

Request for Proposals

Construction Manager at Risk (CMAR) for the
Water Reclamation Facility
Phase 2 Expansion and Improvements Project



Issue date:
July 19, 2026

Owner:
South Fort Collins Sanitation District
2560 East County Road 32
Fort Collins, CO 80528

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**Request for Proposals
for
Pre-Construction and Construction Services
(Construction Manager at Risk)
for
South Fort Collins Sanitation District
Water Reclamation Facility Phase 2 Expansion and Improvements**

I. PROJECT SCOPE OF WORK AND BACKGROUND

A. Introduction

The South Fort Collins Sanitation District (SFCSD or District) is accepting proposals from qualified firms to provide Pre-Construction, Procurement, and Construction Services (Construction Manager at Risk – CMAR) for the construction of the Phase 2 Expansion and Improvements Project (Project) at the SFCSD Water Reclamation Facility (WRF) as described herein this Request for Proposal (RFP). The SFCSD intends to award one contract to the most qualified firm or team using a CMAR project delivery method for this Project. The CMAR will work with the District and the Design Engineer throughout the duration of the project. The SFCSD has contracted with Jacobs for design and engineering services during construction and is considered the Design Engineer in this RFP.

The District does not expect federal / state monies to be a part of this project, thereby not requiring Build America, Buy America (BABA) guidelines.

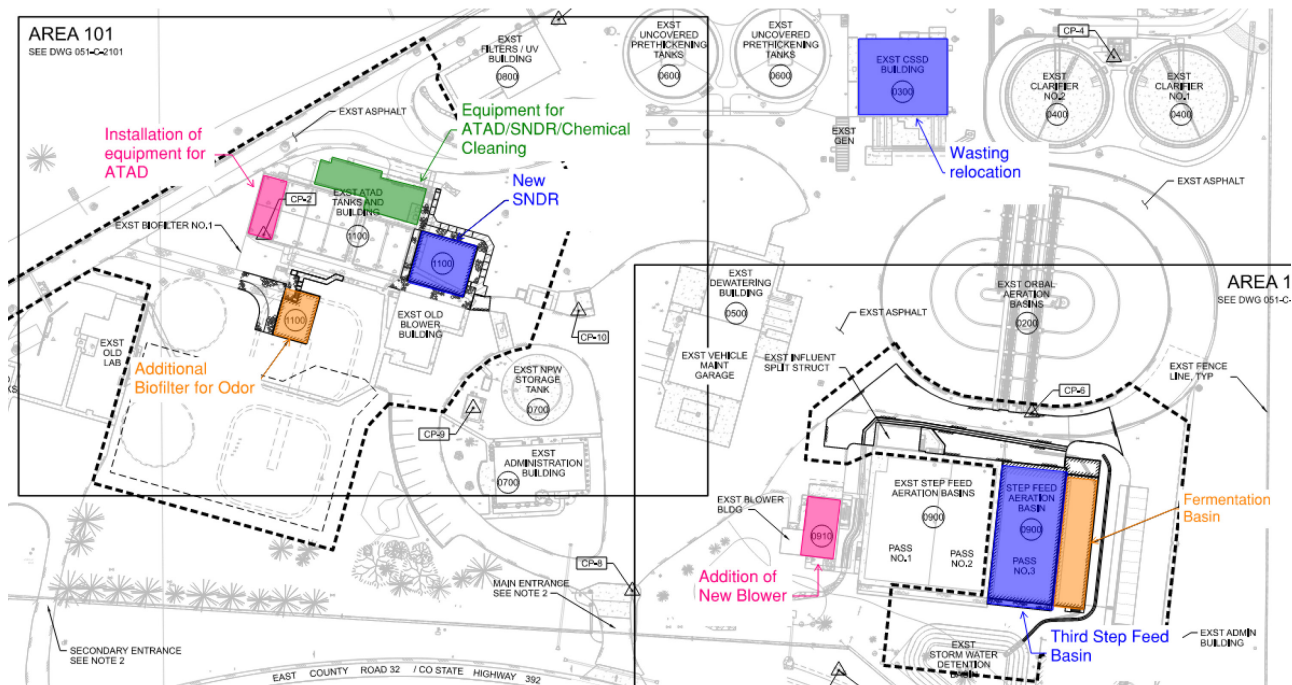
B. Background Information

The District owns and operates a 6.0 million gallons per day (MGD) WRF located in Fort Collins, Colorado. The District is faced with rapidly expanding growth within its service area that is increasing in flows and loads. Both the solids handling system (Autothermal Thermophilic Aerobic Digestion or ATAD) and the liquid treatment step feed system are in need of expansion to meet future treatment needs.

The likely facilities to be constructed as part of the expansion include:

- New ATAD reactor equipment located within existing tank.
- New ATAD system equipment located within existing building.
- New Simultaneous Nitrification Denitrification Reactor (SNDR) and equipment.
- New odor control biofilter for ATAD system.
- RAS pump station piping modifications.
- New step feed bioreactor and equipment.
- New RAS fermentation basin and equipment.
- Yard piping and site improvements.
- Associated electrical and controls work.

The following site plan shows the proposed improvements for the WRF:



C. CMAR Methodology

The intent is to establish a relationship of trust, confidence, and partnership between the CMAR, the District, and the Design Engineer. The Project will feature “open book” accounting, whereby all parties have access to all books, project costs, accounts, and records of the CMAR relating to the Project. The CMAR will have three distinct tasks during the Project: pre-construction services, procurement services, and construction services. The services for each task include, but are not limited to, the following:

Preconstruction Phase:

- Participation in team building/chartering meetings.
- Preparation of a project execution and management plan that includes the following:
 - Project Safety Plan
 - Quality Management Plan
 - Risk Management Plan: Conduct Risk Management Workshops with the District and Design Engineer to discuss risks and to develop mitigation plans for risk items identified
 - Project scheduling approach.
- Participation in monthly design progress meetings and design review, providing comments on progressively completed construction drawings and specifications at the 90 and 100 percent design stages.
- Review of design drawings and specifications at the 90 percent complete phase with an emphasis on the following:
 - Constructability
 - Potentials for Value Engineering
 - Value-added analysis
 - Phasing and sequencing recommended for construction

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- Risk register updates and contingency determinations
 - Provide cost estimating based on design drawings and specifications that are 90 percent complete.
 - Prepare preliminary construction schedules, including:
 - Construction schedule identifying critical path
 - Procurement of materials
 - Procurement of long-lead equipment
 - Permitting requirements and obtaining all permits necessary for construction
 - Working with the electrical utility provider for electrical service planning
 - Proposed baseline schedule with the GMP pricing at 90% design

Procurement Phase:

- Prepare a Procurement Plan that must be approved by the District that includes the following:
 - Work that is anticipated to be self-performed and how bid package solicitations will be let;
 - Approach to sole-sourced and competitively bid equipment;
 - Approach to subcontractor selection, including potential early on-boarding of MEP subcontractors;
 - Pricing construction for approval by the District.
- Provide open book pricing including development of a Guaranteed Maximum Price (GMP) based on the 90 percent design documents.
 - Obtain subcontractor bids for work being performed. Subcontractors will be held to the same open book pricing as CMAR.
 - Provide open book pricing for self-performed work.
- Obtain vendor bids for review and selection by the District.
- CMAR self-performed work elements shall be priced according to the rates and markups contained within the response to this RFP.
- Participate in a workshop to reconcile the GMP.
- The CMAR may elect to utilize a 'captured' subcontractor(s); while the District has no preference on this approach, the subcontractor will be considered as part of the CMAR team and proposal and will be considered as such during RFP evaluation.
- The District, at its sole option, may elect to execute a master services agreement with the CMAR Contractor. Under this contracting mechanism, the CMAR will work on individual task order construction package contracts for varying elements of work, all priced according to the cost factors and rates presented in response to this RFP.
- Help the District and Design Engineer prepare a detailed schedule of values and the Measurement and Payment section.
- The District reserves the right to competitively bid any portion of the Project in the event a final GMP cannot be negotiated and qualified through third-party estimating. Should there be a dispute between the third-party estimate and the CMAR's GMP, a mutual agreement must be reached by all parties before the GMP will be accepted by the District.

The District reserves the right to end the CMAR's services at any time during the Pre-Construction or Procurement tasks for any reason and continue with an alternative CMAR procurement or with a traditional Design-Bid-Build procurement. If this occurs, the CMAR shall be paid at the agreed-upon fee for the services rendered. No anticipated profits will be paid for work not performed.

Construction Phase:

- The CMAR will be responsible for providing construction means, methods, sequencing, scheduling, preparation of submittals, subcontractor and construction coordination, and

selection of subcontractors to perform the work. These services will be provided in accordance with the Construction Agreement and Contract Documents. The Construction Agreement will be based on EJCDC standard agreement and applicable supplementary conditions.

- Provide qualified full-time site supervision and management of trade subcontractors to meet or exceed the defined project schedule and meet the goals set forth in this RFP.
- Provide cost controls and change order/contingency request documentation for the Owner and Engineer to review and approve.
- The District expects full transparency of cost and supplying full backup documentation for the cost of work and fee establishment during the development of the GMP and any change orders.
- Provide stormwater management and best management practices (BMP) maintenance for the site complying with State, County, and City regulations.
- Provide construction scheduling, progress meeting attendance, and reporting according to Contract Documents and federal or state requirements.
- Update and implement the Project Safety Plan
- Update and implement the Quality Management Plan
- Update Risk Management Plan/Risk Register
- The project team expects the CMAR to work with its representatives to process all job documentation through an established document management and control system.
- Coordinate and engage in startup and commissioning processes outlined in the Contract Documents including but not limited to:
 - Equipment and facility testing and startup;
 - Coordination of vendor training;
 - Work with the Design Engineer with the development of a commissioning plan;
 - Be present on-site during startup to ensure all equipment and project components are operating and installed properly;
 - Meet all licensing requirements as set forth by the jurisdictional authorities for both CMAR (General Contractor) and subcontracted work. Provide work that complies with the latest version of IBC standards;
 - Provide project closeout and services needed during the warranty period;
 - Geotechnical and materials testing will be provided by a third party.

D. Owner Expectations and Delivery Schedule

Partnering

The District expects a partnering relationship with the selected CMAR and the Design Engineer. These three parties are expected to work as a team where trust and teamwork prevents disputes, fosters a cooperative bond to everyone's benefit, and facilitates the completion of a successful project.

Key Staff

Key staff members for this project for the CMAR are expected to include a project manager, assistant project manager, superintendent (s), and project engineer (s). These individuals shall be named in the RFP and be assigned to the project throughout the design and construction phase. Changes to key staff will not be acceptable unless they no longer work for the firm. The superintendent listed should be the person onsite on a full-time basis. Area superintendents that provide support for multiple projects should be identified as area superintendents. The District expects the CMAR's key staff members to manage the project through attendance of bi-weekly progress meetings.

Change in personnel mentioned above will require written notification and justification to the District, whether during preconstruction or construction phases

Delivery Schedule

The CMAR and subcontractors must perform work in a timely fashion that meets or exceeds the schedule indicated in this RFP. A non-mandatory pre-proposal meeting will be held at the WRF at 9:00 am on August 4, 2026 to tour the facility and ask questions. The selection process and the project are anticipated to proceed as outlined below; however, it is subject to change at the discretion of the District:

Project Benchmark	Date
Issue Request for Proposal	July 19, 2026
Pre-Proposal Meeting at WRF	August 4, 2026 9:00 am
CMAR Proposals Due	August 19, 2026 2:00 pm
CMAR Shortlist	September 2, 2026
CMAR Interviews	September 14-18, 2026
CMAR Selection	September 30, 2026
Guaranteed Maximum Price Development at 90% Design	December 2, 2026
Construction Package Notice to Proceed	March 2027
Project Substantial Completion	February 2029
Project Final Completion	April 2029

II. SUBMITTAL REQUIREMENTS

General Contractors that have the requisite experience, experience with CMAR delivery and minimum qualifications outlined herein are encouraged to submit proposals. The following items must be addressed in the proposal. Each of these proposal sections will be scored in accordance with the Evaluation Criteria outlined in Section IV of this RFP.

A. General Company Information

- Describe the firm's history, including the name of the firm, any previous names of the firm within the last 10 years, address(es) of the corporate headquarters, regional office, and applicable local office(s), and number of years in business. Provide the following information for both the firm and the department/division of the firm responsible for the work, if applicable:
 - Gross revenue totals for the past five (5) fiscal years
 - Total bonding capacity and single project limit
 - Available bonding capacity
 - Number of workdays without a lost time injury, both to date and longest on record. Also, provide Days Away, Restrictions, and Transfers (DART) for the past five (5) years
- Provide an organizational chart for the resources proposed to be used on this project.
- Provide general contracting licenses held by the firm.
- Provide a full list of equipment on hand, owned and managed by the firm, that is available for use on this project.
- Provide the name, address and phone number of the firm's bonding agent. Provide a letter from the bonding agent indicating the firm's bonding capacity is adequate to undertake this work relative to the Contractor's current committed backlog.
- Identify any contract or subcontract held by the firm or officers of the firm which is currently in litigation or formal arbitration and/or which has been terminated for cause or by mutual consent within the last 5 years. Identify any claims arising from a contract that resulted in litigation or arbitration within the last 5 years.
- Prior to construction, the CMAR will be required to sign a Construction Agreement with the District. The basis of the Agreement will be based on EJCDC documents and applicable

Supplemental Conditions.

- Financial Statement:
 - For both the firm and the department/division of the firm responsible for the work (if applicable), submit a copy of audited financial statements for the last three fiscal years, including balance sheets, income statements, statements of changes in financial position, and cash flow statements prepared in accordance with Generally Accepted Accounting Principles, including all notes.
 - Financial statements are to be provided in a separate envelope clearly marked as *CONFIDENTIAL: Financial Information Submitted in Response to Solicitation for CMAR Services for the South Fort Collins Sanitation District.*
 - Any other information the Respondent feels relevant to this section that indicates the Firm's unique qualifications and experience.
- Insurance
 - Provide the name, address, and phone number of the firm's insurance agent(s). Provide a certificate of insurance outlining coverage and policy limits. Provide statements to answer the following questions.
 1. Does coverage meet minimum project requirements?
 2. Does coverage include builder's risk?
 3. Can this coverage be extended for work on this project?
 4. Can coverage be increased?
 5. Can the District and its consultants be listed as an additional insured?
 6. Are there any current claims that will affect coverage limits available for this project?

Form of Insurance – Construction Phase	Minimum Limit
Comprehensive General Liability	\$5,000,000 w/ a per project Aggregate of \$10,000,000
Comprehensive Automobile Liability	\$1,000,000
Worker's Compensation and Employer's Liability	Statutory/\$500,000
Builder's Risk	Up to Bid Amount
Umbrella/ Excess Liability	\$2,000,000

B. Project Understanding:

The proposing firm shall demonstrate their expertise, knowledge and understanding of the scope of work for the project. The firm should provide comments to address the following items:

- Demonstrate familiarity and understanding of the CMAR design and construction process as it relates to this project, including the following:
 - Discuss the Respondent's role in the CMAR process. Elaborate on the pre-construction services that can be provided.
 - Discuss your view of the relationship of the Owner's management and operations staff, design professional, CMAR, public, and regulatory agencies.
 - Discuss the value you add as the CMAR to the project team.
- What significant challenges do you see with project completion?
- What significant challenges have you identified that might have a material impact on cost, schedule, or quality?

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- What significant challenges do you foresee with plant maintenance, operation, and compliance during construction? What is your strategy to address these challenges and concerns?
 - Describe in detail the project team's approach to resolving issues or conflicts with the following:
 - The Design Engineer
 - District Staff
 - District Board
 - Provide any other details regarding special services, products, advantages, or other benefits offered by the respondent.
 - Describe your approach to be transparent or open book pricing when developing a cost for this project in cooperation with the project team.
 - Describe your approach to developing a cost to complete this project. How will this affect your firm's design input?
 - Describe your approach to developing value engineering ideas through construction delivery to enhance the work product while potentially saving cost. Describe how being a part of the project during design affects this.
 - Describe how you view contingency in CMAR delivery.
 - Describe your firm's approach to managing risks. This should include risk identification, planning, and mitigation.
 - Scheduling
 - This project will require the use of a cost-loaded schedule to develop the full project schedule.
 - Describe the firm's approach used to schedule subcontractors, materials and equipment, identifying critical paths, and managing float
 - Indicate whether separate short-term schedules are used in conjunction with the full project schedule
 - Include the frequency of schedule updates
 - Include an example of a full project schedule for a similar size project
 - Quality Control Program
 - Provide details on your firm's quality control program. Explain how your team administers a quality control program during construction, how performance measures are documented, and how quality issues are addressed.
 - Provide examples of when your firm exceeded quality standards, gained industry recognition, or received quality awards.
 - Subcontractors
 - Provide a list of trades your firm will likely use subcontractors for as part of this Project.
 - Include a list of potential subcontractors for each trade. Include your relationships with each including past working relationships on past similar projects. Specifically focus on Electrical subcontractors, and Instrumentation and Controls integrators.
 - The District reserves the right to prequalify subcontractors with the selected CMAR to ensure the successful performance of work within their trade.

C. Example Projects

- Provide a brief project description and history of up to 5 projects water and/or wastewater projects similar in scope to this project completed in the last 7 years. At least one of the projects presented should have a construction value over \$40 million.
- Project description that includes the project name, overall scope of work, key

subcontractors used and any unique project characteristics.

- Type of project delivery model used.
 - It is important to highlight any previous CMAR project delivery methods used. Also, highlight projects that have used other alternative delivery methods other than direct design-bid-build
- Project's original schedule agreed upon at the time of signing the contract, the actual duration of construction, and any special characteristics of the project that affected delivery.
- Original contract cost.
- Cost at completion and number of change orders and description of what triggered the change orders.
- Provide a brief discussion of any unusual factors that affected the project delivery (e.g. owner-initiated delays, additions to the work, etc.).
- Provide both an owner reference and consulting engineer/architect reference for cited projects, including phone numbers and email addresses.

D. Key Project Staffing

Provide names and resumes of proposed key project staff, including the proposed project manager, assistant project manager, superintendent, assistant superintendent, and project engineer.

- Provide an organizational chart for the three tasks (pre-construction phase, procurement phase, and construction phase).
- Include experiences directly related to Alternative Project Delivery, pre-construction services during design, project estimating, and partnering exercises because of the Alternative Project Delivery method of procurement.
- Resumes should be no longer than 2 pages and included as an appendix in the proposal.
- Include references from owners and consulting engineers for the last 3 projects for each assigned person. Detail the availability of proposed staff.
- Any other information the respondent feels relevant to this section that indicates the project team's unique qualifications and experience.
- Any change in the firms or Key Personnel included in the proposal would require Owner approval.

E. CMAR Costs and Fee

As part of this proposal, provide a list of construction cost factors that are used to develop the cost of work, including the following:

Procurement and Construction Phase Costs	
Item Description	Containing
Fee Development	• Overhead markup (home office; management, insurance, bonds, etc.) • Profit markup

Cost of Work Development	- Field Office markup (General Conditions including salaried employees that might be listed under a technical division versus Division 1, such as civil field engineer or superintendent; also, be clear where safety engineer, commissioning agent, scheduler, etc. are being carried) - Subcontractor markup - Permanent Materials markup - Owned and Equipment rates and markup for equipment typically used on this type of project - Labor (provide unburdened labor rates and markups)
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Construction Phase Costs	
Item Description	Containing
Hourly Rates	- Field employee rates, non- burdened - Labor burden rate and inclusions such as holiday pay, vacation pay, health insurance, etc. - Small tools rate and how it is included in the GMP

- Describe how your firm develops a typical fee.
- Describe in detail how your firm uses the markups and cost of work to develop the GMP project cost. The CMAR must include all known quantities when developing the GMP for the project. While developing the GMP, unknown circumstances and indeterminant quantities must be identified by the CMAR for discussion with the District. The District anticipates negotiating contingency and allowances to complete this work, and the negotiated price will be included in the GMP.
- Contingencies usage approval will be determined by the District and will be included in the GMP unless assigned through an additional allowance; contingency and allowance budgets will be determined from the risk workshop and associated risk register.
- The District plans to issue a time and materials contract with a not to exceed the limit with the selected CMAR for Preconstruction Services. A complete scope of work and fee will be negotiated with the selected CMAR. As part of this proposal, present anticipated costs for the Preconstruction Phase services outlined in the RFP. Include necessary assumptions as needed for defining the anticipated costs. The presented costs will become the basis for initiating negotiations for a contract with the selected CMAR contractor. Provide a list of staff that your firm plans to assign to this project. Include their rate and an estimated percent of the total hours for the project your firm plans to use for each staff listed and other categories as appropriate, similar to the table below (use whatever titles are needed):

Title	Employee Name	Hourly Rate	Percent of Total Hours
Project Manager; Asst PM (s)			

Superintendent (s)			
Project Engineer (s)			
Cost Estimator (s)			
Procurement Lead			
Total			100%

F. Safety Record

Describe the firm's approach to safety throughout the company and on the project site. Include details of any ongoing training programs.

- Provide the firm's OSHA reportable accident rate and current workman's compensation insurance multiplier for the last 3 years.
- Provide the OSHA reportable accident rate on projects managed by the proposed superintendent or project manager over the three-year period.
- Provide a list of all projects in the last 5 years that have received an OSHA citation either to the GC or subcontractor on the job site and provide a narrative of the citations. Provide details on any citations and describe the corrective action taken.
- Provide DART rates, including:
 - Number of recordable injuries related directly to the number of hours worked.
 - Days Away Restricted Transfer incidents related directly to the number of hours worked.

III. SELECTION PROCESS AND SCHEDULE

Qualified General Contractors interested in the work described in this Request for Proposal should submit items contained in Section II of this request.

The procurement of these CMAR services will be in accordance with applicable federal, state, and local laws, regulations, and procedures. The District reserves the right to reject all proposals.

The District and the Design Engineer will evaluate the proposals in accordance with the provisions set forth herein. The final selection, if any, will be that Respondent, which, in the opinion of the District, best meets the requirements set forth in this RFP and is determined to be the most highly qualified firm. The District reserves the right to:

- Cancel, withdraw, postpone, or extend this RFP, in whole or in part, at any time prior to the execution of the CMAR Contract, without incurring any obligations or liabilities.
- Modify the procurement schedule.
- Waive deficiencies, informalities and irregularities in a proposal and accept and review a non-conforming proposal.
- Permit corrections to data submitted with any proposal.

All costs incurred in the preparation of a proposal and participation in this RFP and negotiation process shall be borne by the proposing firms.

The District reserves the right to competitively bid any part of this project if a GMP cannot be negotiated with the selected CMAR.

Proposals shall become property of the District and considered public documents under applicable Colorado laws. All documentation provided to the District may be subject to disclosure in accordance with Colorado public disclosure laws.

In the event it becomes necessary to revise any part of the RFP, a written addendum will be issued. Each Proposal shall state it is valid for a period of not less than ninety (90) days from the date of proposal submittal.

References contained in this RFP submitted by the respondent are an intricate part of the firm's qualifications. References must be accurate. The respondent authorizes the District and its consultants to verify any and all information contained in the Proposal from references contained therein and hereby release all those concerned providing information as a reference from any liability in connection with any information they give.

A. Submit Proposals to:

All proposals must be submitted to the District before August 19, 2026, at 2:00 pm at the following address:

South Fort Collins Sanitation District
2560 East County Road 32
Fort Collins, CO 80528
Attention: Randy Kenyon

Copies: Submit three (3) bound copies in a sealed envelope clearly marked with the project name, contractor name, and date. In addition, provide one electronic copy of the proposal (PDF) on a thumb drive.

Submit a single copy of the financial statements in a separate sealed envelope.

Page Count: Maximum 50 single-sided pages (excluding covers, dividers, resumes, 2-page cover letter). Additional appendices can be provided but might not be reviewed.

Questions regarding the proposal submittal can be directed to the District:

Randy Kenyon
District Engineer
South Fort Collins Sanitation District
2560 East County Road 32
Fort Collins, CO 80528
Ph: 970-226-2484 Ext 100
rkenyon@sfcscd.net

IV. EVALUATION CRITERIA

Proposals from the CMAR firms will be evaluated on the response to requirements outlined in Section II Submittal Requirements. The District, with help from the Design Engineer, will review proposals and will provide scores based on the following point system:

Proposal Section	Points Available
General Company Information	10
Project Understanding	20
Example Projects	25
Key Personnel	25
CMAR Fee Structure	10
Safety Record	10
Total	100

Based on the scored proposals, the District will shortlist up to 3 firms for interviews. The interviews with the short-listed firm(s) will be scheduled for the week of September 14-18, 2026. The District will advise the short-listed firms of the time and place in writing at least one week in advance. All key personnel should attend. The District will provide an agenda or outline in advance of the interview covering any additional requirements to be addressed by the shortlisted firms.

In addition to the interview, shortlisted firms may be required to provide additional materials, responses to additional follow-up questions, or provide examples of the Professional quality of the firm's previous work for similar projects. If required, additional material will be requested in writing by the District.

After interviews have been conducted, the evaluation committee will select the top-rated firm, and the District will then check references for overall performance, timetable, completeness, cost control, and job knowledge of selected project references. A satisfactory/unsatisfactory rating shall be given to each reference contacted. If reference checks are positive for the top-ranked firm, then the District will work to negotiate a contract for CMAR services. If the top firm's reference checks are not positive, then the selection committee will refer to the second-ranked firm to evaluate their respective references, and so on.

Reference Check Questionnaire:

Qualification	Standard
Overall Performance	Would you hire this Contractor again? Did their level of quality meet the project specifications and Owner needs?
Schedule	Was the original Scope of Work completed within the specified time? Were interim deadlines met in a timely manner?
Completeness	Was the Contractor responsive to client needs; did they anticipate problems? Were problems solved quickly and effectively?
Cost Control	Was the original Scope of Work completed within the project budget?
Job Knowledge	Did the Contractor personnel exhibit the knowledge and skills necessary for the efficient completion of the scope or work?