

Construction Manager At-Risk Procurement Project Manual

Request for Statement of Qualifications

Emmetsburg Water Treatment
Improvements

Emmetsburg Municipal
Utilities

OM2.127115.000

October 15, 2025



Table of Contents

I.	INTRODUCTION	1
A.	Statement of Purpose	1
B.	Construction Manager at Risk Goals.....	1
II.	PROJECT OVERVIEW	2
A.	Background	2
B.	Project Schedule	2
C.	Project Funding.....	2
III.	SCOPE OF WORK.....	3
A.	Preconstruction Phase	3
B.	Bidding and Construction Phase.....	3
IV.	INSURANCE REQUIREMENTS	6
V.	PROJECT PROCUREMENT	7
A.	Communications and EMU Contact.....	7
B.	Anticipated Procurement Schedule.....	7
VI.	SOQ SUBMISSION INSTRUCTIONS	8
A.	Submittal Place and Deadline for the SOQ	8
B.	Submission Format	8
C.	SOQ Organization and Content	8
VII.	SOQ EVALUATION AND SELECTION CRITERIA	10
A.	Selection Committee	10
B.	SOQ Evaluation Criteria.....	10
C.	Request for Proposal (RFP)	10
VIII.	DEFINITION OF TERMS.....	10

Appendix

Attachment A: Index of Project Background Documents

I. INTRODUCTION

A. Statement of Purpose

Emmetsburg Municipal Utilities (EMU) is soliciting qualifications from interested parties to provide Construction Management at-Risk (CMAR) services for Water Treatment Facility Improvements. The project will consist of improvements to the existing Water Treatment Facility including:

- i. Existing pressure filter rehabilitation
- ii. Cast in place concrete storage tanks
- iii. Precast concrete building
- iv. Reverse osmosis (RO) equipment
- v. Site work
- vi. Process pumps, piping, and electrical
- vii. Backwash waste tank conversion into a lift station and force main
- viii. New supply well with submersible pump

EMU plans to retain a CMAR firm to facilitate the cost evaluation, constructability, scheduling and sequencing of work for the efficient use and proper allocation of available funds. The CMAR will be part of an integrated team (Project Team) to assure the scope of the project work and goals of EMU are properly aligned through the construction process.

This Request for Statement of Qualifications (SOQ) has been prepared in agreement with Iowa Code Chapter 26A. Firms interested in providing CMAR services for the project should submit their Statement of Qualifications according to the requirements set forth in this document. SOQs will be reviewed, evaluated, and ranked using a qualifications-based selection process, as described herein. No fee shall be submitted as a part of the SOQ.

B. Construction Manager at Risk Goals

The following goals reflect the purposes for which EMU has elected to seek CMAR services:

- i. To assist in the integration of the Design & Construction phases of the project.
- ii. To act as a Coordinator managing the design, bidding & construction phases to achieve EMU's goals & objectives.
- iii. To provide professional pre-construction services during design including Value Engineering, Constructability Review and Real Time Cost Estimating & Scheduling.
- iv. To develop, manage and complete the Project within a defined time schedule.
- v. To develop, manage and complete the Project within a given budget.
- vi. To develop, manage and complete the Project within quality and program guidelines.

The award for CMAR services on this Project shall be a firm able to conduct business within the State of Iowa. The selected CMAR will have demonstrated significant in-house expertise in water treatment construction, cost estimating, scheduling, and project management.

II. PROJECT OVERVIEW

A. Background

The location of this project is the Water Treatment Facility in Emmetsburg, IA, and surrounding city-owned parcels and right-of-ways. The address is 1505 State St., Emmetsburg, IA 50536. EMU has selected Bolton & Menk, Inc. to act as the Engineer. Engineering estimates have been developed and have estimated the construction budget in the range of \$15,000,000.00.

Emmetsburg Municipal Utilities has current design documents (attached to this RFQ). These documents will be used as the basis of design and will be used for re-scoping the project with the selected CMAR to meet budget requirements for EMU.

B. Project Schedule

The anticipated project schedule is as follows:

- i. Design: Current through March 2026
- ii. Permitting: February 2026 – April 2026
- iii. Subcontractor Bidding: May 2026
- iv. Construction: June 2026 – September 2028
- v. Substantial Completion: July 2028

C. Project Funding

The construction and design costs of the project will be funded through the Iowa Drinking Water State Revolving Fund and local water user rate adjustments. The CMAR will be required to have a detailed knowledge of the bidding requirements for these funding mechanisms and to assist EMU in meeting all rules and obligations pertaining to funding requirements. This project must meet the American Iron and Steel (AIS) requirements and/or the requirements of Buy America, Build America (BABA), as required by the Iowa Department of Natural Resources (IDNR) and the Drinking Water State Revolving Fund (DWSRF).

III. SCOPE OF WORK

A. Preconstruction Phase

Roles and responsibilities of the CMAR during the preconstruction phase will include, but are not limited to:

- i. Lead project planning and scheduling efforts in agreement with the project goals.
- ii. Provide recommendations on alternative approaches and/or methods to the Project design that would promote project cost savings
- iii. Provide recommendations on alternative materials to the Project design that would promote project cost savings.
- iv. Develop and promote a process for issuing bid packages in agreement with the needs for construction sequencing and to meet the Project schedule.
- v. Attend various kickoff, status and design review meetings for the design phase.
- vi. Provide a project cost model and schedule for the design and construction phases.
- vii. Provide written comments advising on constructability and value engineering of the proposed design at 75% and 90% design completion.
- viii. Provide cost estimates at 75% and 90% design completion.
- ix. Provide written recommendations on bidding procedures in consideration of the proposed design at 75% and 90% design completion.
- x. Provide information on availability of materials, lead times and delivery schedules.
- xi. Disclose potential issues with supply of materials.

B. Bidding and Construction Phase

The CMAR should anticipate multiple bid packages and develop a strategy for issuing multiple bid packages that facilitate the completion of those packages. The purpose is to utilize this bidding package strategy to gain the most advantageous issuing of documents for the proposed work, minimize construction duration while allowing the bid packages to be completed efficiently and to allow for the competitive bidding of each bid package.

While ensuring full bid coverage of the entire scope of the project, the CMAR will divide the work into multiple bid packages that allow for smaller local contractors (Key Firms) to competitively bid the work. The CMAR is responsible for managing and coordinating these multiple bid packages and contractors throughout the construction phase.

The CMAR will aggressively promote and generate interest of small, local, and regional bidders (Key Firms) and shall develop a master list of vendors and subcontractors. The list should include vendors and subcontractors for all categories of work and be presented to Emmetsburg Municipal Utilities for review and approval.

The vendor list should include only pre-qualified companies that are professionally capable of managing and performing the desired work.

The CMAR is to manage the overall bidding and procurement process, including, but not limited to:

- i. Solicit Interest from potential Key Firms in the local community.

- ii. Develop and issue a request for statement of qualifications for determination of approved subcontractors who are allowed to bid on the bid packages in accordance with Iowa Code Chapter 26A.
- iii. Evaluate, score and provide recommendations on the list of approved subcontractors from the request for statement of qualifications.
- iv. Assemble and publicly issue competitive work scopes.
- v. Conduct pre-bid meeting and issue meeting minutes to the Project Team.
- vi. Receive RFI's and facilitate issuance of project Addendum.
- vii. Publicly open and tabulate bids.
- viii. In collaboration with the Engineer, evaluate, interview, qualify and perform other necessary due diligence on the apparent low bidders for each work scope.
- ix. Make recommendation for award of contracts to EMU.
- x. Issue Notice of Award, Notice to Proceed and prepare contracts as approved by EMU, but held by the CMAR, for each work scope/trade contractor.
- xi. The CMAR will provide a performance bond or payment bond for the complete construction of the project (i.e., 100% of the Guaranteed Maximum Price) per Iowa Code Chapter 573.
- xii. Upon assignment by EMU after award to the contractor, the CMAR is the primary administrator of all assigned construction contracts. Administration of contracts will include:

1. Project Management

The CMAR is to provide competent, experienced, full-time staff, including an experienced on-site construction field superintendent and project management team to proactively coordinate and manage the work, maintain the progress of the subcontractors, coordinate with an emphasis of ongoing activities and operations, and provide overall direction to the project during the construction phase.

The Project Management team shall establish on-site organization and levels of authority to carry out the overall plans of the Project Team. The Project Management team shall demonstrate high levels of effective, proactive project leadership and shall support EMU staff throughout the duration of the project.

The CMAR shall work cooperatively and constructively with members of the Project Team to foster positive relationships that support positive outcomes for the team members and the project. Furthermore, the CMAR shall assist EMU with obtaining permits and coordination of utility service connections/upgrades.

The CMAR will prepare and issue daily construction logs with a record of all on-site activities, weather conditions, progress of the work and issues that require resolution.

The CMAR will be contractually obligated to not reassign key staff members to other projects without EMU's prior written consent. EMU will have approval rights of any and all new personnel assigned to this project.

2. Coordination Meetings

During construction, the CMAR will conduct weekly on-site job site meetings that include appropriate contractors and sub-contractors, EMU representatives and Engineering representatives to review open issues, scheduling of the work, outstanding RFI's and submittals and resolve pending or upcoming issues. The CMAR will prepare a written agenda in advance of each meeting, maintain a list of action items with identification of responsible party and due dates for each item and distribute written meeting minutes and action item lists within 3 business days of each meeting.

3. Schedule Management

The CMAR will prepare and maintain a Master Project Schedule incorporating the activities of EMU, the Design Team and each Prime Contractor that indicate key milestone events, dates and responsibilities. The CMAR is to provide regular monitoring of the actual progress versus the scheduled progress, identify any variances and prepare a recommended action plan along with an updated schedule to maintain the scheduled completion dates.

Throughout the construction process, the CMAR will determine the adequacy of the contractor's personnel and equipment in conjunction with the availability of materials and supplies to meet the schedule. Status reports will be provided to EMU and the Project Team weekly in regular weekly coordination meetings in conjunction with preparing short-term (3-4 week look-ahead) schedules (on a weekly basis).

4. Project Reporting

The CMAR is to prepare a monthly status report that details the progress of the work with applicable job-site photos, schedule status and 4-week schedule outlook, budget status of each construction subcontract and EMU costs, and change order log.

5. Quality Management

Quality management of contracts will include:

- a. Coordination/constructability reviews of each bid package by the CMAR prior to issuing bid documents to contractors.
- b. Complete and ensure construction of the work is in strict accordance with the quality requirements established by the contract documents.
- c. Assemble and issue 3rd Party Materials Testing/Special Inspections bid packages to local vendors for direct contract to CMAR.
- d. Coordinate CMAR's 3rd Party Materials Testing and Special Inspections work with the Key Firms.
- e. Provide all 3rd Party Materials Testing and Special Inspections work to EMU and Engineer for review and approval.

6. Project Closeout

The CMAR will facilitate construction close-out procedures including assembling of punch lists, operations and maintenance manuals, record drawings, warranties/guarantees, training, etc.

IV. INSURANCE REQUIREMENTS

The CMAR awarded this contract shall maintain the insurance (in force) for the duration of this agreement. Required insurance is as follows:

- a. General Liability Insurance – CMAR shall maintain in force for the duration of the agreement.
- b. Commercial General Liability insurance policy written on an occurrence basis with limits not less than \$1.0 million per occurrence and \$2.0 million in the aggregate.
- c. Automobile liability (owned, not-owned, hired, and leased) insurance with limits not less than \$1.0 million per occurrence shall be maintained utilizing a firm licensed to do business in the State of Iowa.
- d. EMU, its officials, employees, servants and agents will be named as additional insured as respect to the work or services performed under this agreement. This will apply to both work in progress and completed operations.
- e. This insurance shall be primary and shall be paid and applied first in its entirety to any application of insurance EMU may carry on its own.
- f. Professional Liability – CMAR shall maintain in force during the duration of the agreement a Professional Liability Insurance policy with limits of not less than \$2.0 million utilizing a firm licensed to do business in the State of Iowa.
- g. Workers' Compensation – CMAR shall provide and maintain a standard Workers' Compensation policy approved for use in the State of Iowa with coverage for its employees, as required by applicable Workers' Compensation laws.
- h. Builders Risk – The CMAR will carry the Builders Risk Insurance policy for this project.

V. PROJECT PROCUREMENT

A. Communications and EMU Contact

EMU has enlisted John Graupman, professional engineer of Bolton & Menk, Inc. as its agent for the Project. John Graupman will act as the sole point of contact for this request for Statement of Qualifications and shall administer the solicitation process. All communications shall be submitted in writing, or by email, and shall specifically reference this Request for SOQ.

All questions or comments should be directed to EMU's contact as follows:

John Graupman, P.E.
Engineering Consultant
Bolton & Menk, Inc.
218 11th St. SW Plaza, Spencer, IA 51301
john.graupman@bolton-menk.com

No oral communication from EMU's contact or other individuals will be binding. No contact with EMU staff or public officials outside of formal procurement meetings that concern the Project (during the procurement process) is allowed. Respondent violating this term may be disqualified.

B. Anticipated Procurement Schedule

Dates of Importance (subject to change):

- i. September 9, 2025 – EMU Agrees to Proceed with CMAR Delivery Method and Issue RFQ Solicitation
- ii. September 18, 2025 – Publish the Notice of Intent to Enter a Guaranteed Maximum Price Contract
- iii. October 15, 2025 – Publish Request for Statement of Qualifications (SOQ)
- iv. November 13, 2025 (2:00 pm) – SOQ Due and Read Names Publicly
- v. November 14 – November 19, 2025 – SOQ Reviewed by Selection Committee Members
- vi. November 21, 2025 – Request for Proposals Issued to Qualified Applicants
- vii. December 12, 2025 (10:00am) – Proposals from Qualified Applicants Due and Read Names Publicly
- viii. December 15 – December 19, 2025 – Proposals Reviewed and Ranked by Selection Committee Members
- ix. December 22, 2025 – Notify Qualified Applicants for Interviews
- x. January 5-9, 2026 – Qualified CMAR Firm(s) Interviewed
- xi. January 13, 2026 – Selected CMAR Firm Approved by EMU
- xii. January 14, 2026 – CMAR Begins Pre-construction Services
- xiii. April 14, 2026 – Guaranteed Maximum Price (GMP) Established
- xiv. April 21, 2026 – EMU Approves GMP
- xv. May 2026 – Bidding

VI. SOQ SUBMISSION INSTRUCTIONS

A. Submittal Place and Deadline for the SOQ

Seven (7) hard copies and one (1) digital copy on a USB flash drive, shall be delivered to EMU, 2021 Main St, P.O. Box 417, Emmetsburg, IA 50536. All submittals must be received by **2:00 PM** local time on **November 13, 2025**.

Late submissions will not be considered.

- i. The filename of the digital file on the USB drive shall be “Emmetsburg Water Treatment Improvements – SOQ CMAR Response – [Insert Company Name]”
- ii. There will be no pre-proposal meeting for this solicitation.
- iii. Questions about this SOQ can be directed to the EMU Engineering Consultant (John Graupman) with the subject line “Emmetsburg Water Treatment Improvements – CMAR Solicitation – Question(s).” The deadline for such questions is **4:30 pm local time on November 5, 2025**. (Response to all questions will be posted via addendum on November 10, 2025).

B. Submission Format

The SOQ submission must be submitted meeting the following criteria:

- i. Maximum 10 Pages (excluding cover letter, front and back covers & blank dividers).
- ii. All pages numbered.
- iii. Font size no smaller than 10 point.
- iv. Seven (7) hard copies and one (1) electronic PDF provided on a USB flash drive.
- v. Cover Letter – Include a letter of interest that provides, at a minimum, the name and address of the firm and project contact person, telephone number, and email address.

C. SOQ Organization and Content

i. Section 1: CMAR Profile

A detailed description of the CMAR is to be included as Section 1 of the SOQ. The CMAR profile must include the following information:

1. Firm Name
2. Legal Structure
3. Number of years in business
4. Financial Standing
5. Bonding Capacity
6. Safety record – Corporate Safety Program
7. Project Office Location – location where the construction management work will be performed.
8. Resources available to perform the work, including any specialized services or in-house capabilities. Include expertise with drinking water and water treatment project types.
9. Potential conflicts of interest

ii. Section 2: CMAR Team and Key Personnel Structure

Provide resumes of key staff to be assigned to this project including the proposed project executive, project manager and site superintendent. Provide a biography of each individual's unique experience and expertise, education, years of experience and a listing of relevant project experience.

iii. Section 3: Relevant Project Experience

Highlight 3 to 5 recent water treatment projects that the company has completed. Include data on location, size, year bid, year completed, final estimate, final construction amount, and record of change orders and associated impacts to cost and schedule. Include client contact information for use as a reference. Submit both Private Sector and Public Sector projects.

VII. SOQ EVALUATION AND SELECTION CRITERIA

A. Selection Committee

The Selection Committee will be comprised of EMU Board members and staff – a minimum of three people. The selection committee will be determined by EMU prior to the review of Respondent's qualifications. EMU's selection committee will evaluate the Respondent's qualifications and contact the references provided. Respondents not selected for a Request for Proposal will be notified in writing.

B. SOQ Evaluation Criteria

The selection committee will evaluate the Respondent's SOQs based on pre-determined evaluation criteria and application of available points as defined below. The maximum available cumulative points for the SOQ is 40 points.

- i. SOQ Section 1 – CMAR Profile (10 points)
- ii. SOQ Section 2 – CMAR Team and Key Personnel Structure (15 Points)
- iii. SOQ Section 3 – Relevant Project Experience (15 Points)

C. Request for Proposal (RFP)

Upon receipt of the SOQ, EMU shall issue an RFP to each contractor who meets the qualifications of the evaluation criteria. Each contractor issued an RFP shall be permitted to submit a Proposal which includes an interview and the construction manager-at-risk's proposed fees.

VIII. DEFINITION OF TERMS

The definitions of some of the terms used in this SOQ are presented below:

CMAR – Both the construction management at-risk delivery method and the entity that will enter into the CMAR Contract with EMU and that will be the single point of accountability to EMU for delivery of the services and the Project. The term "CMAR" can refer to either a single entity or a joint venture.

EMU – Emmetsburg Municipal Utilities

Engineer – Bolton and Menk, Inc.

Key Firms – Firms fulfilling the key roles that must be identified in Respondent's SOQ and are committed to work on the Project if Respondent is selected as the CMAR.

Key Personnel – The individuals, employed by the CMAR of Key Firms included on the Project Team, who would fill certain key roles in delivery of the Project and related services, including the positions described in the RFP.

Project – Water Treatment Improvements

Project Team – The CMAR, Key Firms (such as subcontractors and subconsultants), and Key Personnel identified in the Respondent's SOQ.

Respondent – The CMAR entity responding to this Request by submitting an SOQ.

Request for Proposals (RFP) – A solicitation to qualified SOQ Respondents for Project Proposals

Statement of Qualifications (SOQ) – A response to this Request, submitted by a Respondent for the Project.

Attachment A: Index of Project Background Documents

Index of Project Background Documents

- Emmetsburg Municipal Utilities Water Treatment Improvements Preliminary Engineering Report (November 2022) *
- Emmetsburg Municipal Utilities Water Treatment Improvements Amendment No. 1 to Preliminary Engineering Report (April 2024) *
- Emmetsburg Municipal Utilities Water Treatment Improvements Amendment No. 2 to Preliminary Engineering Report (September 2025)
- Water Treatment Improvements Plan Sheets*

*Documents have been uploaded to QuestCDN and are available to download at www.questcdn.com. You may view the digital plan documents for free by entering Quest project #9888678 on the website's Project Search page. Documents may be downloaded for \$0.00. Please contact QuestCDN.com at 952-233-1632 or info@questcdn.com for assistance in free membership registration, viewing, downloading, and working with this digital project information.