

Introduction

The Unbundling Initiative Pilot (“the Pilot”) Program will use water replacement and rehabilitation construction project Water Contract (WC)-1283 to transition Baltimore-based Minority Business Enterprises (MBEs) and Women Business Enterprises (WBEs) from subcontractors to Future General Contractors (FGCs). This pilot program is a natural extension of the Small Business Development (SBD) Training Program’s next phase, which is to mentor, train, and employ Future General Contractor’s (FGC’s).

The City desires to engage the services of a prime contractor to construct improvements to the water main in WC-1283. In addition, through the mentoring and capacity building aspect of this Pilot, the FGCSs should be able to obtain bonding over \$100,000, experience replacing and/or rehabilitating of underground water pipes, and institute project administration and management in their business practices.

Future General Contractor’s (FGCs) must meet two or more of the following eligibility requirements:

Primary headquarters must be located in the City of Baltimore.

Must employ 50% of City of Baltimore residents.

Must be prequalified by the City’s OBC.

Must have completed DPW’s SBD Training Program

<https://publicworks.baltimorecity.gov/smallbusinessdevelopment>

The DPW will solicit proposals from firm/vendors to accomplish the following objectives for mentoring and capacity building of FGCs:

Employ MBEs and WBEs to become FGCs on DPW utility projects

Build and grow the capacity of Baltimore-based small businesses

Provide management and technical assistance

Provide administrative support

Provide support to access to bonding, financing, and /or working capital

Provide contracting support

Provide field support to include construction

Provide safety monitoring

Assume the risk of completing work performed by FGCs and subcontractors

Submission of sealed pricing proposal should reflect the integration of M/WBE Firms as future GCs on the performance of the contract. Once interviewed, the selected GC must demonstrate their **best value, not necessarily the lowest bid**.

Project Description of RFP 1387 for WC-1283

WC-1283 (“the Project”) is for the water main replacement and rehabilitation at Baltimore St./Smallwood St. and Reisterstown Rd. The Project involves the removal/abandonment and replacement of about 26,726 linear feet of three-inch thru 12-inch water mains, 1,487 linear feet of cleaning/lining, and relevant appurtenances.

Project Objectives Performed for WC-1283

Specific objectives for this Project are as follows:

Cost and Schedule Certainty – The contractor shall provide a total cost and baseline schedule in response to this RFP. The cost shall reflect the requirements of the construction drawings and

specifications, and integrate M/WBE's into specific tasks performance into WC-1283.
Technical Compliance – The contractor will deliver the project that meets the technical requirements and specific needs of the City as stated in these contract documents with integrated participation of M/WBE's performing relevant work.

Mentoring Success – The contractor shall track, monitor, and document all mentoring training resources, equipment, and other services provided to M/WBE's during the performance of each task assigned under this RFP. The Prime Contractor will receive a one-time bonus for assisting the City of Baltimore by Mentoring and providing On-The Job Performance Training **to their competition** contingent of a minimum of 3 Future GCs ability to do the following:
Capable to submit and bid as Prime/GC on appropriately sized contracts based on their prequalification work capacity with OBC, during or within one-year after the end of this pilot.
Ability to get bonded during or within one-year after the end of this pilot.

Procuring Agency and Project Stakeholders

The procuring agency is the City of Baltimore (DPW) Administration - (OBC), (OEC) and the Design-Build Executive Committee.

Two-part bidding process Sealed Part A-Financial and Part B-Technical Proposals Financial and Technical

Procurement Schedule

The anticipated schedule for the selection of a contractor is listed below. This schedule is subject to revision by the City and is meant to provide an indicative timetable for key procurement-related activities.

- **June 15, 2023:** Unbundling Initiative **Outreach** was held 12:30 – 2:00 PM at the War Memorial, in conjunction with the at the Mayor's Procurement Conference.
- **August 4, 2023:** Advertisement of Project #1387 (WC-1283)
- **August 18, 2023:** Pre-proposal meeting TEAMS 1:00 – 2:30 PM and in person
- **August 25, 2023:** Deadline for proposer's submission of questions by 5:00 p.m. Eastern Standard Time (EST)
- **September 8, 2023:** Responses due to proposer's questions by 5:00 p.m. EST
- **September 20, 2023: Submittals due to the Board of Estimates (BOE) before 11:00 AM.**
- **September 21, 2023:** Submittals will be picked up by the Office of Boards & Commissions (OBC)
- **September 29, 2023:** Submittals and long list picked up by the Office of Engineering Construction (OEC)
- **October 18, 2023:** Interviews complete
- **October 27, 2023:** OEC provides a memo requesting OBC to include in AEAC
- **November 15, 2023:** AEAC Commission Meeting to be held
- **November 22, 2023:** Start competitive negotiations with end-user agency OEC
- **November 29, 2023:** Processing Project 1283 for BOE approval by Fiscal, Office Contract Administration (OCA) and OEC
- **December 15, 2023:** Anticipated date for Notice To Proceed (NTP) from OCA

Pre-Proposal Advertisement Meeting

Representatives from the City will be conducting a pre-proposal meeting in person and on TEAMS with interested Proposers on **August 18, 2023 from 1:00 pm to 2:30.** at the Department of Public Works (DPW) 200 N. Holliday Street, 3rd Floor Conference Rm. Baltimore, Maryland 21202, or joint TEAMS at link provided.

The purpose of this meeting is to present and clarify information about the Project and procurement process, and respond to any immediate questions Proposers may have about the RFP. A list of attendees at the pre-proposal meeting will be recorded and made available to all

Proposers.

1.8 Addenda

The City, in its sole discretion, may revise, modify or change the terms and/or contents of the RFP and/or procurement process at any time before the Proposal due date. Any such revisions will be implemented through issuance of written addenda to the RFP. Written addenda are the only means of amending or clarifying this RFP, and no other form of communication, whether written or oral will in any way amend this RFP.

The City will notify all Proposers that have purchased the procurement documents of the issuance of Addenda in a timely manner. If an addendum is issued, the Proposers are required to acknowledge that they have received and reviewed the addendum, (labeled “Acknowledgement of Addenda Form”), with their Proposal – use “Acknowledgement of Addenda Form” included in this RFP. Failure to acknowledge such receipt may cause the Proposal to be deemed non-responsive.

1.9 Requests for Clarification

Proposers shall be responsible for reviewing all documents and information provided as part of the RFP package and any Addenda issued by the City prior to the proposal due date, and for requesting written clarification or interpretation of any perceived discrepancy, deficiency, ambiguity, error or omission contained therein, or of any provision which Proposer fails to understand.

Scope of Work:

The Unbundling Initiative is to employ qualify M/WBE’s and to provide mentoring and on-the-job support to small, M/WBEs to enhance their abilities to become prime GCs that are able to competitively bid on future appropriately sized utility work with DPW and other City Agencies. This Initiative is to include mentoring and job support on a water rehabilitation contract with traditional construction elements. The selected GC must demonstrate their Best Value on how they will assign relevant work, document, mentor and provide on-the-job training to Baltimore based M/WBEs to become future GCs capable of performing as a Prime Contractor for appropriately sized utility contracts. DPW will use Project WC 1283 as an on-the-job training opportunity to accomplish the aforementioned objectives.

2.1 Construction Phase:

All involved training and Job Performance on DPW Project #1387 for WC-1283 for requires the ability to provide appropriate skilled personnel and resources to ensure effective performance and delivery to integrate M/WBE firms in the performance of task requirements for WC 1283 providing coaching and training and guidance during the performance of each task assigned, and documenting that assistance through spreadsheets, photographs and / or other documents. Those tasks include the following for Water Main Replacement and Rehabilitation at Baltimore St/Smallwood St. and Reisterstown Rd.

Removal/abandonment and replacement of about 14,120 linear feet of 4-inch thru 20-inch water mains, fittings, valves, and appurtenances.

Replacement of galvanized water service lines with new copper pipes, replacement of small meter settings and meter vaults, roadway paving, sidewalk restoration, curb and gutter replacement, erosion and sediment control, and maintenance of traffic as required.

2.2 Mentoring Requirements

To provide opportunity and instruction for MWBEs to manage and oversee tasks implementation; and receive necessary training, guidance, instruction and oversight while on-

the-job ensuring that tasks are properly performed and completed according to contract requirements to develop and grow the capacity of these Baltimore based businesses as future GCs.

3. Contractor Selection Process

Contractors interested in providing the requested services for this Project are required to submit both a Financial and Technical Proposal to the City. The City set a price for the mentoring requirements under this contract which will be added to the Proposer's construction phase price. Proposers are not expected to provide a price for the mentoring scope as part of their Financial Proposal. The winning Proposer for the Project will be selected on a best value basis. A responsive bid is one which contains all bid elements as indicated in the checklist contained in Appendix B of the procurement documents – and as described in this RFP – in addition to a completed Financial Proposal worksheet.

The proposal evaluation team shall evaluate the Technical Proposals and interview to determine the team best integrating and employing M/WBE firms in the completions of tasks for Contract WC 1283. The score for the technical proposal and interview will be added to the Financial Proposals to establish a total score

3.3 Interviews

As part of the evaluation process, the evaluation team will interview qualified Proposers. Firms invited to participate will be provided evaluation criteria for the interview process. The interview structure will be as follows:

- Proposers shall be randomly selected for time slots for interviews held on a future date
- Proposers shall receive **40** minutes to make their presentations and **20** minutes for questions and answers from the panel.
- Proposers may arrive **10** minutes before their interview time for set up of equipment and materials used for presentation purposes.
- Proposers are required to bring to the interview those members of their team that will occupy key positions on the Project such as, but not limited to: Project Managers, Project Executives and other essential team members to ensure that the evaluation team is interviewing individuals that will work on the Project as primary contacts and managers.
- Proposers should feel free to use any form of electronic or other media to make their presentations within the allotted time.
- Proposers are requested to present their approach to the Construction Phases of the Project, with special focus on **how MWBEs will be integrated into Project #1387 for WC-1283, highlighting specific task assignments and avenues for coaching and tracking performance.**

Appendix A: Best Value Evaluation Criteria

Evaluation Category (BEST VALUE)	Max Pts.	Score	Comments
TECHNICAL PROPOSAL			
<i>Tab 2 – Team Overview/Experience and Qualifications</i>			
Overview of Team Approach-Team Members and Structure	2		
Key Personnel Experience	2		
Relevant Experience – Similar Construction Projects	2		
Relevant Experience – Training Subcontractors	2		
History of MBE Participation – Projects	2		
Safety Record	5		
Subtotal	15		
CAPACITY BULILDING PLAN MENTORING FGC &			
<i>Tab 3 – Team Presentations</i>			
Team Overview including Prime / Subcontractor’s Qualifications	5		
What tasks will be assigned to the FGC?	5		
Strategic plan to provide on-the-job training to FGC	5		
Plan ensuring three of the five FGCs become primes	5		
Overview of Plan & Schedule	5		
Discussion-Interview – Q&A and Other Items			
Subtotal	25		
MBE/WBE COMMITMENT			
<i>Tab 4 - Project Performance Integrating SBEs/MBEs/WBEs</i>			
Meeting mandatory 49% required MBE/WBE goals	5		
MWBOO – MBE / WBE Team 100% Participation (Bonus)	+10		
Utilization of MBEs/WBEs on Contract WC-1283	5		
Subtotal	10		
PRICING SCORE			
<i>Tab 5 –Pricing</i>			
Price	50		
Subtotal	50		
FINAL EVALUATION SCORES			
TECHNICAL PROPOSAL	15		
MENTORING BULILDING CAPACITY PLAN &	25		
MBE/WBE COMMITMENT	10		
PRICING SCORE	50		
TOTAL EVALUATION SCORE	100		
MWBOO – MBE / WBE Team 100% Participation (Bonus)	10		
TOTAL EVALUATION SCORE WITH BONUS (If Applicable)	110		

Cost Proposal Form

INSTRUCTIONS TO PROPOSERS:

Proposers are to provide a Cost Proposal, which will include three individual cost components:

Construction fees: For the Construction Phase services, provide the total not to exceed cost for construction phase services for the water main replacement and all appurtenances.

Mentoring Plan fees completed during the Construction Phase: For the Mentoring Plan fees, include the maximum not to exceed cost as provided by the City.

Fee Category	Amount (US\$)
1) Construction Fees	\$
2) The City has designated an upset limit of \$500,000 for mentoring and training services provided on WC-1283. The Proposer must employ Minority Business Enterprises (MBE's) and Women Business Enterprise (WBE) to become Future GCs on DPW utility projects. Build and grow the capacity of Baltimore based small businesses Provide administrative support Provide safety monitoring Provide field support Provide access to bonding and working capital Assume the risk of completing work performed by small businesses	\$500,000.
One-time bonus may to be paid to the Prime Contractor contingent upon City approval following: A minimum of 3 FGC capable to compete and bid as Prime/GC on appropriately sized contracts one-year after the end of contract. FGC demonstrates the ability to get bonded	\$250,000.
TOTAL NOT TO EXCEED COST (1+2)	

The Unbundling Initiative Mentoring Pilot Program - Integration of Minority and Women-Owned Business into WC-1283

Section 1 – Mentoring Goal

DPW together with the Mayor's Office is committed to the goal of assisting MBEs and WBEs with the ability to pursue work in the City as prime contractors. The development of prime contractors will create reliable business partners for future projects within the City as well as contribute to the growth, vibrancy, and diversity of the City's contracting community.

To assist the City in achieving this goal, a selected General Contractor shall provide the MBE and WBE firms identified in the Proposal as Future General Contractor's (GCs). The future GCs will receive actual relevant work assignments for which on the job mentoring and performance training will be provided by a Prime General Contractor who will track, measure and enhance future GC's technical, business, and management skills with the goal of preparing the Future GCs

to pursue future City contracting opportunities as the prime contractor.

Section 2 – Roles and Obligations

Roles and Obligations of the Prime Contractor

The Prime Contractor shall oversee tasks performance as well as mentoring to ensure task completion is in accordance to construction standards. If additional individual targeted training is necessary for the Future GC, the Prime Contractor will refer them to the SBD Training Program to gain additional skills if relevant to SBD Program. The Prime will agree to assign and track actual relevant work tasks to each FGC while providing on the job mentoring and performance training to the FGC until the assigned tasks are completed. The Prime GC will evaluate and track each FGCs performance, including strengths and weaknesses based on each task and determine if the FGC demonstrated their ability to pursue upcoming City contracts as a prime contractor under the pilot of Unbundling Initiative.

Roles and Obligations of the Future GC

The Future GC shall take the lead on a specific task in WC-1283 and be responsible for managing and performing that task to completion with the assistance and support from the General Contractor.

Future GC shall:

Perform task(s) under WC-1283 assigned by General Contractor in a satisfactory manner.

Complete task(s) on time and on budget with the advice, support and mentoring of the General Contractor.

Follow safety and other Occupational Safety and Health Administration (OSHA) Standards while performing on this Unbundling Initiative in accordance with requirements of Baltimore City Code.

Commit to the Mentoring for the duration of the Project.

Section 3 – Mentoring Agreement

The Prime Contractor and Future GC shall cooperatively develop an Agreement for On The job Mentoring and Performance Training, Scope of Services for the duration of the Project. This agreement must outline the roles, responsibilities, and process that will be utilized. There must be a separate agreement for each Future GC. The Mentoring Agreement shall include, at a minimum:

Identified task to be completed in WC 1283.

For each firm designated individuals to be involved in performing the task and scope of work for each task that will receive the on the job mentoring and performance training.

Develop meetings for specific trainings

City Procurement Process (see Section 4.1)

Construction Business Areas (see Section 4.2)

Non-Construction Business Areas (see Section 4.3)

Section 4 –Mentoring Topics

The City has designated a limit of \$500,000 for mentoring and training services provided on WC-1283.

The Prime GC will receive payment for mentoring and training based on the completed tasks for each FGCs based on the work performed on completion and invoices agreed for each task assigned.

Section 5 – Measurement and Payment

Payment for Mentoring shall be a lump sum payment. The Contractor will include a cost breakdown for all activity related to the mentoring program and incorporate the costs for these activities into the Contractor's Schedule of Values for review and approval by the City.

Prompt Payment:

The City shall make prompt payment of all invoices within fifty (50) business days of receipt per approved invoice as required for this pilot program to succeed.

The Prime Contractor shall make prompt payment to the future General Contractor within seven (7) days after receipt of payment from the City.

If the City fails to pay General Contractor according to contract requirements. The City shall waive its rights to hold General Contractor accountable for timeline and schedules.

Future Contracts – The Unbundling Initiative:

The City of Baltimore shall prioritize opportunities to afford future GCs utility contracts to bid as a prime.

Bonus:

The Prime Contractor will receive a one-time bonus for assisting the City of Baltimore by Mentoring and providing On-The Job Performance Training **to their competition** if the Future GCs meet the following:

A minimum of 3 FGC capable to compete and bid as Prime/GC on appropriately sized contracts

FGC demonstrates the ability to get bonded

FGC prequalified by OBC for water utility construction

There are no items or tasks in this Mentoring specification shall relieve either party of their rights and responsibilities under the Contract.