

# Turner County Courthouse

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## Request for Proposal (RFP) for Construction Manager at Risk

February 22, 2024

## **Section 1: Advertisement for Proposals / General Information**

The Board of Turner County (“County”) located in South Dakota requests proposals for Construction Manager at Risk (“CMAR”) Services. Initial services to include providing pricing and constructability input for options such as updating and renovating the existing courthouse, building a ground up new courthouse, or possibly other yet to be determined options. Specific CMAR responsibilities are outlined in this Request for Proposal. The County is currently in the process of selecting Architectural/Engineering (“AE”) services. This document is also available on the County’s website at <http://turner@sdcounties.org>

### **1.1 Background**

The County’s current courthouse is located at 400 South Main Avenue in Parker SD. It was originally built in 1901. Extensive roof structural issues were discovered in the east wing of the building in November 2023 which required installation of temporary shoring to stabilize the roof structure. Additional information regarding the structural condition and shoring can be found on the County’s website at <http://turner@sdcounties.org>

Prior to making the long-term investment that would be required to properly repair the structure and make other needed upgrades and improvements to the existing courthouse, the County desires to compare the costs and efficiencies that might be gained by other solutions. While the existing building systems (mechanical, electrical, plumbing, fire and communications) have been well maintained, most are aged and outdated with limited remaining life. In addition, access to the courtroom does not meet current safety standards and only one set of restrooms is ADA compliant.

The County has retained The TEGRA Group, Inc. (“TEGRA”) as its Owner’s Representative. TEGRA will be the primary point of contact on behalf of the County for the CMAR.

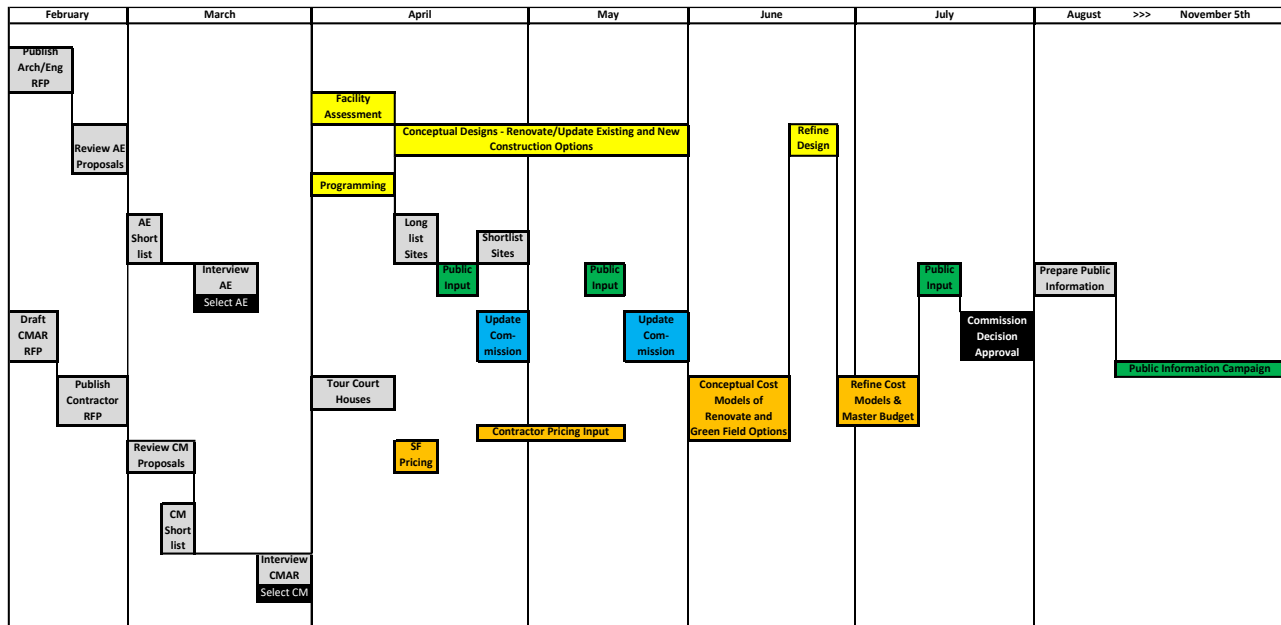
### **1.2 Preliminary Project Schedule**

The project is anticipated to be broken into the following steps:

- **Step One:** CMAR to assist AE with a condition assessment of the existing courthouse, pricing and constructability review of options prior to a possible public referendum on November 5, 2024
- **Step Two:** If a public referendum occurs and passes, and public bonds are approved, the County could authorize the CMAR to proceed with preconstruction services and AE to proceed with schematic design, design development, and construction documents. (Estimated construction start late spring 2025)

The CMAR will need County approval prior to proceeding beyond Step 1.

The following is a preliminary schedule during the pre-vote phase.



### 1.3 Construction Manager at Risk Selection Process

Throughout this RFP, reference to Construction Manager at Risk (“CMAR”) is assumed to include the construction manager firm and any other firms and/or personnel with which the Construction Manager has elected to partner for purposes of the Project. CMAR engagement will be direct between Turner County and the CMAR firm. CMAR team will be responsible for all communications, contracting, payment, and other matters with partner firms and sub-contractors.

### 1.4 Selection Timeline

CMAR selection is expected to track the following schedule but may be revised if necessary.

RFP Release Date	Thursday, February 22, 2024
RFP Questions Due	Tuesday, March 5, 2024, 12:00 PM
RFP Questions Answered (posted on County’s website)	Thursday, March 7, 2024, 4 PM
<b>Deadline for RFP Proposal Submissions (delivered to County)</b>	<b>Thursday March 14, 2024, 2 PM</b>
Shortlist Candidates for Interviews (anticipated date)	Tuesday, March 19, 2024
Interviews Conducted (anticipated date)*	Week of March 25, 2024
Anticipated Notice to Proceed (subject to County approval)	Early April 2024

\*CMAR personnel who interview must include the same key personnel who will be in charge of the Project during pre-vote services, pre-construction and construction phases. (See Section 3.2.2 below).

### 1.5 Contact / Requests for Clarification

Prospective responders may direct inquiries/questions **in writing only** (no oral questions will be entertained) to:

Misty Dahl County Auditor via email: [turcoaud@iw.net](mailto:turcoaud@iw.net)  
Dick Strassburg via email: [dstrassburg@tegragroup.com](mailto:dstrassburg@tegragroup.com)

All questions are due no later than **4:00 PM on Tuesday, March 5, 2024**. Responses to the questions will be posted on County's website at <http://turner@sdcounties.org>. The contact persons listed above are the only individuals who can be contacted about the project before proposals are submitted. Responding firms are prohibited from communicating in any other manner about this project with any other County Commissioners or County employees. Other means of communication or contact may disqualify the submitting firm.

### **Section 2: Required CMAR Scope of Work**

County intends to use a modified AIA Document A133-2019 Agreement between the Owner and CMAR. An amended AIA Document A201 – 2017 General Conditions of the Contract for Construction with added supplementary conditions will also be utilized.

This RFP will be superseded by the Owner/Construction Manager Agreement and its related contract documents.

The following summary is intended to provide a general understanding of Turner County's expectations and is not all inclusive.

#### **A. Pre-Referendum CMAR Service**

The CMAR to work closely with the selected AE firm as they develop conceptual options. The CMAR to actively participate in the conceptual design process by performing activities such as the following:

1. CMAR to develop conceptual cost estimates, based on the firm's experience with similar facilities, for the following options:
  - Renovate existing courthouse.
  - Build ground up new courthouse on existing courthouse site or yet to be determined alternate site.
  - Renovate a yet to be determined existing building(s).
  - Other solutions that may arise from the community.
2. Assist AE with a condition assessment of the existing courthouse.
3. CMAR to assist County in developing a preliminary project master schedule including integration of cost estimates with AE design efforts, key County activities, preconstruction, and construction activities.

**B. Preconstruction Services and Activities**

The CMAR to actively participate in all design meetings, tours of comparable buildings, constructability reviews, periodically provide cost estimates during the design process, and ultimately develop a GMP.

More specifically, the CMAR shall provide the following preconstruction services and activities:

**1. Cost Management**

- a. Assist County and AE to keep project within the fixed project budget.
- b. CMAR to provide recommendations to the AE and County regarding materials, building components and systems, and evaluate building systems, components and materials for long term performance, life cycle cost analysis, and economy.
- c. CMAR to provide cost control resources for the project team during the schematic design, design development and construction document phases of design, which includes reviewing and monitoring the development, and preparation of documents to maintain the project cost within the project budget. CMAR to notify the AE and County of potential cost issues during the development of the drawings and specifications that may have an impact on the cost of the work. Work collaboratively with County and AE to develop alternatives to keep the project estimates within the fixed budget.
- d. Upon completion of the SD package, CMAR to provide formal review and comments of the SD documents. Following this review, the CMAR shall prepare a Schematic Phase estimate to confirm that the scope and budget for the project are in alignment. In addition, CMAR to provide value analysis/engineering ideas in conjunction with preparation of the SD estimate.
- e. CMAR to provide formal review and comments, and cost estimates at 50% and at 100% Design Development (“DD”) documents including evaluating costs of alternatives.
- f. CMAR to provide a GMP at the conclusion of Design Development or at time that is mutually agreed upon by the County and. GMP to include pricing of alternates as defined by the AE which will be equal to approximately 5% of the GMP.
- g. CMAR should anticipate multiple bid packages from the AE. CMAR to develop a strategy for issuing 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, to maximize local subcontractor participation, minimize construction duration while allowing the bid packages to be completed efficiently.
- h. The project team to consider early selection of the security, mechanical and electrical subcontractors to provide design assist services to the AE. These Subcontractors shall provide pre-construction support services during the design phases, in addition to the Construction Manager’s services. If the Project does not proceed, these Subcontractors shall not be entitled to any compensation.

**2. Construction Planning and Scheduling**

- a. CMAR to work with County and AE to develop a work plan for design activities in support of the schedule and budget for the project.

- b. During the Schematic Design (“SD”) phase, the CMAR will further develop the project master schedule including integration of AE design efforts, key County activities, preconstruction activities, procurement, construction activities, and work performed by other parties.
- c. Ongoing, the CMAR will evaluate all systems, components, and materials for constructability, economy, long-term performance for intended use and schedule impacts, and provide recommendations for preferred options consistent with cost and schedule goals.
- d. In addition, the CMAR will identify long lead items requiring early bid packages and recommend issue dates for same to meet required completion date.

**3. Other**

- a. Assist County in working with various governing authorities as requested.
- b. Work with project team to develop a project communication system that is effective for the participants and meets the schedule requirements of the project.
- c. Work cooperatively with the project team to develop and implement a work plan for meeting the project’s energy efficiency goals.

**C. Construction Phase Services and Activities**

**1. Project Management Team**

- a. CMAR to provide competent, experienced full-time staff, including an experienced construction field superintendent and project management team to coordinate the work, maintain the progress of the subcontractors, coordinate with ongoing activities and operations, and provide overall direction to the project during the construction phase. Establish on-site organization and levels of authority to carry out the overall plans of the construction team.
- b. Demonstrate high level of effective, proactive project leadership.
- c. 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.
- d. CMAR will be contractually obligated not to assign key staff members to other projects without County’s prior written consent. County will have approval rights of all new personnel assigned to this project.

**2. Cost Management**

- a. Implement effective cost management control and tracking procedures to provide County with the opportunity to make such decisions as required to keep project cost within the fixed budget.
- b. Implement and maintain cost control methods with “open book” sharing of cost information.
- c. CMAR to inform County of pending cost issues within five (5) business days of identifying potential issues.
- d. Implement and maintain a current log of pending cost issues impacting the final cost of the project and review no less than monthly with County.
- e. Provide drawdown and cash flow projections for the project during construction and update as necessary.

- f. Work with County and AE to develop and implement a change management process for the project.

**3. Procurement**

- a. CMAR to manage bidding process, evaluate proposals, and interview key subcontractors (along with the AE and County). Project team to utilize, by mutual agreement, any of the following methods for awarding contracts to subcontractors for portions of the work: competitive bid, best value, and negotiated terms. For those subcontracts to be awarded on a competitive bid or best value basis, CMAR to obtain a minimum of three (3) competitive bids for each sub-trade category unless otherwise authorized by County and shall interview at a minimum two (2) bidders with the project team. CMAR to provide a written award recommendation to County.
- b. If the Construction Manager desires to self-perform portions of the work, the construction manager must follow the competitive bid requirements with respect to those portions of the work. Following County's approval of recommendation, CMAR to award and administer all subcontracts and material purchases.

**4. Coordination Meetings**

- a. Conduct weekly job site meetings that include appropriate subcontractors, County representatives, and AE representative to review open issues, schedule work, and resolve pending or upcoming issues. CMAR to prepare a written agenda in advance of each meeting. CMAR to maintain a list of action items with identification of responsible party and due dates for each item. CMAR to distribute written meeting minutes and action item lists within 48 hours of each meeting.

**5. Schedule Management**

- a. CMAR to prepare and manage a logic-based project schedule indicating key milestone events, dates, and responsibilities. Project Schedule to include design efforts, preconstruction activities, procurement of goods and construction activities. CMAR to provide regular monitoring of the actual progress versus the scheduled progress, identify any variances and prepare a written action plan along with an updated schedule to maintain the scheduled completion dates.
- b. CMAR to determine the adequacy of the subcontractors' personnel and equipment and the availability of materials and supplies to meet the schedule. Report status no less than weekly in regular weekly coordination meetings.
- c. CMAR to prepare a short-term (3 to 4-week lookahead) schedule on a weekly basis.
- d. Coordinate County-purchased and/or third party provided furniture, fixtures, and equipment with construction of the project.

**6. Project Reporting**

- a. CMAR to prepare a monthly report with each progress billing that details a project work status report, buy-out to schedule of value analysis, contingency status, schedule status and project progress commentary with applicable job-site photos. Provide other formal communications as requested by County.

**7. Quality Management**

- a. CMAR to complete a quality/coordination/constructability review of each bid package prior to issuing bid documents to subcontractors.

- b. Complete construction of the work in strict accordance with the quality requirements established by the contract documents.
- c. All testing and independent inspection services required will be secured and paid for by County. CMAR to cooperate and coordinate with testing and inspection service agencies. CMAR will be responsible for the cost of excessive additional testing due to failed tests.
- d. Develop an initial CMAR punch list to subcontractors prior to formal punch list issued by AE. CMAR to ensure completion of CMAR's initial punch list prior to AE's punch list walk thru.
- e. Work cooperatively with the project team to develop and implement an effective commissioning plan.

**8. Safety**

- a. Implement a formal project safety plan.

**9. Project Closeout**

- a. Timely submission of operation and maintenance manuals, completed punch lists, coordination of training, submission of as-built field documents, BIM model and financial close-out of project. CMAR to actively support and participate in commissioning activities.

**10. Other**

- a. Assist County in working with various governing authorities as requested.
- b. Work with project team to develop a project communication system that is effective for the participants and meets the schedule requirements of the project.
- c. Work cooperatively with the project team to develop and implement a work plan for meeting the project's energy efficiency goals.

**Section 3: RFP Evaluation Criteria and Required RFP Responses**

**1.6 Response Delivery**

RFP responses must be delivered as follows no later than **2:00 PM on Thursday, March 14, 2024**. Proposals submitted after the 2:00 PM deadline will be declined. Printed copies should be submitted in a sealed envelope/box, marked "**Courthouse CMAR RFP**".

**Section 2: Delivery Method and Required CMAR Services**

**2.1 Delivery Method**

Turner County intends to enter into an open book Cost of the Work plus a Fee with Guaranteed Maximum Price (GMP) contractual arrangement with the selected CMAR for the construction work required but will retain the option to select a different CMAR after the completion of the pre-referendum or preconstruction services or utilize a different selection and/or bidding process if deemed to be in County's best interest.



**3.1 Submittal Packages: Please submit your proposal response in two packages.**

The intent of this request is to establish a process that will encourage candidate firms to assign top talent to this Project. The County will evaluate the initial proposals, and select a short list of firms to interview, after which it will make a preliminary selection based upon the skill sets, experience, and the professional backgrounds of the proposed team members submitted in Part 1 and the interviews. After the preliminary selection is made, the County will open Part 2 to evaluate if the tentatively selected firm is providing the best value relative to the other candidates.

**3.2 Package No. 1: Services Proposal**

Your proposal and interview presentation should be a demonstration of your ability to communicate concisely and succinctly. Proposals are to be organized in the same sequence as outlined below and sections should be tabbed and clearly identifiable. **Limit proposal response to twenty (20) 8 ½" x 11" single-sided sheets, minimum font size of 11 point (excludes transmittal cover letter and Package No. 2 CMAR Fee and General Conditions Worksheet and Questionnaire).** Failure to include requested information may have a negative impact on the evaluation of the proposal. The minimum contents of a proposal are as follows:

**1. Transmittal Cover Letter**

- a. Identify all materials being forwarded collectively as a response to the RFP.
- b. Provide the name, title, address, email, and phone number of the person(s) authorized to make representations for the AE team.
- c. Signed by an individual authorized to commit the proposed team to the scope of work proposed. Consortiums, joint ventures, or teams submitting proposals must establish contractual responsibility solely with one company or one legal entity. Each submittal should indicate the entity responsible for execution on behalf of the proposal team.

**2. Project team:**

- a. Include an organizational chart showing your proposed staff for both the preconstruction and construction phases of the project. Specifically identify project executive, project manager and on-site day-to-day project superintendent for the construction phase, the availability of each person during the term of the project and their history of working together on previous projects. Indicate experience of key team members working together on past similar projects.
- b. Provide résumés or a listing of information for each person included in the proposed project team. State the educational background of each individual, years of experience, length of employment with the firm, and previous project experience. For each person, list specific responsibilities on this project, experience on projects of similar sizes and types, specific qualifications applicable to this project, and current work assignments and availability for this project.
- c. List other assignments the Project Manager will be handling during the period of assignment to this project.
- d. For the Project Manager, Superintendent, and other "key" staff members proposed, provide client references from three of their most recent projects and three architect/engineer references (including contact person and telephone number).

3. **Project Approach and Management Capabilities:** Provide a description of the project approach and management capabilities as it relates to the following areas.
  - a. Commitment to building positive team working relationships.
  - b. Preconstruction services: Describe firm's approach to preconstruction services. Provide an estimate of the number of total anticipated hours for the assigned personnel prior to County's acceptance of the GMP.
  - c. Cost management: Describe the level of detail included in the cost estimates as various phases of design.
  - d. Building Information Modeling (BIM): Describe the extent of anticipated utilization of BIM.
  - e. Change Management: Describe the change management process and reporting during construction.
  - f. Submit a preliminary overall project schedule for the key activities from the date of the notice to proceed through project construction.
  - g. Safety: Submit a description of your organization's approach to managing safety on construction projects. Also include an overview of your company's recent safety record, and your company's experience modification rate (EMR) for the last three (3) years.
  
4. **Relevant Project Experience:** Describe a minimum of two (2), but no more than five (5), projects that are the most similar in size and scope that were constructed within the past ten (10) years. Provide information on each project that will allow the Selection Committee to evaluate your work against the selection criteria noted in this RFP. Indicate for each project the following minimum information:
  - a. Name of project, location, and construction date.
  - b. Name of project manager and superintendent responsible for project.
  - c. Initial GMP versus final project cost.
  - d. Types of multi-purpose functions included in project.
  - e. Type of service and contractual relationship (general contractor, design build, construction manager at risk, etc.).
  - f. Preconstruction services provided.
  - g. Client and architect contact information. Include phone number and email address.

Proposers may provide preprinted brochures or other literature you feel will clarify your firm's unique capabilities and experience. Do not include this material in the body of your proposal.

5. **Statement of financial strength/stability and insurance coverage.** Provide the following information about your firm.
  - a. Name and contact of your organization's surety, and description of bonding capability available. Additionally, provide a statement from a surety company authorized to do

business in South Dakota indicating the firm(s) ability to obtain a performance and payment bond in the amount of not less than \$25 million.

- b. Name of your insurance carriers and a description of the insurance coverage your firm could provide.
- c. Name and contact information for your primary bank.

6. **Special Resources:** A description of special resources, or capabilities your organization could employ on the project which would enhance the value your organization would bring to the project.

Describe what steps your company has taken during recent years to be innovative and progressive in the development of your business, and state how these activities serve your clients.

7. **Acknowledgement and certification statements:**

- a. Certify that your Response to RFP will remain in effect for 30 days.
- b. Certify that all representations stated in the Response to RFP are true and accurate.
- c. Acknowledge that all materials submitted in the Response to RFP will become property of County.
- d. Acknowledge that all costs associated with preparation of the Response to RFP will be the responsibility of the proposing CMAR.

**3.3 Package No. 2: Cost Proposal**

Your submittal for the CMAR Fee and General Conditions Worksheet and Questionnaire should be transmitted in a separate email attachment and a separate sealed envelope for your hard copy submittal. Your email attachment and your sealed envelope submittal should be labeled "CMAR Worksheet and Questionnaire" along with your company name.

**3.4 Addenda**

If any addenda are issued for this Request for Proposal, it will be posted on County's website at: <http://turner@sdcounties.org>

**Section 4: Evaluation Criteria**

To be considered for the shortlist selection, the firm must demonstrate the ability to provide a performance and payment bond in the amount of not less than \$25 million as described in section 3.2 paragraph 5a.

The evaluation will be conducted by the County. Upon receipt of the proposals, the County will determine a shortlist of firms whose proposals are deemed to have met the following qualifications:

- A. Company background
- B. Applicable and relevant experience

- C. Team / personnel experience working together and on similar projects
- D. Project approach including working in South Dakota on CMAR projects for public sector clients.
- E. Management capabilities

The County will review proposals from all candidate firms. The County will shortlist no more than three firms and will contact these firms to finalize interview times. Interviews will be conducted in Parker, SD the week of March 25, 2024. All proposals will be treated as closed records until a contract award. The County will make a recommendation to the Board of Turner County for their approval.

### **Section 5: Selection Criteria**

The County will rely on the qualitative information contained and presented in the proposals, interviews, and reference checks in making the decision to select the most qualified firm to provide services for this project. Selection criteria will be based on:

- A. Experience, qualifications, and availability of proposed team leaders (45 %)
- B. Broader team structure (5%)
- C. History of project team working together (5%)
- D. Technical work process (10%)
- E. Proposal, interview and response (10%)
- F. General Conditions and fee (25%)

Upon completion of the interviews, the firms will be ranked. County will start negotiations of the contract with the highest-ranking firm. If an agreement for services cannot be reached with the highest ranked firm, County will move to the second ranked firm. The same process will be repeated with the other ranked firms if no such agreement can be reached. County reserves the right to not select a firm as part of this process if an agreement cannot be reached with the interviewed firms.

Acceptance of a proposal shall be by written notice to the construction manager submitting the accepted proposal, and by simultaneously notifying in writing the other construction managers that their proposals were not accepted.

Excluding proprietary information, the proposal and the professional service contract of the CMAR awarded the contract are deemed public records and shall be available to the public upon request. In addition, County shall maintain a "Register of Proposals for a Professional Service Contract," which shall contain the names of firms who submitted a proposal and the name of the firm who was awarded the contract; however, the proposals of the submitting firms not awarded the contract are nonpublic records and will remain confidential.

### **Section 6: Notice to Proposers**

- A. This RFP is not a contract and does not in any way bind County to any obligations.
- B. County is not responsible for costs incurred by anyone responding to the Request for Proposal.
- C. Upon submission, all proposals become the property of County, which retains the right to use any concept or idea presented in any proposal submitted, whether or not that proposal is accepted.

- D.** County expressly reserves the right to amend or withdraw this RFP at any time. It further expressly reserves the right to reject any or all proposals.
- E.** County is not bound to accept the lowest cost proposal.
- F.** Proposers are held legally responsible for their proposals and proposal budgets.
- G.** County reserves the right to negotiate contract terms contemporaneously and/or subsequently with any number of proposers as the County deems to be in its best interest.
- H.** County reserves the right to negotiate any aspect of the proposal with any candidate and to negotiate with more than one candidate at the same time.
- I.** County reserves the right to request any additional information at any stage of the RFP process.
- J.** County reserves the right to waive any minor irregularities in the proposal request process.

<b>Turner County Courthouse</b>			
<b>Fee and General Conditions Questionnaire</b>			Firm Name
The purpose for this questionnaire is to create a level playing field for the financial considerations associated with the project. Answers should be brief and succinct.			
<b>***CONFIDENTIAL***</b>			
<b>Item</b>	<b>Amount</b>	<b>Percentage</b>	<b>Comments</b>
<b>Fees:</b>			
1) Pre-Referendum fee, in dollars (award through public referendum)			
2) Preconstruction Fee, in dollars (CC approval or bond through date of GMP)			
3) Construction - Percentage Fee of Cost of the Work (assume \$25 m construction value) This is in addition to preconstruction fee.			
<b>General Condition Costs</b>			
1) <b>General Conditions for Construction Phase</b> (assuming a 18 month construction schedule and \$25m construction budget) - Provide a quote for the cost of home office staff, on-site management staff, and all support staff such as Safety, Quality, MEP, BIM, Supt, Asst Supt, Foremen, etc. All costs associated with benefits, bonuses, vacation time, personal time off, cell phone, mileage, per diem, relocation, etc. should be accounted for. Include office trailer(s) and all office furnishings such as job site trailer, copiers, furniture, technology, computers, phones, radios, consumable office supplies, and other similar site-office related cost. Do not include project general requirements such as utilities, dumpsters, temporary toilets, safety equipment, hoisting, snow removal, periodic and final clean, etc. as they are intended to be reimbursed as a cost of work item. Please itemize anticipated hours for each staff member assigned to this project.			
2) Provide <b>equipment rental rates</b> not included above.			
3) <b>Full insurance package</b> expressed in dollars per \$1,000 of construction			
4) Provide cost and explanation of <b>subguard or sub bonding program</b> .			
<b>Contract and Contingency Questions</b>			
1) What is your firm's bonding capacity?			
2) Is your firm willing to discount equipment rental rates at 75% of AED on owned equipment?			
3) Is your firm willing to cap rental equipment at no more than purchase price?			
4) Is your firm willing to be 100% "open book" including activity such as exposing line item contingencies; sharing award recommendation letters or bid tabulation/leveling and subcontractor bids; and exposing if funds are transferred into line items specifically related to CMAR staffing such as general conditions, or general requirements?			
5) Is your firm willing to give the Owner full visibility into usage of construction contingency before funds are used? Approval will not be unreasonably withheld.			
6) Confirmation that budgets for non trade/production staff such as Safety, Quality, BIM, assistant superintendent/foreman, etc. will not be added to subcontractor/trade lines in the GMP without written approval by the Owner. These budgets need to be carried in the GC's or separate line item (clearly visible)			
7) Is your firm willing to directly submit self perform bids, if any, to Owner before public bids are due? (Self perform bids are required to be fixed fee)			
8) Provide an example of your firm's estimate spreadsheet detailing general conditions, general requirements and subtrade bids.			
9) Is your firm willing to return subcontractor buyout savings to Owner at completion of buyout?			
10) Is your firm willing to forgo fee within +/- 5% of GMP? (AE is required to provide +/-5% alternates in bid packages)			
11) Is your firm willing to convert General Conditions/General Requirements to lump sum at time of GMP			