical assistance for the construction management, construction inspection, and support services for the (Construction Management Engineer) necessary during the duration of the construction of the MDE-approved Corrective Measures at the Gude Landfill. **Exhibits 1,**

**2, and 4** provide additional information regarding the Gude Landfill, the MDE-approved Corrective Measures Alternative (CMA), and the CMA Design including the 60% Design Submission. **Exhibit 4** provides greater detail on the specific requirements of the Contract.

The RFP and the Contract present the general requirements for the performance of the project work; however, the information presented herein is not intended to be an all-encompassing list of services to be completed by the Construction Management Engineer for the project work. By submitting a Proposal, the Construction Management Engineer acknowledges that they have experience with performing similar projects and have identified all the construction management, construction inspection and support services required for the construction of the MDE-approved Corrective Measure and at the Gude Landfill.

### **3.1.1 PROJECT DESCRIPTION**

The Construction Management, Construction Inspection, and Support Services for the Construction Management Engineer for the Gude Landfill Remediation Project will involve the construction of: a geosynthetic closure cap, an asphalt-paved closure cap section for emergency debris management, improvements to the landfill gas and stormwater management systems, and other ancillary support infrastructure. More specifically, the remediation project construction work will include the following general elements:

- Installing erosion and sediment controls.
- Clearing, grubbing, and stripping vegetation from the existing site (~100 acres).
- Onsite waste excavation and relocation of waste material within the landfill with leachate management (~300,000 cubic yards).
- Demolishing existing storm drains and drainage structures.
- Placement of soil cover over the regraded waste (~120,000 cubic yards).
- Construction of a geosynthetic closure cap (~95 acres).
- Construction of surface drainage features.
- Phased demolition and reconstruction of the active landfill gas collection and management system including headers, lateral piping, and extraction wells (~100 extraction wells). The landfill gas collection and management system requires continuous operation for regulatory compliance.
- Tie-in to the Landfill Gas Blower / Flare Station and associated systems.
- Construction of an asphalt-paved emergency debris management area (~3 acres).
- Construction of access roads (~18,000 feet).
- Stormwater management controls and improvements.
- Site stabilization.
- Other ancillary support infrastructure.

The remediation project description above is not intended to be all encompassing and may change during the remainder of the design/permitting phase; the intent is to provide Offerors with an overview of the anticipated construction work for purposes of scoping

and proposing. **Exhibits 1, 2, and 4** provide additional information regarding the Gude Landfill, the MDE-approved Corrective Measures Alternative (CMA), and the CMA Design including the 60% Design Submission. The Construction Documents (the construction project manual, specifications, drawings, and other applicable contract documents) for the remediation construction project will contain the full requirements that the Construction Management Engineer will need to enforce during construction.

The estimated project construction duration for all phases is 2,400 calendar days with projected timeframes as follows: 1 year for pre-construction and procurement support services; 4.5 years for construction management and inspection services; and 1 year for performance/warranty support services. The award of construction is anticipated to be in August 2020 (Fiscal Year 2021).

The remediation project construction work will be performed using a phased approach and will conform to the 20-acre grading unit restriction imposed by the 2011 Maryland Standards and Specifications for Soil Erosion and Sediment Control.

The remediation project construction work will be governed under the requirements of the Maryland Department of the Environment, or (“MDE”), the Montgomery County Department of Permitting Services (“DPS”), the Maryland-National Capital Park and Planning Commission (“M-NCPPC”), and other utility entities that are located in proximity to the Landfill site.

### **3.1.2 PROJECT SEQUENCE OF CONSTRUCTION DESCRIPTION**

Refer to **Exhibit 2** for a comprehensive sequence of construction for the remediation project. A key element of the remediation construction project will be the phased work of the landfill gas system improvements. The existing landfill gas collection headers and lateral piping are installed above grade on the surface of the Landfill. The new landfill gas collection and management system will be installed below the closure capping grades. Therefore, it is expected that the existing landfill gas collection and management system will remain operational during the remediation project construction, with only brief interruptions for decommissioning existing infrastructure and connecting new infrastructure. Temporary landfill gas collection and conveyance piping may be necessary within the limits of capping while construction is in progress.

The aspects of the remediation sequence of construction referenced above and included in **Exhibit 2** are not intended to be all encompassing and may change during the remainder of the design/permitting phase; the intent is to provide Offerors with an overview of the anticipated construction work for purposes of scoping and proposing. More detailed information is contained in **Exhibits 1, 2, and 4**, which is inclusive of the 60% Design Submission. The Construction Documents (the construction project manual, specifications, drawings, and other applicable contract documents) for the remediation construction project will contain the full requirements that the Construction Management Engineer (“CME”) will need to enforce during construction.

### **3.1.3 SERVICES TO BE PROVIDED BY OFFEROR**

- 1) It is the intent that the construction management, construction inspection, and support services for the remediation project provided by the CME will ensure that the project is constructed and managed:
  - a) In accordance with the project Construction Documents with a minimum of change orders; the goal being less than 3% of the bid price or less;
  - b) To provide a complete facility that is safe, easy, and economical to maintain and operate and operates as intended; and,
  - c) So that any installed equipment performs efficiently and effectively for its expected service life.
  
- 2) It is the intent that the construction management, construction inspection, and support services for the remediation project provided by the CME also be performed with proper coordination, due diligence, and documentation:
  - a) The CME will maintain the responsibility to verify existing records and existing on-site field conditions at the closed Gude Landfill before submitting a proposal. Failure to identify discrepancies between the scope of work and existing site conditions to the Authority's attention constitutes acceptance of those conditions.
  - b) The CME will prepare all project documents and perform all project work in accordance with all applicable federal, state, and local laws and regulations, general industry standards, and any Construction Quality Assurance and Quality Control ("QA/QC") Manuals for the project.
  - c) The CME is responsible for coordinating the work between tasks to ensure complete and accurate submissions to the Authority, applicable permitting agencies (as necessary) and other affiliated parties related to the project work. The CME shall also coordinate, review, and be responsible for the work of their teaming partners, subconsultants, and subcontractors, etc.
  - d) The CME shall provide additional information upon request by the Authority/Montgomery County to support the remediation design and construction project and associated meetings on frequencies specified by the Authority/Montgomery County.
  - e) The CME shall be responsible to ensure that all work is accomplished in accordance with the project Construction Documents (the construction project manual, specifications, drawings, and other applicable contract documents) as well as with issued permits for the projects and applicable Federal, federal, state, and local regulatory, in a manner that meets the objectives described above. However, only the Authority Representative has the authority to make changes in the Work, or to

accept Work. The Authority/Montgomery County reserve the right to limit the number of CME personnel attending meetings throughout the project.

- f) The Construction Contractor is responsible for all safety on the job site. However, if, during the course of their construction inspection, the CME observes a condition or act, which they believe to be unsafe, they shall immediately notify the Construction Contractor, the Authority, and Montgomery County. Furthermore, if, during the course of their inspection, the CME observes a condition or act, which the CME believes, is hazardous, or unsafe and requires immediate emergency action, the CME shall have the authority to stop the work in order to prevent injury to persons or damage to property. The Authority/Montgomery County shall be notified immediately and shall be responsible for determining the corrective action.
- g) The CME shall thoroughly document in writing any work stoppage, stating the nature of the hazardous condition, the reason for stopping the work, the times that work was stopped and resumed, and the corrective action taken by the Construction Contractor and approved by the Authority/Montgomery County to eliminate the hazardous condition. This information shall be consolidated into a report by the CME, which shall be delivered to the Authority/Montgomery County project manager with copies going to the Construction Contractor and the Design Engineer.
- h) A general list of anticipated permitting and right-of-entry activities to be performed by the Design Engineer as applicable, is provided below. The CME will be responsible to enforcing compliance with the following, which is not intended to be an all-inclusive list:
  - i. MDE permitting documents for the landfill capping system, landfill gas collection enhancements, new groundwater monitoring well installations, erosion and sediment control, stormwater management, and associated construction activities;
  - ii. DPS approvals for erosion and sediment control, stormwater management, and new groundwater wells;
  - iii. M-NCPPC mandatory referral review, reforestation and forest conservation plans, and construction access permits;
  - iv. Washington Suburban Sanitary Commission (“WSSC”) right-of-entry agreement;
  - v. Transcontinental (“Williams Gas”) and Columbia Gas natural gas pipeline right-of-way, right-of-entry agreements;
  - vi. Industrial and Commercial entity right-of-entry agreements and other off-site locations, as necessary; and
  - vii. Right of entry agreements with members of the Derwood Community to conduct view shed impact analysis as part of the design process.

***Task 1 – Pre-Construction Support Services***

It is the responsibility of the CME to integrate the various phases of work and the associated services prior to construction, during construction, and after construction. Refer to Section 3.1.3 of this RFP for the overarching construction management and project management services to be provided by the CME (i.e., the Offeror) for this project.

- 1) CME Project Kick-off Meeting – The CME shall schedule, hold, and facilitate a Project Kick-off Meeting within two (2) weeks of the Notice to Proceed. The CME shall issue the agenda seven (7) days prior to the Kick-off Meeting for review, comment, and acceptance. The format for the Kick-off Meeting shall be approved by the Authority/Montgomery County and the agenda shall include, but is not limited to:
  - a) Designation of primary points-of-contact, roles, and receipt of contact information;
  - b) Coordination between parties and chain-of-command communication;
  - c) Coordination for site access and work on-site by the Construction Management Engineer;
  - d) Coordination for on-going operations at the Landfill;
  - e) Emergency telephone numbers and contacts list;
  - f) Procedures for information requests and initial requests;
  - g) Review of the Scope of Work;
  - h) Procedures for Deliverables and Review Timelines;
  - i) Monthly Conference Calls and Monthly Project Meetings;
  - j) Weekly Email Reports and Monthly Progress Reports;
  - k) Project Communication Plan (inclusive of support for the Authority/County during Design Engineer and Community meetings, as requested);
  - l) Project Health and Safety Plan;
  - m) Project Schedule;
  - n) Project Budget;
  - o) Processing and Schedule of Payments; and
  - p) Other business; and the next meeting date.

The CME shall prepare and distribute meeting minutes for review, comment, and acceptance within seven (7) days of the meeting or phone call occurrence.

- 2) Weekly Progress Emails during Pre-Construction Support Services – The CME shall prepare Weekly Project Progress Emails (entitled “Gude Remediation – CME ” – ‘topic and date’) that summarize work activities during the reporting week (i.e., the current week) and forecasted activities for the next week or weeks, as necessary. The format of the Weekly Project Progress Emails shall be approved by the Authority. The Weekly Project Progress Emails shall be provided by 12:00 PM, Local Time, every Friday for the entire duration of the project.

- 3) Monthly Progress Reports during Pre-Construction Support Services – The CME shall prepare Monthly Project Progress Reports for the entire duration of the project. The format of the Monthly Project Progress Reports shall be approved by the Authority/Montgomery County (please see the preferred format in **Exhibit 2**). The Monthly Project Progress Reports shall be provided by the 7<sup>th</sup> of every month and shall include, but are not limited to:
- a) A summary of work activities, as open/closed action items, during the reporting month;
  - b) A summary of forecasted work activities for the next month or months as necessary;
  - c) A rolling listing of major submittals (e.g., deliverables) issued during the reporting month and their status;
  - d) A rolling listing of major submittals (e.g., deliverables) scheduled for issuance during the following month or months;
  - e) A description of any outstanding concerns or issues regarding the project work that require resolution, and the CME’s approach to promptly address the issue;
  - f) Updated Project Communication Plan (as necessary), Project Schedule, and Deliverables Schedule;
  - g) A budget and percent complete update per task and/or per work activity;
  - h) The CME’s plan for accelerating project activities if progress-to-date indicates the work is behind schedule;
  - i) A listing of health and safety statistics for relevant project-related activities;
  - j) A listing of any violations of Governmental Approvals or Applicable Law and actions taken or to be taken to eliminate any subsequent violations; and
  - k) The CME’s verification that the design and permitting documents are being followed in accordance with the requirements of the RFP (as applicable and in accordance with **Exhibit 2** and **Exhibit 4**).
- 4) Project Communication Plan. The CME will prepare a Project Communication Plan that considers and accounts for various project aspects including, but not limited to, day-to-day chain-of-command communication and correspondence between points-of-contact, deliverables and deliverable reviews, conference calls, meetings and presentations, and project schedule, etc. throughout all tasks of the project work. The CME shall maintain and update the Project Communication Plan for the entire duration of the project. The Project Communication Plan shall be provided for review, comment, and acceptance within fourteen (14) days following the CME Kick-off Meeting.

This deliverable is intended for communication between the CME and their subconsultants, as well as from the CME to the Authority/Montgomery County, and other stakeholders (including the general Construction Contractor). The CME will revise this plan following the award of the construction contract.

- 5) Constructability Review and Summary Report. The CME will perform a constructability review of the 60% design project plans and specifications as well as a technical review of any regulatory comments received on these plans and

specifications. The CME shall submit to the Authority/Montgomery County a detailed written report outlining the results of this 60% review within 30 days of the Notice to Proceed. The review shall concentrate on the overall constructability of the project including: the proposed design, proposed materials, phasing and sequencing of work, material estimates, settlement calculations, contingencies, schedule, and adequacy of the construction cost estimate. The review shall also evaluate the major areas of construction: permit compliance, proposed conflicts between plans and specification, conflicts between trades, non-workable construction conditions, scheduling problems, unsatisfactory space and access situations, clearances, non-compatibility of materials, significant cost saving changes, coordination conflicts with on-going operational and continuation of environmental monitoring activities at the site.

The summary report shall be thorough, specific references to the documents reviewed and the origination of comments, scans or markups of documents, corrective changes outlined, justification for the change, and the appropriate cost or savings indicated. Aside from the narrative description of the constructability review in the summary report, the CME shall also prepare a running of the information above for each review comment in a tabular format (M.S. Excel). The CME shall prepare the constructability report for the 60%, 90%, and 100% design documents.

- 6) Pre-Construction Project Schedule and Deliverables Schedule. The CME will prepare a detailed Pre-Construction Project Schedule that encompasses the current and remaining design activities, CME work activities under Tasks 1-5 and all deliverables, procurement of the Construction Contractor, pre-construction meetings, start of construction, major construction milestones, construction progress meetings, construction certifications and meetings with MDE, County DPS, M-NCPPC, and other regulating entities and stakeholders, construction completion with closeout, and as-built records, and the project performance and warranty period. The CME must also include a separate standalone Deliverables Schedule to accompany the detailed Pre-Construction Project Schedule.

The CME will be responsible for updating the detailed Pre-Construction Project Schedule and the Deliverables Schedule for the entire duration of the project work (prior to construction being initiated), as necessary for project-related activities and meetings, and per requests by the Authority/Montgomery County. Both schedules are to be prepared and distributed in Microsoft Project and PDF formats.

- 7) Construction Quality Assurance / Quality Control (QA/QC) Manual. The CME will prepare their Construction QA/QC Manual with the procedures and methods that will be implemented to ensure that construction is completed in accordance with the construction plans, specifications, permits, approvals, and applicable standards. The Manual will explain in detail how the CME intends to deliver all the services outlined in this RFP and the Contract.

The CME will customize this Manual to the Gude Landfill remediation construction project, and at minimum, the Construction QA/QC Manual should contain the following information:

- a) Cover Page that is signed and sealed by a Professional Engineer in Maryland;
- b) Document Review Acknowledgement Form with typed name, title, signatures, and dates for all CME staff whom have reviewed the Manual including Construction Management and Construction Inspection personnel and subconsultants;
- c) QA/QC program overview and organizational chart;
- d) Project Team Directory with roles and responsibility;
- e) Lines of authority and chain-of-command. Include procedures and work flow diagrams;
- f) Procedures for Meetings and Minutes (including scheduling, sign-in sheet, agenda, and minutes);
- g) Procedures for secure information sharing and storage;
- h) Construction Contractor submittal requirements including requests for information (RFIs) and the construction schedule;
- i) Construction QA/QC Procedures and Specialized Inspections;
- j) Construction Contractor personnel requirements for geosynthetic work;
- k) Construction QA/QC personnel requirements for inspection for the CME including daily inspection, soils, geosynthetics, etc.;
- l) List of inspections and observations with scope and frequency for the CME;
- m) Inspection forms for the CME;
- n) List of sampling requirements for the Construction Contractor and CME;
- o) List of testing or monitoring requirements including settlement for the Construction Contractor and CME;
- p) Site safety and applicable standards for Construction Contractor and CME.
- q) Emergency Procedures;
- r) Procedures to track construction inspection and verification activities for the contract, construction acceptance criteria, and construction audits;
- s) Procedures for regulatory certification at specified completion stages;
- t) Procedures to track construction deficiencies and field changes from identification through acceptable corrective action;
- u) Non-Compliance or Non-Conformance Report;
- v) Deficiency Lists / Reports;
- w) Change Orders and Estimates by the CME;
- x) Cash Flow Analysis & Projections; and Construction Contractor Pay Requests;
- y) Claims Mitigation & Risk Avoidance;
- z) Record Keeping and documentation requirements (hard-copy and electronic) for the Construction Contractor and CME;
- aa) As-Builts requirements (development, maintenance, and issuance); and
- bb) Project Close-out, and Performance and/or Warranty Period procedures.

The draft and final Construction QA/QC Manual will be provided to the Authority/County, and the Design Engineer for review and comment, and for conformance to the design plans and specifications. The CME will prepare the final Construction QA/QC Manual based on the 100% plans and specifications (the Construction Documents).

#### Task-Specific Assumptions

- 1) The CME will provide draft and final versions of all deliverables in Task 1.
- 2) The CME will attend up to six (6) meetings to present the deliverables in Task 1 or other meetings as requested.
- 3) The CME will incorporate up to two (2) rounds of comments from the Authority/Montgomery County on each of the draft deliverables in Task 1.
- 4) The CME will provide five (5) hard-copies of all draft and final documents to the Authority. The CME shall provide two (2) electronic PDF format copies along with all editable electronic copies in Microsoft Word, Microsoft Excel, Microsoft PowerPoint, or documents in other editable formats on USB.

#### Deliverables

- 1) Draft and Final agendas, sign-in sheets, and minutes from the CME Kick-off Meeting and other project meetings in Task 1.
- 2) Weekly Progress Emails and Monthly Progress Reports.
- 3) Draft and Final Project Communications Plan.
- 4) Draft and Final Constructability Review Summary Reports: 60%, 90%, 100% designs.
- 5) Draft and Final Pre-Construction Project Schedules.
- 6) Draft and Final Construction QA/QC Manuals.

#### ***Task 2 – Procurement Support Services***

It is the responsibility of the CME to integrate the various phases of work and the associated services prior to construction, during construction, and after construction. Refer to Section 3.1.3 of this RFP for the overarching construction management, and project management services to be provided by the CME (i.e., the Offeror) for this project.

The CME will assist the Authority/Montgomery County with Procurement Support Services for the remediation construction project including, but not limited to:

- 1) Attendance at one (1) pre-Procurement conference and site visit, and review minutes of the meeting.
- 2) Provide technical assistance to answer and/or respond to applicable questions raised by the prospective Proposers.

- 3) Review addenda to clarify interpretations of the Procurement Documents, including, but not limited to, revised procurement template documents, specifications, drawings, and Procurement forms, etc.
- 4) Review procurement documents and procurement tabulations to ensure all applicable forms, signatures, etc. are attached and completed in accordance with the Procurement Documents. The Design Engineer will be responsible for formal procurement evaluation and procurement tabulations of their respective projects.
- 5) Assist with conducting one (1) pre-Award Conference with the prospective Construction Contractor, if necessary, prior to issuance of the Notice to Proceed to verify the Construction Contractor understands the scope of work, sequence of construction, and schedule requirements, etc.
- 6) Weekly Progress Emails during Procurement Support Services – The CME shall prepare Weekly Project Progress Emails (entitled “Gude Remediation – CME” – ‘topic and date’) that summarize work activities during the reporting week (i.e., the current week) and forecasted activities for the next week or weeks, as necessary. The format of the Weekly Project Progress Emails shall be approved by the Authority. The Weekly Project Progress Emails shall be provided by 12:00 PM, Local Time, every Friday for the entire duration of the project.
- 7) Monthly Progress Reports during Procurement Support Services – The Construction Management Engineer shall prepare Monthly Project Progress Reports for the entire duration of the project. The format of the Monthly Project Progress Reports shall be approved by the Authority/Montgomery County (please see the preferred format in Exhibit 2). The Monthly Project Progress Reports shall be provided by the 7<sup>th</sup> of every month and shall include, but are not limited to:
  - a) A summary of work activities, as open/closed action items, during the reporting month;
  - b) A summary of forecasted work activities for the next month or months as necessary;
  - c) A rolling listing of major submittals (e.g., deliverables) issued during the reporting month and their status;
  - d) A rolling listing of major submittals (e.g., deliverables) scheduled for issuance during the following month or months;
  - e) A description of any outstanding concerns or issues regarding the project work that require resolution and the Construction Management Engineer’s approach to promptly address the issue;
  - f) Updated Project Communication Plan (as necessary), Project Schedule and Deliverables Schedule;
  - g) A budget and percent complete update per task and/or per work activity.
  - h) The CME’s plan for accelerating project activities if progress-to-date indicates the work is behind schedule;
  - i) A listing of health and safety statistics for relevant project-related activities.

- j) A listing of any violations of Governmental Approvals or Applicable Law and actions taken or to be taken to eliminate any subsequent violations; and
- k) The CME's verification that the design and permitting documents are being followed in accordance with the requirements of the RFP (as applicable and in accordance with **Exhibit 2** and **Exhibit 4**).

Task-specific Assumptions

- 1) The CME will attend up to two (2) meetings to support Task 2.
- 2) The CME will incorporate up to two (2) rounds of comments from the Authority/Montgomery County on each of the draft deliverable in Task 2.
- 3) The CME will provide five (5) hard-copies of all draft and final documents to the Authority. The CME shall provide two (2) electronic PDF format copies along with all editable electronic copies in Microsoft Word, Microsoft Excel, Microsoft PowerPoint, or documents in other editable formats on USB.

Deliverables

- 1) Meeting Minutes from the pre-Procurement and pre-Award conferences, and other meetings as applicable.
- 2) Weekly Progress Emails and Monthly Progress Reports.
- 3) Review the Procurement Documents (including the Authority's procurement files at 100% design stage as well as prospective proposer documents, questions, addenda, tabulations, and prospective award documents. The CME will provide the necessary written documentation to support the Authority/Montgomery County with the successful completion of Task 2 including but not limited to the Construction HASP).

***Task 3 – Construction Management Services***

It is the responsibility of the CME to integrate the various phases of work and the associated services prior to construction, during construction, and after construction. Refer to Section 3.1.3 of this RFP for the overarching construction management and project management services to be provided by the CME (i.e., the Offeror) for this project.

- 1) Construction Management. The CME will provide various forms of communication and correspondence during the project, which is incumbent upon the project work. This includes, but is not limited to:
  - a) The CME will perform all necessary research, investigations, permitting enforcement and support activities, management and inspection, document reviews and responses, and other preparation work required to complete the MDE-approved CMA at the closed Gude Landfill as identified in **Exhibit 2** and as required during project activities;

- b) The CME shall prepare and provide applicable documentation (such as updated site drawings, narratives, etc.) to the Authority/Montgomery County with updating existing County Plans based on the project work at the end of the project(s);
- c) The CME shall maintain detailed written documentation and records for correspondence with all applicable federal, state, and local permitting agencies to inquire about potential permitting requirements and public notification requirements regarding the work of the MDE-approved CMA at the closed Gude Landfill. CME must transmit electronic copies of all correspondence to the Authority/Montgomery County within one (1) business day of either transmittal or receipt;
- d) Telephone, email, letter, and other associated correspondence with the Authority, its member jurisdiction and designated agents, regulatory agencies, and other entities and individuals as required by the project work;
- e) Conduct meetings as necessary to discuss observed problems and/or to resolve conflicts. An appropriate representative of the CME firm shall chair all meetings and submit prepared minutes of meetings to all attendees;
- f) The CME shall be responsible for any required meetings with the regulating agencies and entities for the performance of work under Task 3;
- g) Review the Final Construction QA/QC Manual with all CME Staff and provide the Document Review Acknowledgement Form with signature for all staff on the project. Provide the Authority/Montgomery County with the Final Construction QA/QC Manual and updates as required;
- h) Meeting preparation, attendance, and documentation, which shall include advance agendas, meeting minutes, presentations, and other work items as required by the project work;
- i) Evaluate the Construction Documents and identify potential construction problems, for example; coordination with ongoing landfill operations, interruptions or delays in service to citizens, scheduling, relocation difficulties, etc. Plan and execute all steps necessary to avoid these problems.
- j) Review, coordinate, enforce, and document all of the applicable requirements of the Construction Documents, Permits, and Rights-of-Entry/Access agreements;
- k) Coordinate all necessary plan and specification interpretations and clarifications;
- l) Provide specialized technical support to assist the inspector as needed or requested by the Authority/Montgomery County;
- m) Be alert to problems and take steps to resolve them before they become major issues;
- n) The Construction Contractor is responsible for all safety on the job site. However, if, during the course their inspection, the CME observes a condition or act, which they believe to be unsafe, they shall immediately notify the Construction Contractor and the Authority/County;
- o) Prepare draft change orders and field orders for approval by the Authority/Montgomery County. Following approval, administer same with the Construction Contractor;

- p) Prepare an independent engineer's estimate on proposed change orders.
  - q) Maintain detailed records of all work performed on a force account or time and material basis;
  - r) Require special inspection or testing of the Construction Contractor's work.
  - s) Recommend the acceptability of the work;
  - t) Witness and record the results of all performance tests;
  - u) Conduct and develop punch lists for all formal inspections;
  - v) Develop supplemental punch lists for the Construction Contractor in conjunction with the CME's readiness for the testing and inspections and recommend to the Authority/Montgomery County that the conditional acceptance or final acceptance inspections occur;
  - w) Prepare routine letters, memorandum, reports, change orders and miscellaneous paperwork as directed by the Authority/Montgomery County for signature by the Authority/Montgomery County;
  - x) Respond to public complaints, including contacting complainants, determining solutions; prepare letters, etc. in accordance with the Authority's/Montgomery County's policy and procedures, which requires timely action by the CME;
  - y) Maintain a telephone recorder / voice mail system at the CME Field Office which is to be monitored daily;
  - z) Manage and log all aspects of the materials testing and certification requirements per the Construction Documents and the Construction QA/QC Manual; and
  - aa) The Construction Contractor will provide the CME with a Field Office with ingress and egress (i.e., office trailer) at the Gude Landfill site with connectivity, electricity, water, and sewer connections. The CME is responsible for all other equipment, furniture, supplies, and appurtenances for the project work.
- 2) From Task 1, provide the final Project Communication Plan and Construction QA/QC Manual (with the Document Review Acknowledgement with signatures), and continue to update these documents as needed during Tasks 3 and 4.
- 3) Prepare pre-construction, progress during construction, and post-construction records of the Gude Landfill and the remediation construction project. The pre-construction and post-construction work will include photographic cataloging and video recordings of the entire project site and all existing structures inside and outside before the Construction Contractor begins their mobilization and following conditional acceptance of the remediation construction project. Progress construction photographic cataloging and video recordings shall be obtained over the course of the monthly work and provided with the CME's Monthly Progress Report. The CME will properly label photographs and videos for identification. Drone usage is acceptable; however, the obtaining of approvals and permits if required, is the responsibility of the CME. A complete record shall be turned over by the CME along with all supporting information after conditional and final acceptance. The photos on subsurface construction should receive special attention since that work will not be visible for future reference. In

addition, photograph areas where problems are encountered, non-conformance by the Construction Contractor, and in general critical areas in the construction work. Photos are to be annotated, dated, and maintained at the job site.

- 4) Remediation Construction Kick-off Meeting – The CME shall schedule, hold, and facilitate a Construction Kick-off Meeting within two (2) weeks of the receipt of all final permits. The CME shall issue the agenda seven (7) days prior to the Construction Kick-off Meeting for review, comment, and acceptance. The CME shall invite all applicable regulatory agencies to the meeting. The format for the Construction Kick-off Meeting shall be approved by the Authority/Montgomery County and the agenda shall include, but is not limited to:
- a) Designation of primary points-of-contact, roles, and receipt of contact information;
  - b) Coordination between parties and chain-of-command communication;
  - c) Coordination for site access and work on-site by the CME;
  - d) Coordination for on-going operations at the Landfill;
  - e) Emergency telephone numbers and contacts list;
  - f) Procedures for information requests and initial requests;
  - g) Review of the Scope of Work;
  - h) Procedures for Deliverables and Review Timelines;
  - i) Monthly Conference Calls and Monthly Project Meetings;
  - j) Weekly Email Reports and Monthly Progress Reports;
  - k) Project Communication Plan;
  - l) Project Health and Safety Plan;
  - m) Stakeholder Engagement Plan;
  - n) Project Schedule;
  - o) Project Budget;
  - p) Processing and Schedule of Payments; and
  - q) Other business; and the next meeting date.

The CME shall prepare and distribute meeting minutes for review, comment, and acceptance within seven (7) days of the meeting or phone call occurrence.

- 5) Project Meetings and Presentations with Authority and Montgomery County Department/Division Head Meetings and Presentations – The CME shall budget for twenty-five (25) meetings and twenty-five (25) presentations with the Authority's and Montgomery County's County Department/Division Heads for the project. The CME will prepare meeting agendas, graphics, meeting minutes, and presentations for review, comment, and acceptance. The general schedule for these meetings will be quarterly.
- 6) Project Meetings and Presentations with MDE and other Regulating Agencies/Entities – The CME shall budget for four (4) meetings and one (1) presentation with MDE for the project. The CME will prepare meeting agendas, graphics, meeting minutes, and presentations for review, comment, and acceptance. A MDE meeting shall be designated by the Authority/County.

- 7) Project Support at Design Engineer Progress Meetings – At the request of the Authority/Montgomery County, the CME shall attend progress meetings held by the Design Engineer. The CME shall budget for four (4) of these meetings with their project manager being present.
- 8) Remediation Construction Project Schedule and Deliverables Schedule - The CME will prepare a detailed Remediation Construction Project Schedule that encompasses any remaining design or permitting activities, CME work activities under Tasks 1-5 and all deliverables, procurement of the Construction Contractor, pre-construction meetings, start of construction, major construction milestones, construction progress meetings, construction certifications and meetings with MDE, County DPS, M-NCPPC, and other regulating entities and stakeholders, construction completion with closeout, and as-built records, and the project performance and warranty period. The CME must also include a separate standalone Deliverables Schedule to accompany the detailed Remediation Construction Project Schedule.

The CME will be responsible for updating the detailed Remediation Construction Project Schedule and the Deliverables Schedule for the entire duration of the project work (during construction implementation), as necessary for project-related activities and meetings, and per requests by the Authority/Montgomery County. Both schedules are to be prepared and distributed in Microsoft Project and PDF formats.

- 9) Weekly Progress Emails during Construction Management and Inspection Services – The CME shall prepare Weekly Project Progress Emails (entitled “Gude Remediation – CME ” – ‘topic and date’) that summarize work activities during the reporting week (i.e., the current week) and forecasted activities for the next week or weeks, as necessary. The format of the Weekly Project Progress Emails shall be approved by the Authority. The Weekly Project Progress Emails shall be provided by 12:00 PM, Local Time, every Friday for the entire duration of the project.
- 10) Monthly Progress Reports during Construction Management and Inspection Services – The CME shall prepare Monthly Project Progress Reports for the entire duration of the project. The format of the Monthly Project Progress Reports shall be approved by the Authority/Montgomery County (please see the preferred format in **Exhibit 2**). The Monthly Project Progress Reports shall be provided by the 7<sup>th</sup> of every month and shall include, but are not limited to:
  - a) A summary of work activities, as open/closed action items, during the reporting month including copies of the Daily Inspection Reports;
  - b) A summary of forecasted work activities for the next month or months as necessary;
  - c) A rolling listing of major submittals (e.g., deliverables) issued during the reporting month and their status;
  - d) A rolling listing of major submittals (e.g., deliverables) scheduled for issuance during the following month or months;

- e) A description of any outstanding concerns or issues regarding the project work that require resolution and the CME's approach to promptly address the issue;
- f) Updated Project Communication Plan (as necessary), Project Schedule and Deliverables Schedule;
- g) A budget and percent complete update per task and/or per work activity.
- h) The CME's plan for accelerating project activities if progress-to-date indicates the work is behind schedule;
- i) A listing of health and safety statistics for relevant project-related activities.
- j) A listing of any violations of Governmental Approvals or Applicable Law and actions taken or to be taken to eliminate any subsequent violations; and
- k) The CME's verification that the design and permitting documents are being followed in accordance with the requirements of the RFP (as applicable and in accordance with **Exhibit 2** and **Exhibit 4**).

In addition to the standard monthly progress report content, the CME also will provide the following items in connection with Construction Management and Inspection Support Services: major construction conflicts and problems, meeting minutes, summary of change orders and claims, time delays, and work accomplished, cash flow projections, and shop drawing and RFI logs/status reports.

- 11) Remediation Construction Bi-Weekly Project Progress Meetings – The CME shall schedule, hold, and facilitate bi-weekly project progress meetings and at other times if requested by the Authority/Montgomery County or as the CME deems necessary to discuss and review project-related activities for the entire duration of the project. The format and schedule for the Bi-Weekly Project Progress Meetings shall be approved by the Authority. The estimated duration for the remediation construction project is 1,600 calendar days and the CME shall budget for 106 bi-weekly progress meetings through the duration of construction, which are part of the normal hours for the project.

The CME shall issue agendas four (4) days prior to the meeting for review, comment and acceptance. The Authority/Montgomery County reserves the right to include senior staff from either organization at the bi-weekly meeting in lieu of the Authority and the County Department/Division Head Meeting. At the bi-weekly progress meetings, discussions shall be held concerning all aspects of the project work including, but not limited to:

- a) Minutes or notes regarding the previous meeting;
- b) Progress since the last meeting across all work tasks;
- c) Status of deliverables and deliverable reviews;
- d) Planned progress for the next month or months, as necessary;
- e) Status of the project schedule;
- f) Coordination between parties;
- g) Problems, conflicts, and observations;
- h) Safety concerns;
- i) Status of budget;

- j) Status of current open and closed construction items for meetings. The Construction Management Engineer shall maintain a rolling list of formerly open and closed action items as a separate project record document; and
- k) Other business; and the next meeting date.

In addition to the standard bi-weekly discussion items, the CME also will provide the following items in connection with the Construction Management and Inspection Support Services: major construction conflicts and problems, meeting minutes, summary of change orders and claims, time delays, and work accomplished, cash flow projections, and shop drawing and RFI logs/status reports.

The Bi-Weekly Project Progress Meetings shall be primarily attended by the CME's Project Manager with principal discipline staff/subconsultants only attending for specific topics of interest. In other words, the CME should actively limit the number of its staff at the meetings. Other attendees may include representatives of the Authority, the County, the Construction Contractor, regulating agencies, and other subcontractors whose work affects or is affected by project activities at the Landfill, and others as deemed appropriate by these parties. The Monthly Project Progress Meetings shall be scheduled and held on a consistent date from month to month (e.g., the 4<sup>th</sup> Thursday of the Month at 1:00 PM) for the entire duration of the project. The Monthly Project Progress Meetings shall be held in the conference room at the Shady Grove Processing Facility and Transfer Station, 16101 Frederick Road, Derwood, MD or in the construction trailer at the site, as agreed to for each meeting. The CME shall prepare and distribute meeting minutes for review, comment, and acceptance within four (4) days of the meeting occurrence.

- 12) Administration of Submittals. The CME will administer the submittal review process for all required submittals by the Construction Contractor per the Construction Documents. This work shall include:
  - a) Coordination with the Construction Contractor regarding submittal requirements including, but not limited to: shop drawings, samples, material testing, material placement testing, performance tests, O&M manuals, schedules, warranty bonds, installation certifications, inspections, and other items required by the Construction Documents;
  - b) Submittal receipt, log-in, general conformance review, issuance to the Design Engineer for formal review/comment/approval, receipt, log-in, and return to the Construction Contractor. Repeat process for all rejected submittals;
  - c) The CME will point out all discrepancies found in the submittals during CME conformance review when issued to the Design Engineer for review/comment/approval;
  - d) All submittals or submittal transmittal sheets received shall be logged in and the date of receipt recorded. Submittals received at the site requiring review by others shall be sent the same day as received to the appropriate reviewers following log-in;

- e) The CME will keep the Construction Contractor advised before work commences of work requiring prior submittal approval; and
  - f) The CME does not have the authority to waive contract requirements or grant substitutions of the specified materials.
- 13) A complete set of approved submittals and the official Construction Contractor's shop drawing log will be maintained at the resident field inspector's field office.
- 14) The Construction Contractor is responsible for performing and providing documentation to demonstrate conformance with the material specifications and testing requirements within the Construction Documents. The CME is responsible for coordinating and monitoring these activities, performing the initial conformance review of shop drawing submittals and testing documentation, providing shop drawings and testing documentation to the Design Engineer, receiving responses from the Design Engineer and providing this information to the Construction Contractor, and ensuring overall compliance with the Construction Documents.
- 15) The CME shall perform pre-construction site inspection/testing of material sources, review submittals and material testing data submitted by the Construction Contractor at specified frequencies, perform daily visual observations and inspection of all materials brought on-site, and/or conduct all required materials testing requirements, per the Construction Documents and the CME prepared Construction QA/QC Manual. The CME will provide all labor, field testing equipment, supplies, laboratory conformance testing, and appurtenances to complete the project work for continuous inspection and materials testing. The CME will also establish critical points in the construction process related to materials testing and require check off before the Construction Contractor proceeds. CME to coordinate with the Design Engineer on all material testing and settlement monitoring requirements per the Construction Documents and the CME prepared Construction QA/QC Manual.
- 16) Upon the written request of the Authority, the CME shall perform additional independent material specification and material placement verification testing during the remediation construction project that may include, but is not limited to: soil, clay, aggregate, concrete, asphalt, and Geosynthetics, etc. The CME will provide all labor, field testing equipment, supplies, laboratory conformance testing, and appurtenances to complete the project work for continuous inspection and materials testing. The CME will also establish critical points in the construction process related to materials testing and require check off before the Construction Contractor proceeds. CME to coordinate with the Design Engineer on all material testing and settlement monitoring requirements per the Construction Documents and the CME prepared Construction QA/QC Manual.
- 17) Review and certify the validity of the Construction Contractor's payments requests, resolve all discrepancies with the Construction Contractor, and submit with recommendations and supporting documentation to the Authority for processing.

- 18) Construction Stakeout/Survey. The CME shall provide surveying services as required by the Construction QA/QC Manual and to perform periodic field stakeout and survey verification of the Construction Contractor's work to assess the quality of work and conformance with contract requirements. This work can be performed via a permitted drone or by traditional field survey techniques. Survey services and records shall be signed and sealed by a Professional Land Surveyor licensed in the State of Maryland and provided in hard-copy and electronic editable and PDF versions. The CME shall budget 320 hours and associated field expenses for the work.
- 19) Prepare Final Construction Certification Report signed and sealed by a Professional Engineer registered in the state of Maryland, as required in the Construction QA/QC Manual to submit to the Maryland Department of the Environment.
- 20) Prepare "red-lined" record prints of contract drawings, showing all "as constructed" conditions. These drawings will be used by the design consultant to prepare a set of original reproducible "Record Drawings". At a minimum the red-lined drawings shall show details on underground pipes, exact location of laterals, electrical ducts, utilities, and other underground structures tied to surface features to permit accurate location. Process lines to have pipe lengths, fittings, and runs identified. The red-lined drawings shall be submitted to the Authority/Montgomery County and the Design Engineer immediately following conditional acceptance by the Authority/Montgomery County. All records, logs, files, photos, video tapes created and collected during this construction period, clearly labeled and identified, shall be turned over to the Authority/Montgomery County following completion of the project.
- 21) Maintain a complete and progressive hard-copy and electronic project record of the remediation construction project on-site in the CME's Field Office. This documentation will be turned over to the Authority at the completion of the project in an orderly and chronological format. This includes, but is not limited to: all final and approved versions of:
  - a) the Construction RFP, Addendums, the Construction Contract, and Amendments and any additional drawings issued subsequent to execution of the contract;
  - b) the Construction Documents;
  - c) Permits and Rights-of-Entry/Access Agreements;
  - d) Files for correspondence, records for all on-site meetings; daily inspection reports and project diary, and progress reports;
  - e) Construction Contractor RFIs, Shop Drawing and Sample Submittals, etc., and the Engineer's responses;
  - f) Design Engineer's clarifications and interpretations;
  - g) Material Testing documentation,
  - h) Field Orders and Change Orders;
  - i) Regulatory enforcement actions;
  - j) Red-lines of any changes to the Construction Documents; and
  - k) Other project-related documentation.

- 22) No Charge for Punch List Item Inspection Services. Per the Construction Documents, the CME is responsible for ensuring that the quality objectives specified therein receive the requisite attention. The CME will provide, at its sole cost and expense, all inspection services required to correct punch list items within the scope of the Construction Documents identified during the conditional acceptance inspection that were not reflected on the inspector's punch list. Such punch list items reflect work not conforming to the specifications of the Construction Documents.

#### Task-specific Assumptions

- 1) The CME will provide draft and final versions of all deliverables in Task 3.
- 2) The CME will attend up to 106 bi-weekly progress meetings.
- 3) The CME will incorporate up to two (2) rounds of comments from the Authority/Montgomery County on each of the draft deliverables in Task 3.
- 4) The CME will provide five (5) hard-copies of all draft and final documents to the Authority. The CME shall provide two (2) electronic PDF format copies along with all editable electronic copies in Microsoft Word, Microsoft Excel, Microsoft PowerPoint, or documents in other editable formats on USB.

#### Deliverables

- 1) From Task 1, the final Project Communication Plan and Construction QA/QC Manual (including the Document Review Acknowledgement with signatures) and updates as needed during Tasks 3 and 4.
- 2) Pre-construction, construction progress, and post-construction photographic and video recording documentation.
- 3) Draft and Final agendas, sign-in sheets, and minutes from the Remediation Construction Kick-off Meeting, bi-weekly progress meetings, and other project meetings in Task 3.
- 4) Updates to the Remediation Construction Project Schedule and Deliverables Schedule.
- 5) Weekly Progress Emails and Monthly Progress Reports.
- 6) Draft and Final Submittal Logs.
- 7) Draft and Final material testing and certification documentation.
- 8) Draft and Final Stakeout/Survey documentation.
- 9) A complete and progressive hard-copy and electronic project record of the remediation construction project that was maintained on-site by the CME.

#### ***Task 4 – Construction Inspection Services***

It is the responsibility of the CME to integrate the various phases of work and the associated services prior to construction, during construction, and after construction. Refer to Section 3.1.3 of this RFP for the overarching construction management and project management services to be provided by the CME (i.e., the Offeror) for this project.

In addition, this project has several Quality Control objectives that the CME is required to comply with and perform their services to assure the Construction Contractor meets the quality control standard established by the Construction Documents and the Construction QA/QC Manual, which shall include, but not be limited to: 1) be alert to the use of proper materials; 2) be alert to the Construction Contractor's workmanship; and 3) review equipment for proper installation before initial operation checking proper rotation, oil levels, lubrication, related punchlist items, equipment readiness log, etc.

- 1) Construction Inspection. The CME shall provide various forms of communication and correspondence during the project, which is incumbent upon the project work. This includes, but is not limited to:
  - a) The CME will perform all necessary research, investigations, permitting enforcement and support activities, management and inspection, document reviews and responses, and other preparation work required to complete the MDE-approved CMA at the closed Gude Landfill as identified in **Exhibit 2** and as required during project activities;
  - b) The CME shall prepare and provide applicable documentation (such as updated site drawings, narratives, etc.) to the Authority/Montgomery County with updating existing County Plans based on the project work at the end of the project(s);
  - c) The CME shall maintain detailed written documentation and records for correspondence with all applicable federal, state, and local permitting agencies to inquire about potential permitting requirements and public notification requirements regarding the work of the MDE-approved CMA at the closed Gude Landfill. CME must transmit electronic copies of all correspondence to the Authority/Montgomery County within one (1) business day of either transmittal or receipt;
  - d) Telephone, email, letter, and other associated correspondence with the Authority, its member jurisdiction and designated agents, regulatory agencies, and other entities and individuals as required by the project work;
  - e) Conduct meetings as necessary to discuss observed problems and/or to resolve conflicts. An appropriate representative of the CME firm shall chair all meetings and submit prepared minutes of meetings to all attendees;
  - f) The CME shall be responsible for any required meetings with the regulating agencies and entities for the performance of work under Task 3;
  - g) Review the Final Construction QA/QC Manual with all CME Staff and provide the Document Review Acknowledgement Form with signature for all staff on the project. Provide the Authority/Montgomery County with the Final Construction QA/QC Manual and updates as required;
  - h) Meeting preparation, attendance, and documentation, which shall include advance agendas, meeting minutes, presentations, and other work items as required by the project work;

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- i) Evaluate the Construction Documents and identify potential construction problems, for example; coordination with ongoing landfill operations, interruptions or delays in service to citizens, scheduling, relocation difficulties, etc. Plan and execute all steps necessary to avoid these problems;
- j) Review, coordinate, enforce, and document all of the applicable requirements of the Construction Documents, Permits, and Rights-of-Entry/Access agreements;
- k) Coordinate all necessary plan and specification interpretations and clarifications;
- l) Provide specialized technical support to assist the inspector as needed or requested by the Authority/Montgomery County.
- m) Be alert to problems and take steps to resolve them before they become major issues;
- n) The Construction Contractor is responsible for all safety on the job site. However, if, during the course their inspection, the CME observes a condition or act, which they believe to be unsafe, they shall immediately notify the Construction Contractor and the Authority/County;
- o) Prepare draft change orders and field orders for approval by the Authority/Montgomery County. Following approval, administer same with the Construction Contractor;
- p) Prepare an independent engineer's estimate on proposed change orders.
- q) Maintain detailed records of all work performed on a force account or time and material basis;
- r) Require special inspection or testing of the Construction Contractor's work.
- s) Recommend the acceptability of the work;
- t) Witness and record the results of all performance tests;
- u) Conduct and develop punch lists for all formal inspections;
- v) Develop supplemental punch lists for the Construction Contractor in conjunction with his readiness for the testing and inspections and recommend to the Authority/Montgomery County that the conditional acceptance or final acceptance inspections occur;
- w) Prepare routine letters, memorandum, reports, change orders and miscellaneous paperwork as directed by the Authority/Montgomery County for signature by the Authority/Montgomery County;
- x) Respond to public complaints, including contacting complainants, determining solutions; prepare letters, etc. in accordance with the Authority's/Montgomery County's policy and procedures, which requires timely action by the CME;
- y) Maintain a telephone recorder / voice mail system at the CME Field Office which is to be monitored daily;
- z) Manage and log all aspects of the materials testing and certification requirements per the Construction Documents and the Construction QA/QC Manual; and

- aa) The Construction Contractor will provide the CME will a Field Office with ingress and egress (i.e., office trailer) at the Gude Landfill site with electricity, water, and sewer connections. The CME is responsible for all other connectivity, equipment, furniture, supplies, and appurtenances for the project work.
- 2) From Task 1, provide the final Project Communication Plan and Construction QA/QC Manual (with the Document Review Acknowledgement with signatures), and continue to update these documents as needed during Tasks 3 and 4.
- 3) Prepare pre-construction, progress during construction, and post-construction records of the Gude Landfill and the remediation construction project. The pre-construction and post-construction work will include photographic cataloging and video recordings of the entire project site and all existing structures inside and out before the Construction Contractor begins their mobilization and following conditional acceptance of the remediation construction project. Progress construction photographic cataloging and video recordings shall be obtained over the course of the monthly work and provided with the CME's Monthly Progress Report. The CME will properly label photographs and videos for identification. Drone usage is acceptable; however, the obtaining of approvals and permits if required, is the responsibility of the CME. A complete record shall be turned over by the CMDE along with all supporting information after conditional and final acceptance. The photos on subsurface construction should receive special attention since that work will not be visible for future reference. In addition, photograph areas where problems are encountered, non-conformance by the Construction Contractor, and in general critical areas in the construction work. Photos are to be annotated, dated, and maintained at the job site.
- 4) Evaluate the Construction Documents and identify potential construction problems, for example; coordination with ongoing landfill operations, interruptions or delays in service to citizens, scheduling, relocation difficulties, etc. Plan and execute all steps necessary to avoid these problems.
- 5) Remediation Construction Kick-off Meeting and Bi-Weekly Project Progress Meetings. The CME shall schedule, hold, and facilitate bi-weekly project progress meetings and at other times if requested by the Authority/Montgomery County or as the CME deems necessary to discuss and review project-related activities for the entire duration of the project. The format and schedule for the Bi-Weekly Project Progress Meetings shall be approved by the Authority/Montgomery County. The estimated duration for the remediation construction project is 1,600 calendar days and the CME shall budget for 106 bi-weekly progress meetings through the duration of construction.
- 6) Conduct additional meetings as necessary to resolve conflicts or specific problems. An appropriate representative of the inspecting consulting firm shall chair all meetings and submit prepared minutes of meetings to all attendees.

- 7) The number of inspectors shall be commensurate with the level of work in progress. The inspector shall perform detailed quality control inspection of all work in progress, check construction layouts against the Construction Documents, and inspect all materials prior to installation. In general, the inspector assures that all construction work is carried out in full compliance with the contract drawings and specifications. In addition the inspector shall:
- a) Review Construction Contractor's layout, alignment, elevations, and his control methods thereof;
  - b) Initiate, organize, and coordinate all required inspections including the assembly of all comments from the inspecting parties. These comments shall be culled for requirements in the Construction Documents and all items sent forward to County;
  - c) Items clearly required under the Construction Documents shall be administered as punch lists items to include tracking and follow-up with the Construction Contractor until completed;
  - d) Conduct on-site observations of work in progress and determine if the project is proceeding in accordance with the Construction Documents. Verify that completed work conforms to the requirements of the Construction Documents;
  - e) Observe all required tests performed by the Construction Contractor.
  - f) Report work considered unsatisfactory, and advise the County what work should be corrected, rejected, uncovered for observation, or subject to special tests or inspections;
  - g) Transmit the Design Engineer's clarifications and interpretations of Construction Documents to the Construction Contractor.
  - h) Evaluate the Construction Contractor's suggestions for variations from the Construction Documents and provide recommendations to the Authority/Montgomery County;
  - i) Permit no work to be covered before it is inspected.
  - j) Inspect sediment control measures and direct the Construction Contractor to take corrective measures to maintain or contain sediment and erosion control systems in accordance with the approved sediment and erosion control plan. Prepare weekly and monthly sediment control reports; and
  - k) Develop and maintain punch lists of unresolved work items required of the Construction Contractor but not completed. Develop this list as unresolved items occur and maintain it throughout the remainder of the construction stage, adding, or deleting work items as appropriate.

The CME shall provide staffing for the inspection service during the construction of the Project. This includes, but is not limited to, the provision of photography, videography and aerial survey services to monitor and document the progress of the Project (sediment and erosion controls, grading, settlement, odor, and dust mitigation, storage of goods and materials, etc.)

- The CME will provide adequate staffing for every day that construction activities are taking place. On days when weather or schedule precludes active construction activities, the CME field personnel may work remotely to reduce travel costs, for a maximum billing of 1.5 hours per work day without prior written authorization from the Authority/Montgomery County.
- 8) Daily Inspection, Inspection Reports and Project Diary/Log Book. The CME shall prepare daily records of the project work accomplished in conformance with Construction Documents. The CME will maintain a project diary or log book, in a format suitable for submission as evidence in court proceedings and to be surrendered to the Authority/Montgomery County upon request. Daily Inspection Reports during construction, will be submitted as a summary of the remediation construction diary or log book with the monthly progress reports. The CME will record at a minimum, but not limited to, manpower, equipment in use, idle equipment, dewatering operations, hours on job site, weather conditions, data relative to questions of extras or deductions, list of visiting officials, daily activities including the location and description of tasks being performed by the Construction Contractor, decisions, general observations, and more detailed observations as in the case of observing test procedures.
  - 9) The Construction Contractor is responsible for performing and providing documentation to demonstrate conformance with the material specifications and testing requirements within the Construction Documents. The CME is responsible for coordinating and monitoring these activities, performing the initial conformance review of shop drawing submittals and testing documentation, providing shop drawings and testing documentation to the Design Engineer, receiving responses from the Design Engineer and providing this information to the Construction Contractor, and ensuring overall compliance with the Construction Documents.
  - 10) The CME shall perform pre-construction site inspection/testing of material sources, review submittals and material testing data submitted by the Construction Contractor at specified frequencies, perform daily visual observations and inspection of all materials brought on-site, and/or conduct all required materials testing requirements, per the Construction Documents and the CME prepared Construction QA/QC Manual. The CME will provide all labor, field testing equipment, supplies, laboratory conformance testing, and appurtenances to complete the project work for continuous inspection and materials testing. The CME will also establish critical points in the construction process related to materials testing and require check off before the Construction Contractor proceeds. CME to coordinate with the Design Engineer on all material testing and settlement monitoring requirements per the Construction Documents and the CME prepared Construction QA/QC Manual.
  - 11) Upon the written request of the Authority, the CME shall perform additional independent material specification and material placement verification testing during the remediation construction project that may include, but is not limited to: soil, clay, aggregate, concrete, asphalt, and Geosynthetics, etc. The CME will provide all labor, field testing equipment, supplies, laboratory conformance testing, and appurtenances

- to complete the project work for continuous inspection and materials testing. The CME will also establish critical points in the construction process related to materials testing and require check off before the Construction Contractor proceeds. CME to coordinate with the Design Engineer on all material testing and settlement monitoring requirements per the Construction Documents and the CME prepared Construction QA/QC Manual.
- 12) The CME will collect, prior to the conditional acceptance inspection, the nameplate data on all mechanical and electrical equipment and instrumentation installed by the Construction Contractor. A complete Mechanical and Electronic Equipment Inventory shall be undertaken with the above-mentioned data collected and turned over to the Authority/Montgomery County in electronic M.S. Excel and PDF format.
  - 13) Prepare Final Construction Certification Report signed and sealed by a Professional Engineer registered in the state of Maryland, as required in the Construction QA/QC Manual to submit to the Maryland Department of the Environment.
  - 14) Prepare “red-lined” record prints of contract drawings, showing all “as constructed” conditions. These drawings will be used by the design consultant to prepare a set of original reproducible “Record Drawings”. At a minimum the red-lined drawings shall show details on underground pipes, exact location of laterals, electrical ducts, utilities, and other underground structures tied to surface features to permit accurate location. Process lines to have pipe lengths, fittings, and runs identified. The red-lined drawings shall be submitted to the Authority/Montgomery County and the Design Engineer immediately following conditional acceptance by the Authority/Montgomery County. All records, logs, files, photos, video tapes created and collected during this construction period, clearly labeled and identified, shall be turned over to the Authority/Montgomery County following completion of the project.
  - 15) Maintain a complete and progressive hard-copy and electronic project record of the remediation construction project on-site in the CME’s Field Office. This documentation will be turned over to the Authority/Montgomery County at the completion of the project in an orderly and chronological format. This includes, but is not limited to, all final and approved versions of:
    - a) the Construction RFP, Addendums, the Construction Contract, and Amendments and any additional drawings issued subsequent to execution of the contract;
    - b) the Construction Documents;
    - c) Permits and Rights-of-Entry/Access Agreements;
    - d) Files for correspondence, records for all on-site meetings; daily inspection reports and project diary, and progress reports;
    - e) Construction Contractor RFIs, Shop Drawing and Sample Submittals, etc. and the Design Engineer’s responses;
    - f) Design Engineer’s clarifications and interpretations;
    - g) Material Testing documentation;

- h) Field Orders and Change Orders;
  - i) Regulatory enforcement actions;
  - j) Red-lines of any changes to the Construction; and
  - k) Other project-related documentation.
- 16) No Charge for Punch List Item Inspection Services. Per the Construction Documents, the CME is responsible for ensuring that the quality objectives specified therein receive the requisite attention. The CME will provide, at its sole cost and expense, all inspection services required to correct punch list items within the scope of the Construction Documents identified during the conditional acceptance inspection that were not reflected on the inspector's punch list. Such punch list items reflect work not conforming to the specifications of the Construction Documents.

#### Task-specific Assumptions

- 1) The CME will provide draft and final versions of all deliverables in Task 4.
- 2) The CME will attend up to 106 bi-weekly progress meetings.
- 3) The CME will incorporate up to two (2) rounds of comments from the Authority/Montgomery County on each of the draft deliverables in Task 4.
- 4) The CME will provide five (5) hard-copies of all draft and final documents to the Authority/Montgomery County. The CME shall provide two (2) electronic PDF format copies along with all editable electronic copies in Microsoft Word, Microsoft Excel, Microsoft PowerPoint, or documents in other editable formats on USB.

#### Deliverables

- 1) Daily Inspection Reports during construction, as a summary of the remediation construction diary or log book.
- 2) Construction Project diaries or log books.
- 3) Material Testing
- 4) Draft and Final Mechanical and Electronic Equipment Inventory.
- 5) Draft and Final Construction Certification Reports.
- 6) A complete and progressive hard-copy and electronic project record of the remediation construction project that was maintained on-site by the CME.

#### ***Task 5 – Project Performance Support Services***

It is the responsibility of the CME to integrate the various phases of work and the associated services prior to construction, during construction, and after construction. Refer to Section 3.1.3 of this Request for Proposals for the overarching construction management and project management services to be provided by the CME (i.e., the Offeror) for this project.

Following the conditional acceptance of the remediation construction project with MDE certification approval, the CME will provide construction management, construction inspection, and other related support services during the performance and/or warranty

period of the remediation construction project. Information regarding the performance and/or warranty period will be included in the remediation project's Construction Documents; however, at this time, the CME will assume a period of 12 months (i.e., one-year) following conditional acceptance for the remediation project. The CME shall ensure that warrantable repairs are responded to in a timely fashion and that all such repairs are performed in a workmanlike manner, without material errors, omissions, or defects in the work or construction methods. The Project Performance Support services for the CME will include, but are not limited to:

- 1) The CME will develop a checklist for review and approval by the Authority/Montgomery County to inspect the remediation construction project at the Gude Landfill. The CME will perform monthly inspections of the remediation construction project to identify performance issues and/or warranty repairs that need to be corrected by the Construction Contractor. The CME will provide monthly reports with its findings and will propose solutions for the correction action to the Authority/Montgomery County for review/comment;
- 2) Responding to questions, clarifications, and requests by the Authority/Montgomery County to investigate and assess the remediation project work as it relates to the performance and/or warranty period and the associated potential repair work;
- 3) Investigate, assess, and inspect the remediation project work and prepare written and photographic documentation to summarize findings. Prepare supplemental documentation as needed to support performance and/or warranty claims;
- 4) Coordination, correspondence, and inspection of the Construction Contractor's work required to correct any outstanding performance deficiency items or warranty repair issues that arise during the performance and/or warranty period;
- 5) Retain all project documentation during the performance and/or warranty period. Prepare a Deficiency/Repair Summary Report with written and photographic documentation for each deficiency or repair item during the performance and/or warranty period. This Report shall include a rolling list of deficiency and repair items along with an item description, start/completion dates, and closeout documentation;
- 6) Schedule and conduct a formal final inspection 30 to 60 days prior to expiration of the performance and/or warranty period; and
- 7) Prepare a written Final Inspection Report encompassing the entire performance and/or warranty period as well as the results of the final inspection results.

#### Task-Specific Assumptions

- 1) The CME will provide draft and final versions of all deliverables in Task 5.
- 2) The CME will perform monthly inspections during the performance and/or warranty period.
- 3) The CME will perform a site visit/inspection for each deficiency or warranty repair as the request of the Authority/Montgomery County.
- 4) The CME will incorporate up to two (2) rounds of comments from the Authority/Montgomery County on each of the draft deliverables in Task 5.

- 5) The CME will provide five (5) hard-copies of all draft and final documents to the Authority/Montgomery County. The CME shall provide two (2) electronic PDF format copies along with all editable electronic copies in Microsoft Word, Microsoft Excel, Microsoft PowerPoint, or documents in other editable formats on USB.

#### Deliverables

- 1) Draft and Final versions of the Monthly Performance/Warranty Inspection Reports.
- 2) Draft and Final versions of the Deficiency/Repair Summary Reports.
- 3) Draft and Final versions of the Final Inspection Report.

### **3.2 QUALIFICATIONS:**

The Offeror must show that it is qualified to assist the Authority for this scope of work. For qualification, the Offeror must provide a statement of qualifications that addresses the following items as well as a minimum of three (3) references for key projects similar in scope to the Service. The Offeror must reference at least one project that is three (3) years or newer, in a similarly sized municipality as the County. The Offeror must show experience in the following areas within the specific response requested:

- Construction management/inspection/support for solid waste disposal facilities in Maryland or similar sized municipal service jurisdictions;
- Planning, design, and permitting of solid waste disposal facilities in Maryland or similar sized municipal service jurisdictions;
- Design and Construction management/inspection/support for Landfill Capping and Closure projects with waste excavation, landfill gas and stormwater management improvements in Maryland or similar sized municipal service jurisdictions;
- Soil and Geosynthetics placement, installation, monitoring, testing and reporting, including well drilling sampling and oversight;
- Landfill gas recovery (including, but not limited to, planning, design, permitting, well drilling, well sampling and well maintenance of landfill gas systems);
- Use and production of solar, geothermal and wind energy;
- Stakeholder Engagement including communication and outreach with the local Community for the ongoing communications for construction projects;
- Landfill operations (including, but not limited to, technology evaluation, disposal and recycling operations, data acquisition design and testing, etc.);
- Environmental monitoring and compliance for solid waste disposal facilities including groundwater and landfill gas;
- All aspects of environmental compliance (including, but not limited to, all aspects of planning, investigating, remedial studies and development of remediation alternatives, monitoring, testing and reporting and compliance correspondence, as required);
- Leachate management system design (including, but not limited to, collection, conveyance, storage and treatment);
- Landfill gas reuse and energy generation facilities (including, but not limited to, design,

- permitting, construction support, testing and operations, design, and testing);
- Preparation of applications for obtaining environmental permits (including but not limited to, reporting, soil management, and equipment specifications assistance); and
- Knowledge of Local, State and Federal regulations (including but not limited to, air, stormwater, and solid waste management).

**References must include a contact name as well as the company name, current address and current phone number.**

**Résumés of Key Individuals that would be assigned to assist the Authority must be included. This is to include Professional Engineers licensed in the State of Maryland. The Offeror must also provide Statements of Non-Segregated Facilities, Drug Free Workplace Policy, current Maryland State Department of Assessments and Taxation (MDSDAT) Certificates for all firms in the proposal. If the Offeror does not currently have the required Statements and Certificates, the Offeror must provide a signed letter in the proposal indicating the Offeror shall obtain and provide the necessary Statements and Certificates prior to the signing of the Contract. The Authority will not sign a Contract with a selected Construction Management Engineer until the required Statements and Certificates are received.**

Environmental/Legal Compliance: Offeror must disclose if the Offeror, or any parent, subsidiary or affiliated organization, has been convicted of any misconduct or fined an amount greater than \$10,000 for a civil or criminal violation of any federal, state, or local statute or regulation, or has been issued any violation notice, compliance order, consent order or other enforcement documents during the previous two (2) years. If such disclosure is applicable, provide a description of the nature of the conviction or violation, the outcome of the event, and a copy of any enforcement documentation.

### **3.3 PROJECT SCHEDULE:**

The CME must include a detailed Proposal Project Schedule in their Proposal that considers and accounts for all deliverables and Tasks 1-5 (pre-construction support, procurement support, construction management, construction inspection, and project performance support services as outlined in this RFP. The detailed Proposal Project Schedule shall also consider their professional experience on similar projects as well as associated project activities, permitting requirements, and regulating entity review timelines. The CME must also include a separate standalone Deliverables Schedule in their Proposal to accompany the detailed Proposal Project Schedule.

A general outline of preliminary project activities and timeframes is provided below:

Design Engineer Start	March 2018
Design Engineer 60% Submission	July 2019
Design Engineer 90%-100% Design/Permitting	July 2019 – March 2020

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Issuance of CME RFP	August 12, 2019
Pre-Proposal Meeting and Site Visit for CME	August 19, 2019
Offeror Written Questions due for CME	August 23, 2019
Offeror Proposals due for CME	September 10, 2019
Proposal Evaluation/Negotiation/Award for CME	September 2019 – October 2019

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Design Engineer 90%-100% Design/Permitting	July 2019 – March 2020
Construction Contractor Pre-Qualification Services	October 2019 – December 2019
Construction Contractor Procurement Services	March 2020 – August 2020
Remediation Construction	August 2020 – December 2024
Performance and Warranty Period	December 2024 – November 2025

Upon Award of the Project, the CME will be responsible for preparing detailed project schedules and deliverables schedules for the entire duration of the project work and as necessary for project-related activities and meetings. Both schedules are to be prepared and distributed in Microsoft Project and PDF formats.

### **3.4 PRICE PROPOSAL:**

The CME must include a Price Proposal that shows the hourly rates including any multiplier for all individuals that would be working on the Service Contract. The CME must include a schedule of standard expense costs such as photocopying and mileage charges. All standard and expected expenses must be included in the Price Proposal. The CME shall complete the Price Proposal General Rate Sheet and the Price Proposal Summary for all five (5) tasks:

- Task 1 – Pre-Construction Support Services
- Task 2 – Procurement Support Services
- Task 3 – Construction Management Services
- Task 4 – Construction Inspection Services
- Task 5 – Project Performance Support Services

Both the hourly rates and expense schedule, including the two optional years described above are subject to a requested annual CPI increase calculation as reflected in **Section 9.2 of Service Contract in Exhibit 4**. The maximum annual change is 4%, if allowed. Project Principal/Officer/Director annual adjustments are capped at 2%, if allowed.

The Authority recognizes that the rates for Tasks 1-5 may change as the effort will likely extend beyond one fiscal year. All proposals will be evaluated using the same estimated CPI multiplier for Tasks 1-5 for the full term of the Contract.

**The rates provided must be equal to or less than any contract rates that are provided under contract with any of the other Authority Member Jurisdictions and the Maryland Environmental Service.**

The price proposal (“General Rate Sheet,” “Summary Sheet,” and “Optional Item Sheet”) shall be formatted as shown below and Construction Management Engineer’s staff should follow the titles as shown in **Exhibit 3**, unless otherwise noted. **ALL PROPOSALS MUST BE TIME AND MATERIAL. NO LUMP SUM PROPOSALS WILL BE ACCEPTED.**

### **3.5 IRREVOCABILITY OF PRICE PROPOSAL:**

The rates proposed under Section 3.4 of the this RFP will be irrevocable for a period of 120 days from the Proposal Closing date, or, if modified during negotiations pursuant to Section 4.3, for a period of 120 days from the date such modified rates are proposed by the Construction Management Engineer.

## **PART IV - EVALUATION PROCEDURE**

### **4.1 EVALUATION COMMITTEE:**

The Executive Director will appoint an evaluation committee (the “Evaluation Committee”) to be composed of Authority and Member Jurisdiction staff, and other members, as necessary. The Evaluation Committee will evaluate the proposals received in accord with the criteria set forth in the RFP and make a recommendation for award to the Executive Director. After receiving and evaluating the recommendation of the Evaluation Committee, the Executive Director will make a recommendation to the Authority’s Members regarding the award. The Authority’s Members will take final action upon the recommendation.

### **4.2 DISCRETION IN DETERMINING DEVIATIONS AND COMPLIANCE:**

The Authority reserves and assigns to the Executive Director the right to determine which of the Construction Management Engineers have met the qualifications of this RFP. The Executive Director shall have the sole right to determine whether any deviation from the requirements of this RFP is substantive in nature, and the Executive Director may reject proposals that are not reasonably susceptible of being selected for Contract award. In addition, the Executive Director may reject in whole or in part any and all proposals, may waive minor irregularities in proposals, may allow a Construction Management Engineer to correct minor irregularities, and may negotiate with responsible Construction Management Engineers in any manner deemed necessary to serve the best interests of the Authority.

#### **4.3 MULTI-STEP COMPETITIVE SEALED NEGOTIATION:**

The Authority will employ the method of competitive negotiation to choose contract awardees. If the Executive Director determines that multi-step negotiations are in the best interests of the Authority and the County, the Executive Director will advise Offerors whose proposals are determined to be reasonably susceptible to award as to how such negotiations will be conducted. Upon completion of all negotiations, and upon receipt of best and final offers submitted because of such negotiations, the Evaluation Committee shall make a recommendation for award to the Executive Director. The Executive Director will make a recommendation to the Authority's Members regarding the award of a Contract(s). The Authority's Members will then take action upon the recommendation. Offerors whose proposals are not accepted will be so notified in writing.

#### **4.4 EVALUATION CONSIDERATIONS:**

The Authority will select the proposal(s) that are deemed to be the most responsible and responsive to the Authority or the Member Jurisdictions based on technical qualifications of the Offeror and price proposed. Technical qualifications are more important in the evaluation process than price.

The Evaluation Committee will evaluate the technical proposals based on compliance with the requirements and information requested in Section 1.6 of this RFP as well as the following factors:

- 1) Qualifications and Experience of the Offeror, including the qualifications and experience of the individuals proposed to work on the Authority contract.
- 2) Work Plan and Project Schedule, including, but not limited to, the Offeror's approach to project management and staff integration, performance of the project work with respect to all Tasks, the project communication plan, identification, and verification of permitting and regulatory requirements, support for the stakeholder engagement plan, quality assurance and quality control of the project work, and the duration of the project schedule.
- 3) Offeror's Price Proposal.
- 4) Preference will be given to firms who have proposed key individuals that are local because of resulting lower travel costs;
- 5) Demonstrated ability / methodology to meet potential federal, state, and local MBE/WBE requirements, if necessary as a condition for a particular task. Extent and quality of the proposed participation of minority firms and/or individuals; AND
- 6) References.

### **PART V - ADA COMPLIANCE**

#### **5.1 ALTERNATIVE FORMS:**

Alternative forms of this RFP will be provided upon request.

## **Exhibit 1**

### **Gude Landfill Site Background**

The Gude Landfill is located at 600 East Gude Drive, Rockville, Maryland 20850. The site has road access at two (2) locations: East Gude Drive and Southlawn Lane. The Landfill is currently owned by Montgomery County, Maryland and maintained by the Montgomery County Department of Environmental Protection (“DEP”). The Landfill was used for the disposal of municipal solid waste and incinerator residues from 1964 to 1982. The Landfill property encompasses approximately one hundred sixty-two (162) acres, of which approximately one hundred forty (140) acres were used for waste disposal. An additional fourteen (17) acres of waste disposal area was delineated on M-NCPPC property, beyond the northeastern property boundary of the Landfill. A land exchange was completed in 2014 between the County and M-NCPPC that transferred ownership of this additional waste disposal area to the County in exchange for a similar area of land without waste on the perimeter of the site which was transferred to M-NCPPC.

The typical ground cover across the Landfill site is open grassy fields with patches of brushy vegetation and trees on most side slopes and along the perimeter borders of the Landfill. The existing landfill gas collection system, including the gas extraction system well heads and gas conveyance piping, is situated above-grade on the Landfill’s ground surface. The site also has a limited area on the top of the Landfill that is currently designated for flying model airplanes and a concrete pad near the Southlawn Lane facility entrance road that is used for managing storm related debris. The surrounding area and properties adjacent to the Landfill have mixed uses including parkland, industrial property, and residential development. Specifically, the adjacent land areas consist of:

- M-NCPPC land and Crabbs Branch Stream (north by northeast).
- Asphalt and cement production facilities, equipment storage yards, scrap metal recycling facilities, and Southlawn Lane (east by southeast).
- East Gude Drive, WSSC property and Southlawn Branch Stream (southwest by south by southeast).
- Transcontinental (Williams Gas)/Columbia Gas natural gas pipeline right-of-way and the community of Derwood Station South residential development (west by northwest).

The Landfill was initially permitted by the County in 1963. The Landfill was subsequently operated and closed under several facility names and refuse disposal permits from 1964 to 1982. The facility name of the Gude-Southlawn Landfill was modified by reference to the Gude Landfill. There is no current refuse disposal permit that is applicable to the Landfill. The Landfill was constructed and operated prior to modern solid waste management disposal and facility design and closure standards that were implemented by the U.S. Environmental Protection Agency (“EPA”), under the Resource Conservation and Recovery Act (“RCRA”).

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Therefore, the Landfill was not originally constructed with a geosynthetic liner or compacted clay bottom liner, a leachate collection system, a landfill gas collection system, or a stormwater management system. Reportedly, soil was used as daily cover during waste filling, and a two (2) foot (ft.) (minimum) final layer of soil was reportedly placed over the waste mass during closure of the Landfill (in 1982) to support the vegetative cover. Since 1982, the County has voluntarily, or through regulatory mandates, implemented and maintained Best Management Practices (“BMPs”) for pre-regulatory era landfills to ensure compliance with Code of Maryland Regulations (“COMAR”) requirements. These BMPs include: soil and vegetative cover system installation, cover system maintenance, leachate seep repairs, landfill gas collection system installation and maintenance, water quality and landfill gas monitoring, and stormwater infrastructure improvements. The County currently maintains an active landfill gas collection system including: flares, over one hundred (100) gas extraction wells, and horizontal gas conveyance piping. The landfill gas- to- energy plant was shuttered on June 1, 2017. A network of on-site and offsite groundwater monitoring wells, a network of on-site landfill gas monitoring wells, environmental monitoring programs for groundwater, surface water, and landfill gas, and stormwater management infrastructure are also maintained at and for the Landfill site.

The Revised ACM Report was prepared for the Landfill in accordance with the specific requirements set forth under Title 40 CFR § 258.56 and the general requirements of the MDE for regulating solid waste disposal facilities under COMAR to recommend a CMA that addresses the following:

- Reported concentrations exceeding maximum contaminant levels, established by EPA as limits for drinking water, for volatile organic compounds, and other groundwater impacts at and beyond the Landfill property boundary per the COMAR 26.08.02. The constituents identified in the NES Amendment No. 1 for the Landfill (EA 2011) as groundwater impacts, based on MCL exceedances in 2011, include cadmium, 1,1-dichloroethene (“DCE”), cis-1,2-DCE, 1,2-dibromoethane, 1,2-dichloropropane, benzene, methylene chloride, tetrachloroethene (“PCE”), trichloroethene (“TCE”), vinyl chloride (“VC”), and nitrate.
- Intermittent exceedances of the lower explosive limit (LEL) for methane gas at the Landfill property boundary (per COMAR 26.04.07.03B (9)).
- Occurrences of non-stormwater discharges (e.g., leachate seeps) at the Landfill property boundary (per COMAR 26.08.04.08).

MDE has approved Toupee Capping and Additional Landfill Gas Collection as the corrective measure as identified in Appendix J – Work Plan of the Revised ACM Report in **Exhibit 2**. EA Engineering (“Design Engineer”) was selected in February of 2018 to prepare the design specifications for the MDE-approved Corrective Measures.

## **Exhibit 2**

### **Gude Landfill Supplemental Information**

Revised Assessment of Corrective Measures Report  
Relevant County and Regulatory Correspondence  
Environmental Monitoring Plans  
60% Design Drawings for the Project with the  
Basis of Design and Sequence of Construction  
Example Weekly Progress Email  
Example Monthly Progress Report

(Electronic file, PDF, to be placed on the Authority's procurement website)

## **Exhibit 3**

### **Proposal Forms**

Representative Project and Key Individual Experience Matrix  
Price Proposal and Staffing Rate Structure  
Price Proposal – Summary Sheet  
Price Proposal – Optional Item Sheet

(Electronic file, MS Word and PDF, to be placed on the Authority's procurement website)

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Representative Project and Key Individual Experience Matrix

<b>Staff Name</b>	<b>Position/Title</b>	<b>Representative Project</b>				
	Project Principal/Officer/Director					
	Construction Manager					
	Senior Professional/Engineer/Scientist					
	Project Professional/Engineer/Scientist					
	Staff Professional/Engineer/Scientist					
	Resident Project Representative					
	Field / Staff Technician					
	Support/Clerical Services					

Offerors may provide additional information to explain the relationship of the representative project and key individual matrix to the requirements of this Request for Proposals.

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Price Proposal Form and Staffing Rate Structure

<b>Position/Title</b>	<b>Billing Rate 1<sup>st</sup> Year</b>	<b>Task 1 Hours</b>	<b>Task 2 Hours</b>	<b>Task 3 Hours</b>	<b>Task 4 Hours</b>	<b>Task 5 Hours</b>	<b>Total Price (Hours x Rate)</b>
Project Principal/Officer/Director							
Construction Manager							
Senior Professional/Engineer/Scientist							
Project Professional/Engineer/Scientist							
Staff Professional/Engineer/Scientist							
Resident Project Representative							
Field / Staff Technician							
Support/Clerical Services							
Expenses							
Markup on Expenses (as %)	Not allowed	Not allowed	Not allowed	Not allowed	Not allowed	Not allowed	
Markup on Consulting Subcontractors (as %)	Not allowed	Not allowed	Not allowed	Not allowed	Not allowed	Not allowed	
Markup on Construction Subcontractors (as %)*	Per Proposal	Per Proposal	Per Proposal	Per Proposal	Per Proposal	Per Proposal	
*List for Construction Related Tasks							
Other Expenses (please list)							

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<b>PRICE PROPOSAL – SUMMARY SHEET</b>			
<b>ID</b>	<b>Task Description</b>	<b>Total Hours</b>	<b>Total Price</b>
Task 1	Pre-Construction Support Services		\$
Task 2	Procurement Support Services		\$
Task 3	Construction Management Services		\$
Task 4	Construction Inspection Services		\$
Task 5	Project Performance Support Services		\$
<b>Project Totals</b>			\$

<b>PRICE PROPOSAL – OPTIONAL ITEM SHEET</b>				
<b>ID</b>	<b>Task Description</b>	<b>Total Hours</b>	<b>Total Price</b>	<b>Participating Staff by Position/Title</b>
OP 1	Additional Progress Meeting		\$	
OP 2	Additional Agency Head Meeting		\$	
OP 3	Additional Compliance Meeting		\$	
OP 4	Additional Public Meeting		\$	
OP 5	Additional Presentation		\$	
OP 6	Materials Testing Allowance		\$ 100,000.00	
<b>Optional Item Totals</b>			\$	

## **Exhibit 4**

### **Service Contract**

(Electronic file, Microsoft Word and PDF, to be placed on the procurement website)