

Request for Qualifications Construction Manager at Risk Services

Project Owner: City of Oakland

Project Name: Water Treatment Plant Improvements

Project Location: Oakland, IA

Owner's Engineer: Snyder & Associates, Inc.

RFQ Issuance: August 26, 2025

Questions Deadline: September 11, before 4:00 P.M. CDT

SOQ Submittal Deadline: September 19, 2025, before 11:00 A.M. CDT

Public Opening of RFQ: September 19, 2025, 11:00 A.M. CDT

STATEMENT OF INTENT

The City of Oakland ("Owner") is soliciting Statements of Qualifications ("SOQ") for Construction Manager at Risk (CMAR) services to provide construction services for its project(s) described in this Request for Qualifications (RFQ) (the "Project" or "Projects"). This request invites qualified firms to submit SOQ for the accomplishment of the items of work described below under the Project Description and Scope of Work. SOQs shall be prepared and submitted in accordance with the requirements described in this RFQ.

Submittal: Submit an electronic PDF copy on by email. (Hard copies not required but are acceptable as a supplement to electronic submittal).

Qualifications Deadline: Before 11:00 AM (local time)
September 19, 2025

Deliver to: Chadd Kahlsdorf PE, PMP
ckahlsdorf@snyder-associates.com

PROJECT DESCRIPTION

The Oakland Water Treatment Plant Improvements Project includes design and construction of water treatment plant process, storage, and pumping upgrades located adjacent to existing water treatment facilities. The new water treatment upgrades include construction of a new treatment building that houses pressure filters and Reverse Osmosis (RO) treatment equipment. The treatment building will include chemical storage, laboratory space, office space, electrical, and other required space. New electrical and controls will be included with this portion of the project.

The project also includes a new high service pumping station and finished water storage tank. The high service pumping station will include electrical space, chemical storage, and space for required pumps. This building is anticipated to be generally constructed of precast concrete. The finished water storage tank is anticipated to include a glass lined steel tank. New electrical and controls will be included with this portion of the project. The project will include yard piping, sitework, and emergency generator power for the new facilities.

SCOPE OF SERVICES

The CMAR along with the Owner, Architect and Engineer (A/E) Teams will be a critical member of the project team, providing services prior to the start of construction through final acceptance and project closeout. The CMAR services are briefly outlined below for pre-construction, construction, and post construction.:

1. Pricing, phasing, and constructability reviews for construction.
2. Pre-construction services, including cost estimating and bidding services.
3. Construction Manager at Risk of approved scope of work.

1. Pricing, phasing, and constructability reviews for construction.
2. Pre-construction services, including cost estimating and bidding services.
3. Construction Manager at Risk of approved scope of work.
4. Solicitation of subcontractors pursuant to Iowa Code 26A.
5. Other pertinent information and required services to complete work.

See Exhibit A for more information on the above listed services.

ANTICIPATED CMAR SELECTION SCHEDULE

Issuance of RFQ:	August 26, 2025
RFQ Questions Deadline:	September 11, 2025, before 4:00 P.M. CDT
SOQ Due:	September 19, 2025, before 11:00 A.M. CDT
Public Opening of SOQ Submissions:	September 19, 2025, 11:00 A.M. CDT
Selection Committee Interviews (if needed):	September 30 to October 2, 2025
Notification of Selected CMAR:	October 14, 2025

SOQ SUBMISSION INSTRUCTIONS

Please submit one (1) electronic copy via email to the addresses listed below before the deadline stated. SOQ that are incomplete or are received after the date and time listed above will not be considered. Please keep submissions under 20mb.

Electronic submittal must be combined into one PDF file name shall be formatted as **Oakland_SOQ_COMPANYNAME.pdf**. The subject line in the email must include **Oakland CMAR SOQ Submission** to ensure that submission is clearly identified upon receipt.

SOQ FORMAT

To facilitate the review of the anticipated responses, each candidate firm shall submit its information electronically in PDF format. It must be submitted by email. Document formatting shall be standard letter size 8 ½ "x11" pages. The proposal shall not exceed 10 single-sided pages not including covers, cover letter, divider pages, and table of contents. All content pages shall be consecutively numbered.

SOQ CONTENT

The response submitted shall address the following specific criteria and present the information in the order identified below.

Section 1.0 – Firm Profile and Background (0 points)

- A. Firm – Identify the firm's name and address of its principal office and any branch office, and a brief history of the firm. If the firm has more than one office, specify which office will be responsible for the project scope defined above (the "Project Office").
- B. Organization – Specify the type of organization (partnership, corporation or other) and the year established. State the number of years the firm has been involved in ongoing work in the locality or the vicinity of the Project.
- C. Volume – Provide a statement indicating the annual volume of completed construction in the last five years, and present and projected work. Indicate the specific extent of the Contact Office's involvement (prime contractor, joint venture partner, subcontractor, other).
- D. Provide a Description of the firm's core values, philosophy, and mission statement.

Section 2.0 – Project experience of similar size and scope (max 15 points)

- A. Specific Project List – Provide the following information for a minimum of three (3) public sector or private-sector projects completed by the Project Office that are similar in size and scope to the proposed Project. Please complete the following information separately
- B. Include the following information to the extent possible:
 - 1. Project name and address.
 - 2. Owner's name, address, contact names and emails.
 - 3. Type of water or wastewater treatment project, capacity, population served.
 - 4. Scope of service performed on the project, including any pre-construction services.
 - 5. List original construction contract cost and final project cost. Describe key cost management challenges and how you dealt with these issues.
 - 6. Construction duration and date of completion. Indicate key scheduling challenges and how they were overcome.
 - 7. Indicate the names of your Project Manager and Superintendent on each project.
 - 8. Indicate what percentage of the work was accomplished with your own forces and in what trades. Note that retention of all trades will follow qualification and bidding requirements under Iowa Code Chapter 26A. Self-performance of work by the CM is allowable under Iowa law in certain circumstances.
 - 9. Provide 2 references in addition to the projects listed above.
- C. Evaluation will heavily consider how similar example projects are to the type, size, and construction cost of the Owner's project, but will not consider whether the example projects were performed in the public-sector or private-sector and will also not consider the project delivery method.
- D. Describe your experience and knowledge of Iowa contractors, and the contractor market specific to this project area.
- E. Scoring will favor more recent project experience.

Section 3.0 – Past project with Owner (max 10 points)

- A. Identify, if any, civil or environmental projects constructed with the Owner for the past 20 years. Please include the project names and dates of project completion.

Section 4.0 – Proposed Project Team (max 10 points)

- A. List specific personnel proposed for the project team. Provide a narrative or organizational chart to indicate the project assignment, role or area of responsibility of each individual.
- B. For each team member, list relevant project experience and qualifications. Also state the current assignments and commitments for personnel proposed for the Project.
- C. Provide a resume for each proposed team member, specifically stating the project (or projects) they would be working on.

Section 5.0 – Proximity, Communication, Project Management (max 10 points)

- A. How far is the Project Office from the project site?
- B. Describe your communication plan with the Project Team. How will your communication plan ensure timely responses to issues as they arise during preconstruction and during construction?
- C. Indicate how you will assure the Owner that the proposed team members will dedicate the proper amount of time to this project and will not be reassigned to another project.
- D. Indicate a response plan and timeline for response in emergencies and/or urgent project situations.

Section 6.0 – Safety (max 5 points)

- A. Describe your Safety Record and Internal Safety Program.
- B. List and describe any OSHA violations for the 3 prior years.
- C. Indicate your insurance coverage limits.

EVALUATION CRITERIA

Submissions will be reviewed by the Owner's designated evaluation committee. The evaluation will be completed within 45 days of the date the Owner opens the RFQ responses. Qualification statements will be evaluated based on point values associated with the above sections during the RFQ process. The Owner will look collectively at experience and qualifications that align with the needs of the various projects, which shall be included under the final CM Contract.

The maximum score for each section is indicated above. Scores are based on how well the information submitted relates to the various identified Projects, section descriptions, and overall best value for the Owner. A score of 0 in any one section is grounds for disqualification.

Following the evaluation, the Owner will notify all respondents of the results. The Owner may hold interviews of the top three scores of qualified firms, if deemed necessary. Upon final selection the winning Contractor will be asked to submit a cost proposal to support the scope of work listed in Exhibit A.

OTHER INSTRUCTIONS

Candidate firms are not to rely on any oral instructions or answers. Questions shall be submitted prior to the Questions Deadline outlined above. Questions may be submitted by email in writing to Chadd Kahlsdorf at the following email address: ckahlsdorf@snyder-assciates.com. Include the following subject line with all questions/communications: **Oakland CMAR RFQ Questions**. Any questions will be collected, responded to, and issued by Addendum after the Questions Deadline. Oral Responses affecting the information provided by the Candidate firm in its submittal will not be binding on the Owner, its employees, agents, or representatives.

Responding firms will bear all costs for the preparation & delivery of the response to this RFQ.

The owner reserves certain rights, including, but not limited to the following:

1. Cancel the entire RFQ.
2. Reject all proposals.
3. Cancel the entire RFQ process and restart with modified criteria.
4. Remedy technical errors in the RFQ process.
5. Appoint evaluation committees to review qualifications and proposals.
6. Seek the assistance of outside technical experts in evaluation.
7. Issue subsequent requests for proposals.
8. Waive informalities and irregularities in the RFQ or subsequent RFP process.

This SOQ shall not, in any manner, be construed to be an obligation on the Owner to enter a contract or result in any claim for reimbursement of cost for any effort expended in responding to the SOQ or in anticipation of any contract.

IOWA'S OPEN RECORDS ACT

RFP responses shall remain confidential until after an award determination has been made.

Under Chapter 22 of the Iowa Code, "Examination of Public Records", all records of a governmental body are presumed to be public records, open to inspection by members of the public. Section 22.7

of the Iowa Code sets for a number of exceptions to that general rule, establishing several categories of "confidential records". Under this provision, confidential records are to be kept confidential, "unless otherwise ordered by a court, by the lawful custodian of the records, or by another person duly authorized to release such information". Among the public records which are considered confidential under this Iowa Code provision are the following:

- Trade secrets which are recognized and protected as such by law.
- Reports to governmental agencies which, if released, would give advantage to competitors and serve no public purpose.

Under Chapter 22 of the Iowa Code, the Owner, as custodian of the SOQ submitted in response to a RFQ, may, but is not required, to keep portions of such qualifications confidential under exceptions 3 and 6 (noted above). If a responding individual or company determines that a portion or portions of its SOQ constitute a trade secret or should otherwise be kept confidential to avoid giving advantage to competitors, **a confidentiality request may be submitted with the proposal** identifying which portion or portions of the SOQ should be kept confidential and why. The burden will be on each responding individual or company to make such confidentiality requests and to justify application of a confidentiality exception to its SOQ. The Owner will not under any circumstance consider the entire SOQ to be a confidential record.

If a request is thereafter made by a member of the public to examine a SOQ including the portion or portions thereof for which a confidentiality request has been made, the Owner will so notify the responding individual or company and will keep confidential that portion of the SOQ covered by the confidentiality request, pending action by the individual or company requesting confidentiality to defend its request. In that notification, the individual or company requesting confidentiality will not be given more than seven (7) calendar days within which to file suit in Pottawattamie County Court seeking the entry of a declaratory order and/or injunction to protect and keep confidential such portion of its SOQ. Absent such action by an individual or company requesting confidentiality, and absent the entry of a court order declaring such portion or portions of the SOQ confidential, the entire SOQ will be released for public examination.

Exhibit A
Scope of Services
Construction Manager at Risk Services
Request for Qualifications

Owner: City of Oakland
Project: Water Treatment Plant Improvements
Owner's A/E Team: Snyder & Associates, Inc.

The following represents the Scope of Services that the Owner seeks to be performed by CMAR and is subject to change.

Pre-Construction Phase

1. Strategy
 - a. The Construction Manager will evaluate various project options and provide cost analyses. The evaluation shall identify advantages and/or disadvantages of the option with regard to cost, schedule, and logistics.
 - b. The Construction Manager, in consultation with the Owner and the Owner's A/E Team, will analyze project requirements and develop pre-construction and construction strategies that address requirements for function, cost, quality, time, procurement, and on-site logistics.
 - c. The Construction Manager will review design documents, as they are developed, in order to avoid potential challenges to minimize potential change orders. The Construction Manager will provide recommendations on contract provisions that establish contractor performance requirements to promote quality, cost effectiveness, and schedule compliance.
 - d. Detailed constructability reviews shall be done once the bid documents are 75% complete. A detailed report by sheet number shall be provided for Owner and Owner's A/E Team to review.
2. Budget support
 - a. The Construction Manager, in consultation with the Owner and the Owner's A/E Team, will develop a detailed schematic design budget. The budget shall identify all costs, including construction costs, consulting fees, permit fees, testing and inspection fees, furnishings, equipment, inflation, and contingencies
 - b. The Construction Manager will perform a minimum of two (2) Cost Control Studies (value engineering); one (1) at schematic design to evaluate systems, and one (1) at the completion of the design phase to evaluate details and finishes. The final selections shall be made in consultation with the Owner and the Owner's A/E Team, prior to the preparation of final construction documents.
 - c. The Construction Manager will prepare a minimum of three (3) detailed cost estimates for all building construction and site development work. One (1) estimate will be provided at completion of schematic design, one (1) at the 75% construction document phase, and one (1) at 95% construction documents or as agreed upon with the Owner. The final estimate shall conform to the final bid package configuration.
3. Schedule
 - a. The Construction Manager, in consultation with the Owner and the Owner's A/E Team, will develop a "Project Master Schedule" that establishes duration and responsibility for all major activities during all phases of the project.

- b. The Construction Manager will monitor and report on progress during the pre-construction phase. The Construction Manager will update the "Project Master Schedule" monthly, will notify the Owner and Owner's A/E Team of any delays or problems, and will recommend any corrective action necessary to meet the schedule.
 - c. Schedules shall consider labor and material availability.
- 4. Meetings & communication
 - a. The Construction Manager will prepare and distribute monthly reports to the Owner and Owner's A/E Team on the project budget, the status of the project schedule, and general project information.
 - b. The Construction Manager will participate in design coordination meetings on a regular basis with the Owner, the Owner's A/E Team, and other consultants to discuss and review all items pertinent to the design phase.

Bidding Phase

- 1. Bidding Information
 - a. The Construction Manager will establish and implement procedures for the bidding process, including the distribution of bid documents, the issuance of addenda, the holding of pre-bid conferences, the receipt of bids, and the bidding schedule.
 - b. The Construction Manager shall adhere to Iowa statutes regarding qualification, selection, and award of contract for public work. Reference Iowa Senate File 183 directly in addition to other public bidding laws.
 - c. The Construction Manager will distribute all bid documents to plan rooms and contractors (if needed), then maintain accurate records of distribution activities.
 - d. The Construction Manager, in consultation with the Owner and Owner's A/E Team, will receive and evaluate the bids and recommend the award of contracts.
 - e. The Construction Manager, in consultation with the Owner and Owner's A/E Team, will prepare and coordinate the processing of all construction documents.
 - f. The Construction Manager will field all contractor questions and provide the Owner's A/E Team for response via addenda to all plan holders.
- 2. Contractor Engagement
 - a. The Construction Manager will develop contract packages to establish the categories of work into separate contracts that promote competition and provide well-defined and manageable divisions of work.
 - b. The Construction Manager will identify potential contractors and suppliers and develop their interest in bidding on the project to ensure a competitive bidding environment. The Construction Manager will investigate potential bidders and suppliers to determine their ability to meet project requirements.
- 3. Schedule
 - a. The Construction Manager will develop a construction schedule that meets the needs of the Owner for inclusion in the contract documents.
 - b. The Construction Manager, in consultation with the Owner and Owner's A/E Team, will schedule, organize, and conduct pre-bid conferences in a manner consistent with the bid schedule.

Construction Phase

- 1. Communication / Conference / Meetings

- a. The Construction Manager, in consultation with the Owner's A/E Team, will organize and conduct pre-construction meetings with contractors, consultants, and the Owner. The meetings shall include a review of project management, project schedule, and project procedures.
- b. The Construction Manager will develop and maintain a detailed construction schedule based upon the construction schedule in the contract documents. The schedule will include start and finish dates for procurement and construction activities and major milestones for each segment of the work. The master schedule will be updated monthly. Weekly planning schedules that identify constraints and critical path items shall be updated during weekly job meetings.
- c. The Construction Manager, in consultation with the Owner and Owner's A/E Team, will conduct regular meetings at the job site to discuss job progress, resolve problems, and make decisions. The Construction Manager will prepare and distribute accurate meeting minutes in a timely manner.
- d. The Construction Manager will conduct weekly meetings at the job site with the construction superintendents to coordinate construction activities and discuss project progress. The Construction Manager will prepare and distribute accurate meeting minutes in a timely manner.
- e. The Construction Manager will communicate with the Owner's A/E Team to solve construction-related conflicts with existing conditions as soon as they are uncovered.

2. Staffing

- a. The Construction Manager will provide and maintain qualified, on-site field staff sufficient to manage the project, conform to the scope of services, and ensure that the work is performed in compliance with the contract documents.

3. Project Implementation

- a. The Construction Manager, in consultation with the Owner's A/E Team, will establish and implement procedures for processing and approving shop drawings, product data, samples, and other submittals from the contractors and will coordinate the processing and approval of all submittals with the Owner's A/E Team. The Construction Manager will establish and maintain a submittal log to ensure contractor compliance with the contract documents.
- b. The Construction Manager will provide administration, management, and related services necessary to coordinate the construction activities of the contractors with each other and with those of the Construction Manager, the Owner's A/E Team, and the Owner.

4. Quality Control

- a. The Construction Manager will review contractor's construction schedules, observe construction progress, and report deviations from the schedule that might delay project completion. The Construction Manager will consult with contractors to develop and implement corrective actions necessary to meet the project schedule.
- b. The Construction Manager will monitor and inspect all work in progress to ensure the quality of the work and compliance with the contract documents. The Construction Manager will document and report all deficiencies and make recommendations for corrective actions.
- c. The Construction Manager will maintain current and orderly records of all construction documents including contracts, drawings, specifications, submittals, samples, schedules, correspondence, meeting minutes, directives, change orders, etc.
- d. The Construction Manager will prepare and maintain daily job site reports including weather conditions, number of workers, equipment in use, contractor activities, general activities, and special occurrences.

- e. The Construction Manager will determine the requirements and make recommendations for inspections and testing activities.
 - f. The Construction Manager will evaluate work in progress and make recommendations for changes in the work on basis of field conditions, improved quality, cost savings, or time savings.
 - g. The Construction Manager will coordinate and maintain photographic and/or video records of construction activities and project progress on a regular basis.
 - h. The Construction Manager will prepare and distribute a monthly report to the Owner and Owner's A/E Team including information on schedule, budget, quality, safety, logistics, and general project information.
5. Safety
- a. The Construction Manager will review and monitor the safety program developed by each contractor, record any safety violations, and make recommendations for improving safety conditions.
6. Accounting
- a. The Construction Manager, in accordance with the Owner, will develop and implement a procedure for the review and processing of contractor payment applications. The Construction Manager will evaluate each subcontractor's schedule of values to ensure accurate and appropriate payments are made to contractors.
 - b. The Construction Manager will establish and maintain an accurate and up-to-date construction cost account system.
 - c. The Construction Manager, in consultation with the Owner and the Owner's A/E Team, will develop and implement a system for review and processing of change orders. The Construction Manager will estimate the cost of all change orders, ensure the validity of change orders, and negotiate the cost of change orders with the contractors on behalf of the Owner.

Close-out Phase

1. Construction Close-out
- a. The Construction Manager, in consultation with the Owner and the Owner's A/E Team, will develop a detailed program of close-out activities in compliance with the contract documents. The program will include a close-out schedule, inspections, testing, start-up procedures, warranty processing, and occupancy
 - b. The Construction Manager will coordinate close-out activities, including the completion of deficiencies, submittal of close-out documents, resolution of change orders, and recommendations for payment of retainage.
 - c. The Construction Manager will coordinate the warranty work by contractors to ensure that their obligations are fulfilled in a timely manner.
2. Inspection/Testing
- a. The Construction Manager will coordinate, monitor, and document for testing, calibration, and start-up of all equipment and building systems.
 - b. The Construction Manager, in consultation with the Owner's A/E Team, will schedule and coordinate substantial completion and final inspections. The Construction Manager will assist the Owner's A/E Team in the preparation of the list of deficiencies (punch list) and will coordinate all corrective action by contractors.
3. Training

- a. The Construction Manager, in consultation with the Owner, will coordinate and assist in the training of Owner's personnel on the operation and maintenance of building systems and equipment.
- 4. Documentation
 - a. The Construction Manager will collect and catalog all operating and instruction manuals for equipment and building systems. The Construction Manager will collect, log, review and submit to Owner all warranty documentation.
 - b. The Construction Manager will submit all project documentation including files, records, drawings, submittals, samples, and other information to the Owner in an organized and usable form hardcopy format as well as digital copy.