



October 5, 2026

**Request for Qualifications
Construction Management Services**

The Anchor School
460 Wesley Chapel Road, Decatur, GA 30035

Prepared by:
Facility Resource Center

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Section 1

1.1 Introduction (Division 00 11 13 – Advertisement for Bids)

The Anchor School (hereafter called "School" or "Owner") desires to retain the services of a professional Construction Management (CM)/Contracting firm and therefore requests proposals from suitably qualified vendors to undertake Construction Management ("CM") services to manage a phased succession of campus renovations totaling not to exceed \$500,000 at 460 Wesley Chapel Rd., Decatur, GA 30035.

MISSION AND BACKGROUND

The Anchor School is a State Charter Schools Commission of Georgia public charter school that is currently serving 6th through 8th grade scholars in the Metro Atlanta region. The school will serve grades 6-12 in South DeKalb County. In the next year of operation, the school will only serve grades 6-9. TAS will grow one grade per year each year thereafter until it becomes a middle and high school campus. The school has a statewide attendance zone, meaning students from anywhere in the state of Georgia can attend the school. The school model leverages community-based partnerships with families and local organizations to deliver holistic adolescent development services and project-based learning experiences to students who are developing the knowledge, skills, and confidence they need to thrive in school and beyond.

1.2 Request for Qualifications (Division 00 11 53 – Request for Qualifications)

Request for Qualifications (hereafter called "RFQ") is intended for the purpose of appointing a suitably qualified and experienced CM to provide the necessary services for the Project. The CM is the organization which will contract with The Anchor School and will undertake the Contracting Services (collectively, the "Services") in accordance with the functional and performance specifications and the contract terms and conditions set forth in this RFQ.

If the CM declines this RFQ then the CM must destroy all information it has received from the Owner and confirm in writing that this has been completed within two (2) business days.

Please note that this document is not a "Bid" or "Contract", nor will any contract be implied as a result of any response to this document.

1.3 Project Information/Description (Division 00 30 00 – Available Information)

1.3.1 Project Description

The Anchor School Project consists of the renovation of an additional 13,000 square feet to house the school's full enrollment of grades 6- 12. This approximately 13,000 sq ft will include 10 classrooms, dining and office spaces, and restrooms. The Anchor School and Cooper Carry Architecture have created a master plan breaking this development into three phases, to be

implemented over consecutive school breaks, as planning and capital campaigns allow. This is a rough breakdown of phases- the school team would look to CM to confirm that the phases as listed would be a feasible division of work and cost of the project. The Anchor School would like any individual phase to remain below \$250,000 inclusive of all fees, with a budget of \$500,000 for the combined three phases.

Construction activities for the first phase are targeted to begin in Summer (June) of 2027, with all of the phases of the project intended to be completed by Fall of 2030.

The contractor shall be responsible for coordinating all work to minimize disruption to daily school operations and ensure the safety of students, staff, and visitors. This includes, but is not limited to, maintaining clear separation between construction and occupied areas, implementing appropriate safety barriers and signage, and coordinating work hours, deliveries, and site access in alignment with school requirements.

Project master plan attached [here](#).

1.3.2 Project Budget 00 31 16 – Project Budget Information

The project budget is not to exceed **\$500,000, for all phases, with no individual phase exceeding \$250,000.**

The hard cost of the project should not exceed **\$500,000**, including CM fees.

Prior to the start of construction, the CM will be required to submit a Guaranteed Maximum Price (GMP) for review and approval. The CM will be held accountable for delivering the project on schedule and within the approved budget.

1.3.3 Project Team

The Anchor School
Facility Resource Center
Cooper Carry - Architect

1.3.4 Project Schedule (Division 00 31 13.13 – Preliminary Project Schedule, 00 31 13.16 – Preliminary Construction Schedule)

A preliminary design schedule for the next phase of construction is listed below. Schedule built assuming construction for each phase will occur over the school's summer breaks.

Late October:	Provide design set for pricing
December:	Any value engineering and reconciliation of drawings
January:	Construction Documents set
February:	Submit for permit
February– April:	Permit review

May: Reconcile permit comments and issue IFC set

1.3.5 Project Phasing (00 31 13.23 – Preliminary Project Phases)

The project will be constructed and delivered in a phased approach. Project master plan attached [here](#). Please note that Phase One, as listed in this document, is work that has already occurred.

Phase Two: 3 classrooms, Administrative office suite, possible restroom renovations. Approximately 3,000 square feet.

Phase Three: 5 classrooms, lab and media space. Approximately 3,300 square feet.

Phase Four: 3 classrooms, flex space, student dining expansion. Approximately 3,200 square feet.

Saturday work is permissible.

1.3.6 RFQ/RFQ Timeline/Critical Dates

The CM is expected to adhere to the dates in the following schedule. Dates are tentative, and The Anchor School reserves the right to change the schedule at any time. Changes in the schedule will be communicated to all RFQ respondents via electronic correspondence.

Current Work Being Performed

- Due Diligence
- Master plan
- Schematic Design and Construction Documents

Milestone	Date
RFQ Issued	Monday, October 5, 2026
Mandatory Site Walk	Thursday, October 15, 2026 12 pm ET
Deadline for Written Questions	Tuesday, October 20, 2026
Responses to Bidder Questions	Tuesday, October 27, 2026
Proposal/Bid Submission Deadline	Thursday, November 5, 2026 by 12 pm ET

Shortlist Notification (if applicable)	Thursday, November 12, 2026
Interviews with Shortlisted Firms (if applicable)	November 16, 2026
Notification of Intent to Award*	November 20 , 2026
Contract Negotiation	November 23- December 4 , 2026
Target Construction Start (Phase One)	Summer 2027
Target Substantial Completion (Phase One)	July 15th, 2027

(*): Selection is preliminary and contingent upon successful due diligence, negotiations, and execution of a definitive contract between The Anchor School and the Construction Manager.

Section 2 (Division 00 21 13 – Instructions to Bidders)

2.1 RFQ/RFQ Question/Response Process

All matters pertaining to submission of the proposal should be directed to the **FRC TEAM**.

Bidders can submit written questions via email. All questions must be submitted in a single document or within the body of a single email. Each question must be numbered.

All questions must be received by no later than October 20, 2026.

Questions concerning the RFQ shall be emailed to Atticus Gaul at frcteam@gacharters.org with a carbon copy to Josh Pinto Taylor at joshpintotaylor@anchorschool.org. The submission must display “Questions for Anchor School CMAR RFQ ” in the subject line.

CM’s are strictly forbidden from contacting any team members of The Anchor School directly, any of its or their affiliates regarding this RFQ (this does not apply to existing initiatives that a Vendor is working on with The Anchor School or any of its divisions). Failure to comply with the foregoing restriction may result in possible disqualification from being selected to perform the Services.

Please note that responses to questions submitted to the project team will be shared with all bidders via email if the questions are general in nature. If the school, at its sole discretion, determines that a question is specifically related to an individual vendor, then the response will be provided exclusively to that particular vendor.

2.2 Receipt of Proposals/RFQ/RFQ Submission Instructions

Proposals will be received until Thursday, November 5, 2026, by 12 pm ET. All RFQ proposals must be submitted as a complete PDF along with Exhibit A in Excel format via email to Atticus Gaul at frcteam@gacharters.org with a carbon copy to Josh Pinto Taylor at joshpintotaylor@anchorschool.org. and display “Response to CMAR RFQ” in the subject line.

All correspondence, questions, and communication will be with the Facility Resource Center. Any other attempts at communication, other than with the parties outlined above is grounds for bid disqualification. Please present all questions for record in written form only. If a question is not submitted in writing it shall be deemed not for record or formal response.

The proposal package shall bear the legal entity name, and business (DBA) name and address of the CM. All submissions shall be sent electronically. Late or incomplete proposals received after the time and date specified above may be rejected.

2.3 RFQ/RFQ Content of Proposals/Construction Manager Services Proposal Requirements

To be considered for acceptance, the proposals shall contain the following minimum information to be presented as set out in the format and sequence shown.

- Firm History & Information
 - Briefly describe your firm, its officers, and executive management.
 - Provide an organizational chart for your firm, specifically indicating those who will be involved in this project, along with their resumes.
 - Project team member references and resumes (highlight media/broadcast facilities)

Please note:

 - The Anchor School and Facility Resource Center must be informed of changes to key field personnel.
 - The Anchor School reserves the right to interview and approve potential new team members.
- Related School Experience
 - Compile a list of all school projects (at least three) completed by your firm in the past five (5) years, particularly those completed on a fast-track schedule.
 - Specifically identify three (3) of the most recently completed CMAR projects.
 - Provide references from at least two (2) different schools for which you have performed similar work.
- Current/Recent Projects
 - List all projects your firm is currently involved with and/or has recently completed that are comparable to this project.
 - Identify your firm's role on each project (e.g., architect of record, associate architect, interior designer) and include the project budget and timeline for completion.
- Project Approach
 - Provide a brief outline and description of your firm's approach to a project of this nature.
- Timeline
 - Provide an anticipated timeline for project completion.
- Bonding information
 - Provide the name, address, telephone number, and contact for your surety and bonding agent.
 - Provide your total bonding capacity and the total value of all projects currently under construction.
- Claims History
 - List all litigations, arbitrations, and mediations in which the firm has been involved in the past five (5) years. If these claims involved were over \$50,000 made by an owner against the firm or by the firm against the owner, indicate the disposition of each such claim, the name of the owner, and the nature of the claim.
- Lawsuit Status
 - List all litigations, arbitrations, and mediations in which the firm has been involved in the past five (5) years.
- Historical Safety Violations
 - Provide any historical safety violations in which the firm has been involved.
- Saving Reversions
 - Provide the firm's approach to savings reversions.
- CM proposal Fee
 - Complete the CM Fee Proposal Bid Form as provided in Exhibit A.

The purpose of this section is to provide a framework of key information that should be included in the respondent's proposal. Facility Resource Center, in collaboration with The Anchor School will conduct an impartial and comprehensive evaluation of all responses. The RFQ submission must include the following information within the proposal for consideration.

2.4 CM Selection Criteria

The services being sought under the RFQ are considered professional in nature. Consequently, the evaluation of the proposals will be based upon consideration of the demonstrated qualifications and capabilities of the proposers, which result in an award that is in the best interest of The Anchor School.

To qualify for this project, firms must demonstrate expertise, resources, and personnel experience in project planning, cost management, project controls, pre-construction and construction methods, value engineering, scheduling, and quality assurance.

The Construction Manager (CM) will be responsible for delivering the project efficiently, economically, and on time. The CM will manage construction activities within the approved timeline and budget while meeting high-quality standards. Responsibilities include collaborating with the school and architect on pre-construction planning, developing proposal packages, awarding trade contracts, and managing construction through final occupancy.

Firms must demonstrate a strong track record of successfully completing similar school renovation or adaptive reuse projects, particularly under fast-track timelines.

Experience, quality, customer service, and price will be key determining factors, among others, in the evaluation of proposals submitted in response to this RFQ. The selection criteria that The Anchor School will be considering/evaluating in its selection process include:

- Proposal Quality & Project Understanding
 - Alignment with the RFQ bid document requirements
 - Demonstrated understanding of the project scope
 - Clarity of assumptions, exclusions, and qualifications.
- Relevant experience
 - Experience working on construction projects with charter school organizations that were delivered on time and on budget.
 - Experience working with charter school projects with compressed timelines that were delivered on time and on budget.
 - Preference will be given to firms demonstrating successful experience relating to construction management services for a minimum of 3 similar projects (fast-tracked, summer school renovation projects, etc.)
 - Demonstrate successful experience in providing construction management services under a CM at Risk/GMP form of contract.
- Project Team/Personnel Qualifications
 - Team structure and strength of proposed team
 - Qualifications of the persons designated to form the proposer's staff for the services required under the RFQ.
- References/Past Performance
 - A record of past performances as demonstrated by client references
 - References from at least two (2) different charter schools for which the proposer has performed renovation work. (preferred)
- Schedule Capability
 - Ability to perform to schedule parameters

- Pricing/Budget/Value Engineering
 - CM fee proposal Exhibit A
 - Competitiveness of proposal
 - Experience with a value engineering approach, demonstrating the ability to meet budget requirements.
- Business Qualifications (bonding, local presence and longevity)
 - Demonstrate continuous business operations for not less than five (5) years.
 - Provide qualifications to conduct business in the State of Georgia and demonstrate the ability to maintain a presence near the project site.
 - Demonstrate bonding capacity for 100% of the total estimated construction value of the project.
- Other
 - Willingness to adhere to the attached standard The Anchor School Contract terms
 - Demonstrate a record of support for and involvement with, and commit to aggressively soliciting bids from Minority and Women Business Enterprises.
 - Demonstrate other intangibles that best demonstrate the proposer's ability to provide services to the school.

Evaluations will be performed by a committee. Following completion of the initial evaluations, if deemed necessary by the committee, a shortlist of candidates may be invited for an interview with the Evaluation Committee. The anticipated date for the interview is scheduled for November 9-10, 2026.

After evaluation, the committee will identify the CM firm it will recommend based on the information contained in the proposal, reference analysis, and interviews, if required. The committee will base its final selection on what it considers to be most advantageous to the school. Final fees, general conditions, and reimbursables will be negotiated with the selected firm upon selection. If negotiations fail, the second-ranked firm will be considered. The Anchor School reserves the right to accept or reject any and all proposals in response to this RFQ.

2.5 Bid Opening Process

All proposals will be opened and recorded via a virtual bid conference on Thursday, November 5,, 2026 at 12 pm ET. A viewing link for this bid conference will be provided prior to the RFQ deadline.

2.6 Confidentiality

All documents included in this RFQ and any verbally gathered information are confidential and proprietary and are furnished to the CMs solely for the purpose of enabling it to prepare a Proposal. The RFQ is not to be used for any other purpose or disclosed to a third party or any contractor's employees, agents, or representatives other than those who have a need to know such information while preparing the proposal. The CM agrees not to disclose the content of and existence of such RFQ to any non-permitted third party.

All information contained in this RFQ and subsequent documents / discussions are to be kept confidential. This includes, but is not limited to, information about The Anchor School, its affiliates, subsidiaries, business lines, etc. Bidders shall not disclose any information contained within this RFQ/RFQ, other than to its employees directly connected with responding to this RFQ. Unauthorized duplication and / or release of all or part of the information provided in this RFQ, without prior written

permission from The Anchor School, may disqualify the bidder from consideration.

2.7 Rights & Responsibilities

The Anchor School reserves the right to amend or cancel this RFQ in any manner prior to award. Any amendments will be submitted as a formal addendum, and the CM will be required to confirm adjustments to their RFQ response.

It is The Anchor School's intention to evaluate the proposals with the goal of securing efficient, economical, and reliable services. The Anchor School intends to appoint a sole CM to provide the services requested in this RFQ. Should the CM provide unsatisfactory services during the preconstruction service phase of the project, The Anchor School reserves the right to solicit alternate General Contractor Lump Sum bids from alternative vendors and discontinue the services with the selected CM.

Should the CM provide satisfactory services during the pre-construction phase, The Anchor School will request either a Cost-Plus Fixed Fee with a Guaranteed Maximum Price ("GMP") contract with the CM. By responding to this RFQ, the CM confirms that they are amenable to providing either of these contract structures, assuming final agreement with The Anchor School's contract terms.

The CM is responsible for all costs incurred in the preparation of its proposals and any subsequent interview presentation, whether or not the CM is successful. CM's should note that The Anchor School reserves the right to disqualify a CM if any material misrepresentation is made in its proposals or subsequently in the presentation interview.

The The Anchor School shall not be responsible or liable in any manner for any risks, costs or expenses incurred by any prospective or selected CM's in conjunction with its response to this RFQ.

2.8 Offer Validity

The CM's proposals constitute an offer to contract which shall remain open for a period of 120 calendar days from the date of submission.

2.9 Additional Information

All offers and any other materials submitted in response to this RFQ will become the property of The Anchor School and may be returned only at its option and at the prospective CM's expense.

The Anchor School has no obligation or commitment to make an award or enter into a contract with any CM submitting a proposal, and The Anchor School does hereby expressly reserve the right not to select any CM responding to this RFQ or otherwise not to proceed with the Services as contemplated in this RFQ.

Unsuccessful respondents will be notified in writing within two weeks of the award.

Section 3 – Construction Manager Scope of Services

3.1 PROCUREMENT DEFINITIONS (Division 00 23 00 – Procurement Definitions)

GMP - Guaranteed Maximum Price. Sets a maximum price for a construction project, beyond which the contractor absorbs additional costs.

CM- Construction Manager

CMAR- Construction Manager at Risk. Delivery method which entails a commitment by the Construction Manager (CM) to deliver the project within a Guaranteed Maximum Price (GMP) which is based on the construction documents and specifications at the time of the GMP plus any reasonably inferred items or tasks.

3.2 SCOPE AND STYLE OF SERVICES TO BE PERFORMED (Division 00 24 13 – Scopes of Bids)

In issuing the RFQ , it is the intent of The Anchor School that the successful CM will provide the required services for a fixed fee to be mutually agreed upon by the parties. It is further the intent of The Anchor School that the successful CM will provide a GMP for the cost of construction of the projects and include a Guaranteed Delivery Date (GDD). The Anchor School also requires that the successful CM accept the following stipulations:

1. Provide performance and material and labor payment bonds in the amount of 100% of the GMP pursuant to O.C.G.A. 36-91-40, et. seq.
2. Inclusion of a Bid-Bond with the proposal pursuant to O.C.G.A. 36-91-50, et. seq.
3. Individual trade contracts will be between the CM and trade contractors, subject to Anchor School approval.
4. The CM will not perform any portion of the project with its own forces except as may be mutually agreed to by the school and the CM.
5. The CM will be “at risk” in the proposed undertaking and will be responsible for completing the project within the GMP.
6. Should the final cost of the project be less than the GMP, all savings shall revert to The Anchor School
7. A mandatory pre-bid conference will be held at 460 Wesley Chapel Road on Thursday, October 15, 2026 12 pm ET. Only interested contractors/subcontractors shall attend the meeting. Attendance at this pre-bid conference is a mandatory prerequisite to submitting a bid. Please confirm your attendance by adding your information to this [attendance sheet](#) by 5 pm ET on October 13.
8. An agreed 10% of pay applications will be held in retention.
9. The Anchor School shall have the authority to suspend, terminate, or supplement the performance of the project.
10. The Construction Manager will share with The Anchor School the calculations and assumptions

on which the CM's proposed GMP is based.

The following defines the overall responsibilities, expectations, and services expected from the appointed CM. The Anchor School is seeking a CM with extensive expertise and experience in providing services inclusive of, but not limited to, the list below. It must be recognized by the CM that it is difficult to delineate each and every specific service and task that will be required of the CM. By submitting a proposal response, the CM acknowledges that it will provide the necessary ancillary and secondary services necessary to compliment the required Scope of Services outlined herein and will not seek additional compensation.

3.3 CM Expectations

3.3.1 Quality

The CM will be responsible for achieving the highest quality throughout the construction process. The Anchor School's dedication to quality may necessitate multiple submittals and revisions, a crucial factor that should be accounted for in your proposal. We believe that achieving the highest standards often requires fine - tuning and adjustments and this should come at no additional cost to meet quality expectations.

3.3.2 Building Rules & Regulations

The Owner for the project is The Anchor School ("Owner"). The Owner building requirements will dictate work hours, utility shutdown procedures, freight scheduling, and etc.

3.3.3 Site Coordination

The CM is solely responsible for parking construction workforce, scheduling, meeting, offloading, and securing all material deliveries. The CM is solely responsible for the safety of all materials, tools and equipment stored onsite. All Items of value shall be securely locked, removed from the site daily or otherwise protected from theft or damage.

The CM must provide traffic control plans, flagmen, street cleaning, pedestrian safety and any other special activities as required to ensure the safe and efficient performance of work and compliance with DeKalb County regulations.

The CM will be required to provide offsite storage for any materials that cannot be stored in the construction scope of work areas themselves. The Anchor School has limited storage capability elsewhere while construction is ongoing. CM to deliver materials for installation as needed during construction if the available space is insufficient.

3.3.4 Safety (Division 00 73 19 – Health and Safety Requirements)

The CM is responsible for the installation, maintenance, and removal of all safety barricades, fencing, bracing, temporary shoring and/or safety rails as required, along with strict adherence to all OSHA and state, city, and job-specific safety requirements.

Any accidents that occur must be immediately reported to Facility Resource Center and The Anchor School and followed up with a written report within 24 hours of the incident.

Weekly safety huddles must be held with all construction workers that are on site. Safe access and paths of travel must be maintained at all times for the Owner, consultants, vendors, and visitors.

The CM is solely responsible for safety equipment, hard hats, safety glasses, fall protection, etc., including fire watch for any hot work. The CM shall contract to provide site security and Firewatch services.

Please note that the beginning of construction will take place during an active school year where students, faculty, and parents may be present.

3.3.5 Project Risk Management

The CM shall attend and contribute to risk management workshops to capture all apparent and foreseeable risks. The CM, as required, shall contribute to risk registers, forward look schedules and contingency reconciliations for recording and mitigating risks.

3.3.6 Preconstruction Services

The Construction Manager (CM) shall commence preconstruction services immediately upon engagement. These services include, but are not limited to:

3.3.6.1 Design Document Review & Estimating

- Review design documents.
- Advise on constructability, availability of materials and labor, tariffs and feasibility of construction.

3.3.6.2 Site & Existing Conditions

- Survey the site and perform field analysis to identify existing conditions that may impact construction activities, mobilization, and material movement.

3.3.6.3 Schedule Planning

- Develop a Construction Schedule inclusive of all owner-supplied vendor activities. Update this schedule weekly, comparing baseline vs. current.
- Advise on critical path activities and sequencing.
- Identify risks and communicate them to the project team.

3.3.6.4 Pre-Construction Coordination

- Engage project team to coordinate sequencing.
- Attend weekly coordination meetings.

3.3.6.5 Bid Package & Subcontractor Strategy

- Develop and finalize subcontractor bid lists
- Prepare bid schedules, instructions to bidders, and pre-bid meeting agendas.
- Solicit bids and conduct bid analysis. Present recommendations to the Owner and Facility Resource Center for approval prior to award.
- Clearly identify allowances and contingencies in all subcontract agreements and include

them in the GMP or cost of work proposal.

3.3.6.6 Permitting & Authority Coordination

- If requested, attend pre-application meetings with city agencies.
- Coordinate with AHJs for permitting strategies. Design-assist/build subs shall obtain permits applicable to their scope unless otherwise specified.

3.3.7 Construction Services

The Construction Manager (CM) shall provide comprehensive construction services from Notice to Proceed through project completion and closeout. These services include, but are not limited to:

3.3.7.1 Mobilization & Contract Administration

- Manage execution of all Subcontractor Agreements, ensuring inclusion of competitive unit pricing, labor rates, and alternates for contract administration.
- Within five (5) business days of receiving Notice to Proceed:
 - Submit a complete submittal log identifying all shop drawings and product data requirements.
 - Submit a preliminary construction schedule and procurement log.

3.3.7.2 Document Management

- Maintain a document control system (e.g., Procore or industry-accepted software) for tracking RFIs, submittals, shop drawings, meeting minutes, and approvals.
- Schedule, monitor, and implement the flow of all documents to maintain timely approvals.

3.3.7.3 Onsite Management & Supervision

- Multiple crews to manage separate scopes.
- Provide full-time, or as required, onsite Project Manager and Superintendent.
- Coordinate and supervise all subcontractor and vendor field activities from mobilization through substantial completion.
- Observe and ensure compliance with all Contract Documents, schedule milestones, and quality standards.
- Establish clear lines of authority and responsibilities for all site personnel.
- Maintain daily logs, meeting minutes, manpower reports, delivery tickets, weather logs, and photo documentation.

3.3.7.4 Meetings & Coordination

- Chair and document the following meetings:
- Weekly Owner/CM Progress Meetings (with Owner, Facility Resource Center, Architect, and Engineers)
- Weekly Foremen's Coordination Meetings (with subcontractors and suppliers)
- Weekly Submittal/Procurement Tracking Meetings (internal)
- Coordinate with Owner's designated vendors (e.g., furniture, AV, security, movers) regarding field conditions, hoisting logistics, and installation procedures.

3.3.7.5 Quality Assurance

- Proactively manage and resolve any quality or code compliance issues in the field.

3.3.7.6 Safety & Site Conditions

- Implement and manage a site-specific safety plan in compliance with applicable codes and regulations.
- Ensure subcontractor adherence to safety protocols.
- Provide regular safety audits and documentation.
- Maintain a clean, organized site and coordinate central waste management for all vendors.
- As the school will be occupied during the beginning of construction, ensuring the safety of students is a priority and all access points and pathways should be kept clear. Noisy and/or high impact work should be completed outside of school hours when possible.

3.3.7.7 Schedule & Progress Monitoring

- Maintain and update a detailed project schedule. Report progress regularly to Facility Resource Center and the Owner.
- Incorporate subcontractor activities and long-lead items into the master schedule.
- Compare baseline vs. actual performance and identify corrective actions as needed.

3.3.7.8 Submittals & Procurement

- Maintain and update a procurement tracking log. Submit updates to Facility Resource Center and Owner at regular intervals.
- Coordinate timely delivery of all Owner-furnished equipment and materials.
- Track and manage all submittals, ensuring timely approval and fabrication.

3.3.7.9 Issue Resolution

- Manage and resolve construction issues including unforeseen conditions, design conflicts, and field coordination challenges.
- Communicate and clarify scope interpretations to all subcontractors. Elevate to Architect/Engineer as needed for resolution.

3.3.8 Project Closeout & Post-Construction Support

The Construction Manager (CM) shall lead and manage a structured, timely project closeout process that includes final inspections, documentation, Owner handoff, and post-move support. Closeout responsibilities include:

3.3.8.1 Final Inspections & Punch List

- Coordinate the development and distribution of a comprehensive punch list to all parties (Facility Resource Center, Architect, Engineers,

- and Owner).
- Architect will supplement the punch list with additional items, if necessary, following review of GC-generated list.
- CM to coordinate and supervise all punch list correction work, ensuring timely and complete resolution prior to final inspection.
- Ensure all sign-offs, permits, and Certificates of Occupancy (or equivalents) are obtained.

3.3.8.2 Final Documentation

- Prepare and deliver a bound and indexed Closeout Package containing:
 - As-built drawings (redline set, electronic and hard copy)
 - Operation and Maintenance (O&M) manuals
 - Warranty documentation
 - Final inspection reports and testing certifications
 - Subcontractor and vendor contact lists
 - Final lien waivers and release documentation
 - Final cost review report with reconciled budget vs. actuals
 - Submit final Certificates of Insurance and all project-required legal documentation.

3.3.8.3 Owner Training & Handover

- Organize and conduct Owner and facilities staff training for installed systems as required.
- Submit training documentation and video recordings (if applicable) as part of O&M manual deliverables.
- Ensure all system operations are fully explained and accepted by Owner's facilities/maintenance team.

3.3.8.4 Post-Move Support

- Provide post-move support services as required to address any issues related to systems, finishes, or coordination with Owner's vendors.
- Maintain key team members on standby for rapid response to post-occupancy issues within the first 30 days after move-in.

3.3.8.5 Security Compliance

- Ensure full compliance with the Owner's security protocols following activation of Owner's security system.
- Includes personnel badging, restricted area access procedures, and designated construction parking protocols.
- Ensure subcontractors and vendors comply with ongoing site security requirements until project closeout is complete.

3.3.9 Change Orders (Division 00 94 63 – Record Change Orders)

CM is required to provide a detailed cost breakdown and supporting documentation for all requested or proposed change order pricing. Backup must include labor hours, hourly rates, materials, equipment, mark-ups, invoices, etc. Change Orders submitted without this supporting documentation will be rejected. The CM is expected to review, challenge, or validate all sub-contractor proposals before it is

sent to the client rep for review and recommendation. This includes but is not limited to marked drawings of changes, take off's showing quantities for large change orders, and field pictures of changes or conditions not shown on drawings. The change order process for submittal, review and rejection or approval is to be defined and agreed following CM procurement.

The CM shall include project management, estimating time, and processing of change orders in base bid general conditions fees. Additional fees from the CM for providing change orders will be rejected. All change orders submitted to The Anchor School for approval must be properly vetted and validated by the CM prior to being submitted.

Miscellaneous tack-on or percentage-based costs are not acceptable change order costs. Included in this category are Project Manager time; travel time; trip charges; fuel or mileage; cartage; consumables; small tools; and warranty.

In a submittal review or RFI response triggers a cost or schedule increase, Facility Resource Center and The Anchor School must be notified immediately, and approval must be granted for the cost increase before the CM or subcontractor orders materials or otherwise moves forward with the change. If this process is not followed, the cost increase shall not be paid by The Anchor School and shall be absorbed by the CM.

Delay claims will only be considered if a) The Anchor School is notified in writing that a delay is imminent or already occurring and b) the CM and subcontractor took all necessary and reasonable measures at their disposal to prevent the delay. Delay claims will not be considered if the alleged delay occurred without The Anchor School knowledge or if pricing or other information could have been but was not furnished in a timely manner to prevent the delay from occurring.

3.3.10 Payments

Interim Payments: CM must prepare and submit a monthly Application for Payment. Retainage of 5% of the total value of work completed to date must be held until final application and completion of all punch list activities for said subcontractor. Lien waivers must be issued promptly for the previous months work completed before that month will be approved.

Final Payment: Following Final Completion, Construction Manager must prepare the final statement of all the Cost of the Work, including a detailed statement of any costs incurred since the last Application for Payment through the date of Final Completion, a final computation of all savings and a statement of the resolution of all claims relating to the Work, as well as the final release of all retention. The CM shall supply a final unconditional lien waiver with the final requisition for payment.

Project Savings: Contingency values may be included in the contract for use in change control and unforeseen conditions if a GMP contract is sought. All savings realized throughout the Project must be allocated to contingency. All remaining contingency and/or savings at the time of Final Completion must be returned to The Anchor School. No contingency cost sharing incentives will be provided in a GMP contract situation.

Section 4 – EXHIBITS

- Exhibit A - CM Bid Form/Fee Proposal Form
- Exhibit B – Certification Form (this is the form below)
- Exhibit C – Design Package (if applicable)

EXHIBIT A – CM FEE PROPOSAL BID FORM (Division 00 41 13 – Bid Form)

Please generate two versions of Exhibit A. One for the full project scope outlined in the master plan, and one specific to the upcoming phase two. CM's Fee: Provide a breakdown of all proposed construction management fees beyond direct subcontractor costs, including general conditions, reimbursable/general allowances, contingencies, etc., with the definitions of each. Provide a fee breakdown for the project budget of **\$500,000**. The CM fee should be reflected in the schedule outlined in the bid.

GC Proposed Preconstruction Duration

The preconstruction duration is estimated to last no longer than 3 months per phase.

GC Proposed Construction Duration

The construction duration is estimated to last no longer than 2 months per phase.

BASIS OF FEE:

Basis of Fee: The CM's fee is the amount, established by and agreed to by both parties, which is the full amount of compensation due to the CM as gross profit, and for all expenses of the Project not included and identified as a Cost of the Work, provided that the CM performs all the requirements of the Contract Documents within the time limits established.

A. Preconstruction Fee:

Preconstruction Fee: For the preconstruction consulting services provided by the CM/GC, the owner shall pay the CM a preconstruction fee:

Preconstruction Fee (fixed fee)	
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B. Construction Fee:

Construction Fee. Representing the Gross profit for the construction services provided by CM, the owner shall pay the CM/GC a construction fee.

Construction Fee (percentage)	
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CM'S EXPENSES AND OVERHEAD COSTS (Preconstruction and Construction):

The CM's Overhead Costs. The maximum amount for the CM's preconstruction costs and expenses and construction overhead costs is inclusive of all direct and incidental expenses as described in Attachment A.

Maximum Preconstruction Costs and Expenses from Exhibit A Breakdown Spreadsheet Attachment. (Do not include the Pre-construction fee listed above in this amount)	\$
Maximum Construction Overhead Costs. (Do not include the Pre-construction fee listed above in this amount.)	\$

Exhibit A-1 CM Fee Breakdown Spreadsheet Attachment

Include:

- Pre-Purchase Strategies (ex. Doors)
- **General Conditions & General Requirements cost lump sum:** provide a lump sum general conditions cost to complete the project. General conditions costs must include costs for staff, materials, facilities, utilities and equipment, rentals, labor, field office expenses, debris removal, emergencies/safety equipment, storage, taxes, warranties, and trade contract enforcement. A schedule of personnel is to be submitted and agree burden and fee mark-up are to be attached as an exhibit to the RFQ response.
- **CM Markup:** Provide a fixed fee percentage markup on subcontractor costs for CM Services during the construction and closeout phases.
- **CM Insurance:** Provide a fixed rate markup on the subcontractor costs.
- **Change order holiday:** Amount of initial change order value the CM Markup shall be waived upon.
- **Labor Rates:** Provide a labor rate table for all CM staff billing to the project including project executive, project manager, project engineer, superintendent, assistant superintendent, project accountant, foreman, labourers, etc. Include straight, overtime and double time rates for hourly personnel.
- **Escalation:** Costs must account for and include any potential increases in labor, materials, equipment, commodities, fuel, etc. over the proposed duration of the project. No consideration will be given for cost increases due to material shortages, price spikes, subcontractor changes, or failure to lock in bid prices.
- **Project Schedule:** Provide a schedule for the project that represents your firm's scheduling capabilities. The agreed upon schedule will serve as the Baseline Construction Schedule and be incorporated into the Project Master Schedule. Additional intermediary project milestones will be sought in the final CM contract.
- Project schedule must include details on pre-purchase methodology and details for each phase. Please include substantial completion and punch list dates for each phase.

- **Assumptions, Exclusions & Qualifications:** Provide all assumptions that your organization has made while responding to this RFQ that might have impacted the quote you have provided. Include assumptions on required support (including resources) from The Anchor School during the execution of the Services. Describe any exceptions that you have to the information provided by The Anchor School in this RFQ.
- **Insurance Evidence of insurances:** Valid insurance certificates must be provided, clearly stating the type of policy, financial limits, and type of claims they cover (each occurrence or aggregate values). The Anchor School will not provide builders risk insurance. This is the responsibility of the CM. The Anchor School does not intend to solicit subcontractor default insurance as part of the CM RFQ but reserves the right to include it at a future date if this becomes a project requirement.

Exhibit B – Certification Form

I, _____, being duly sworn, state that I am
_____ (title) of

_____ (firm) and hereby duly certify that I have read and understand the information presented in the attached proposal and any enclosure and exhibits thereto.

I further certify that to the best of my knowledge the information given in response to the request for proposals is full, complete, and truthful.

I further certify that the proposer and any principal employee of the proposer have not, in the immediately preceding five years, been convicted of any crime of moral turpitude or any felony offense, nor has had their professional license suspended, revoked, or been subjected to disciplinary proceedings.

I further certify that the proposer has not, in the immediately preceding five years, been suspended, or debarred from contracting with any federal, state or local government agency, and further, that the proposer is not now under consideration for suspension or debarment from any such agency.

I further certify that the proposer has not in the immediately preceding five years been defaulted in any federal, state, or local government agency contract, and further, that the proposer is not now under any notice of intent to default on any such contract.

I acknowledge, agree, and authorize, and certify that the proposer acknowledges, agrees, and authorizes, that The Anchor School may, by means that The Anchor School deems appropriate, determine the accuracy and truth of the information provided by the proposer and that The Anchor School or their agents may contact any individual or entity named in the Statement of Qualifications for the purpose of verifying the information supplied therein.

I acknowledge and agree that all of the information contained in the Statement of Qualifications is submitted for the express purpose of inducing the Owner to award a contract.

A materially false statement or omission made in conjunction with this proposal is sufficient cause for suspension or debarment from further contracts, or denial of rescission of any contract entered into based upon this proposal thereby precluding the firm from doing business with, or performing work for, The Anchor School. In addition, such false statement or omission may subject the person and entity making the proposal to criminal prosecution under the laws of the State of Georgia of the United States, including but not limited to O.C.G.A. §16-10-20, 18 U.S.C. §§1001 or 1341.

Signature

Sworn and subscribed before me This ___ day of _____, 20_.

NOTARY PUBLIC

NOTARY SEAL

My Commission Expires