



REQUEST FOR PROPOSALS
City of Lawrence, Kansas

**Construction Management Services for
Kansas River Wastewater Treatment Plant Improvements
Project #MS-20-0013CIP
RFP #R2111**

Note: The City of Lawrence is hereafter referred to as “the City” within this Request for Proposal.

Procurement Schedule

No	Activity	Date (2021)
1	Issuance of RFP	Wed, Apr 28
2	Pre-Proposal Meeting/Video Conference Issue	Wed, Apr 28
3	Site Visit	May 27 – June 4
4	Video Q&A Conference	Wed, June 9
5	Deadline to Submit Questions	Wed, June 16
6	Answers to Questions Posted as Addenda	Fri, June 18
7	Deadline to Submit Proposals	Wed, June 23
8	Shortlisting of Construction Managers	Wed, July 7
9	Interviews	Week of July 19
10	Notification to Selected Construction Manager	Mon, July 26
11	Pre-Award Clarification	4 weeks
12	Pre-Award Clarification Kick Off Meeting	Week of July 26
13	Pre-Award Clarification Checkpoint Meetings	TBD
14	Pre-Award Clarification Summary Meeting	Week of Aug 16
15	Anticipated City Commission Meeting	Tues, Sept 21
16	Contract Award	Tues, Oct 19

The City reserves the right to modify the Procurement Schedule.
Changes will be posted as Addenda.

Point of Contact

Brian Lines | brian.lines@simplar.com | 520-419-5648



Pre-Submittal Video:

A Pre-Submittal Video will be available to provide an overview of the scope and associated procurement process. Construction Managers are **strongly encouraged** to view this video and have **lead members of their project team that would be assigned to the project also view this information (in addition to, or in lieu of, business development or sales personnel).**

The Pre-Submittal Guidelines will be available on:

Wednesday, April 28, 2021

City of Lawrence ftp (access instructions attached)

ftp://ftp.lawrenceks.org/outgoing/MSO-20-0013_KRWWTP_PlantUpgrades/

Project Website: <https://lawrenceks.org/mso/krwwtp-improvements/>

It is non-mandatory for the Construction Managers to view the Pre-Submittal Videos. Construction Managers are encouraged to submit questions, in writing, to the Point of Contact.

All communications must be directed to the Point of Contact during the solicitation period. Any Construction Manager contacting other City officials or employees does so at their own risk and may be disqualified. The City is not bound by information that is not provided and answered in writing.

Site Visits:

A team site visit shall be scheduled upon request May 27 – June 4 during standard working hours. Each team can bring up to four members of their team. This visit must be scheduled in advance with Leah Morris by contacting her at lemorris@lawrenceks.org prior to 4:00 pm May 24, 2021. The team will have access to operational and maintenance staff from the Kansas River Wastewater Treatment Plant, as well as at least one member from the Consultant Design Team. These meetings shall be limited to no more than 2 hours (120 minutes) and will include a site visit.

Access to RFP Documents:

Printed copies of the RFP documents may be obtained from Drexel Technologies at www.drexeltech.com. Additionally, RFP Documents may be downloaded electronically, picked up on CD, or viewed in person during normal business hours at Drexel Technologies, 10840 West 86th Street, Lenexa, KS 66214-1632. See the Drexel Technologies website for pricing. All purchases are non-refundable. Drexel Technologies can be contacted by phone at (913) 371-4430 or electronically at www.drexeltech.com. RFP Documents will be shipped only if the requesting party assumes responsibility for all related shipping charges. Corporate, certified, or cashier's checks shall be made payable to Drexel Technologies.

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Section 1: Purpose and Background

1.1 Purpose of the RFP

The purpose of this RFP is to source a qualified supplier to provide Construction Management Services for the new Kansas River Wastewater Treatment Plant (KRWWTWP) Improvements. The selected Construction Manager is expected to provide preconstruction services during design and all site and building services required to construct a turnkey project.

The delivery method for this Project is “Construction Manager at Risk” (CMAR), which consists of a Preconstruction Phase and a Construction Phase. During the Preconstruction Phase, the Construction Manager will collaborate with the Consultant on the design, constructability, cost and schedule of the Project and develop a Guaranteed Maximum Price (GMP) proposal to construct the Project. The Construction Phase shall commence upon the City’s unqualified written acceptance of the Construction Manager’s Guaranteed Maximum Price proposal, and the City’s issuance of a Notice to Proceed on the Construction Phase of the Project. If the City and the Construction Manager do not agree upon a GMP, the City will not award the construction phase of the Project to the Construction Manager. The City is open to considering a multiple-GMP process if it is deemed beneficial to the project, which may include early equipment purchasing and/or early work packages.

1.2 General Information

The City of Lawrence Municipal Services and Operations Department provides various services to a population of approximately 102,000. The KRWWTWP provides wastewater treatment to an average of 8.0 million gallons per day (MGD), designed for 12.5 MGD dry weather flow, 25 MGD of peak flow through biological treatment basins and 40 MGD of flow through excess flow treatment for a total of 65 MGD of peak hydraulic flow through the plant.

1.3 Project Background

In the 2020 Budget Process, the City Commission approved the KRWWTWP Improvements Project for the 2021 CIP. The main drivers for these improvements are permit regulations and critical infrastructure rehabilitation.

The City currently operates two wastewater treatment facilities in Lawrence. The current National Pollutant Discharge Elimination System (NPDES) Permit for the KRWWTWP took effect on August 1, 2019 and expires on July 31, 2024. This permit includes the following nutrient removal limits:

- a. Total Nitrogen (as N) – mg/l \leq 10.0 as an annual average goal
- b. Total Nitrogen (as N) – lb/d \leq 1,044 as an annual average goal
- c. Total Phosphorus (as P) – mg/l \leq 1.0 as an annual average goal
- d. Total Phosphorus (as P) – lb/d \leq 104.4 as an annual average limit

The primary goals of this project include the assistance in development of construction plans and specifications and ultimately the construction of the following:

- Develop construction plans and specifications for process improvements in order to meet the current NPDES Schedule of Compliance regulations.
- Proposed infrastructure replacements/improvements as identified and recommended by the condition assessment.

1.4 Budget for Preconstruction and Construction Services

The total budget for the project, as shown in the 2020 – 2024 Capital Improvement Plan is \$46.6 million, of which \$36 million is budgeted for construction.

1.5 Project Milestones

The following overall project milestones have been established:

Pre-Design	July 2020 – June 2021
RFP, Selection, and Award of CMAR services	May 2021 – Sept 2021
Preliminary Design	June 2021 – Sept 2021
Detailed Design and GMP Development	Oct 2021 – Oct 2022
Plant Construction	Aug 2022 – Dec 2024
Nutrient Removal Milestone (Permit Compliance)	July 2024

1.6 Design Status

The Basis of Design Report is anticipated being complete in September, 2021. The facilities plan is provided as part of this RFP.

The design phase of this project is progressing under the following assumptions:

- The KRWWTP Improvements Project will likely include the following process improvements. Work will include structural, architectural, mechanical piping, HVAC, electrical, I&C and other trades.
 - Modifications of Aeration Basin Nos. 1 & 2 into a 3-stage plug-flow BNR basin with straight wall construction. Modifications could include removal of the existing aeration system, addition of concrete baffle walls, submersible aeration pump, fine bubble diffusers. Modifications to the RAS influent piping will route RAS influent to downstream of the flow meter valve vault.
 - Modifications of Aeration Basin Nos. 3 & 4 into 5-stage SND Layout with swing post anoxic zone. Modifications could include removal of the existing aeration system, addition of concrete baffle walls, submersible aeration pump, mixers, fine bubble diffusers with a tapered density, operating weir gates. Modifications to the RAS influent piping will route RAS influent to downstream of the flow meter valve vault.
 - Addition of a supplement carbon facility for supplemental carbon for the BNR treatment. This will likely include a pump building with external tanks.

- Modifications to the Existing BFP Feed Tank to convert to a RAS Fermenter. Modifications could include addition of concrete baffle walls, modifications to piping, replacement of slide gates, one additional WAS pump in the South Final Building, and submersible mixers.
 - Addition of a new Belt Filter Press (BFP) Feed Tank includes submersible mixing.
 - Sidestream Phosphorus Removal Facility. Facility will include a single reactor and masonry superstructure with outdoor double-contained chemical storage tanks. Facility will house BFP pumps, chemical feed pumps, reactor equipment and an electrical room.
 - Modifications of the existing Blower Building for a new aeration system. Removal and replacement of the existing multi-stage blowers with turbo blowers with two separate systems for Aeration Basin Nos. 1 & 2 and 3 & 4, respectively, and a positive displacement system for swing aeration zone for Aeration Basin Nos. 3 & 4.
 - Removal and replacement of Primary Clarifier Nos. 1 & 2 equipment.
 - Removal and replacement of Final Clarifier No. 3 equipment.
 - Modify existing Chlorine Contact Basin No. 2 into UV disinfection facility.
 - New SCADA Facility constructed of SOG, brick and block building approximately 50 feet by 50 feet.
 - Install new outfall pipe splitter box, new portion of outfall piping, and new outfall on drilled piers.
 - Rehabilitation of plant roads.
 - Chemical Feed Improvement.
 - Removal and replacement of miscellaneous critical infrastructure.
- City's Consultant will coordinate with the City to obtain KDHE/USACE/KDWR permits as applicable prior to construction activities.
 - Current KDHE permit requires plant to meet the permit limits by July 2024, construction will likely extend to December 2024, with the activities related to permit requirements being prioritized.
 - Full plant capacity will be maintained during construction.

1.7 Deadline to Submit Proposals

Wednesday, June 23rd, 2021

5:00 p.m. Central Time

1.8 Submission Method

Submit a single PDF via email to the Point of Contact listed on Page 1.

Section 2: Scope of Work

2.1 Project Scope of Work

The Construction Manager shall provide all labor, tools, material, equipment, supervision, quality control, quality assurance, construction management, scheduling, planning, safety management and auditing, sanitary facilities, break areas, office facilities and miscellaneous items and provisions unless specifically stated to be provided by the Consultant or City to provide preconstruction and construction services for the project. The Construction Manager is expected to provide all site and building services required to construct a turnkey project.

All work completed by the Construction Manager shall be done to the satisfaction of the City. Work not meeting the City's satisfaction shall be corrected at the Construction Manager's own time and expense. The City shall in all cases determine the quality, acceptability and fitness of the work which is to be paid for hereunder, and shall decide all questions which may arise as to the fulfillment of this Contract on the part of the Construction Manager, and shall determine all questions respecting the true construction or meaning of the plans and specifications, and the City's determination and decision thereon shall be final and conclusive.

The Construction Manager shall provide all necessary construction administration, construction supervision, inspection, equipment, labor, tools, materials, overheads, etc. to complete the work of the project.

2.2 Anticipated Services to be Provided

A. PRECONSTRUCTION PHASE AND PREPARATION OF GUARANTEED MAXIMUM PRICE (GMP)

The CMAR shall collaborate with the City and the Consultant throughout the design process to facilitate a holistic approach to meet the required permit limits and City's condition assessment recommendations that balance budget, schedule, construction sequencing, and constructability. The general scope of services anticipated for the Preconstruction and Preparation of GMP Phase includes:

- a. Assist the Consultant with – design development and development of a project execution plan.
- b. Evaluate the City's program, schedule and construction budget requirements, each in terms of the other.
- c. Advise the City and the Consultant on site use and improvements, selection of equipment, materials, and building systems and equipment.
- d. Provide recommendations consistent with the Project requirements to the City and Consultant on constructability; construction approaches and plans to keep project on budget; availability of materials and labor, and reducing the impacts of any such shortages; time requirements for procurement, installation and construction; and factors related to construction cost including, but not limited

- to, costs of alternative designs or materials, preliminary budgets, life-cycle data, and possible cost reductions and economies. Provide recommendations regarding early purchase of key equipment as well as early work packages.
- e. Coordinate the distribution and assembly of information needed to perform the Preconstruction Phase services and provide the Work, including but not limited to the collection of any information for the City or the Consultant.
 - f. Prepare and maintain a Project Cost Model and submit detailed cost estimates based on the Consultant's 30% and 60% design deliverables. Include information related to contingencies and allowances as pertinent.
 - g. Provide a Guaranteed Maximum Price (GMP) Package based on Consultant's 95% design deliverable. The GMP Package shall contain lists and costs of the following, but not limited to, schedule of materials, construction systems, equipment lists and subcontracts necessary to complete the construction phase of the new Kansas River Wastewater Treatment Plant Improvements. This package shall account for possible early-out equipment and/or early construction packages that were previously agree-to. This package shall include any and all costs and overheads associated with calculating the GMP.
 - h. Compete and secure multiple Fixed Firm Price bids/proposals for all materials, labor, equipment work, subcontracting, unless approved by City, and provide value engineering with City representative(s) to assure the project is performed for the best value possible. The City will have final say on all subcontracting selections. The results of the competition shall be submitted to the City, with the CMARs pricing bids/proposals being delivered to the City prior to receiving other bids/proposals. The City is interested in value-based proposals that consider both cost and qualifications (note that a 2-step pre-qualification process is not the same as a value-based selection).
 - i. Provide a GMP that is based on the selection of suppliers, subcontractors, and others that will provide for the highest quality project that is delivered on time and on budget (best value). The City expects the Construction Manager to use a value-based selection processes that consider cost, qualifications, and other considerations in developing the GMP. (Note that a traditional 2-step pre-qualification process is not the same as a value-based selection).
 - j. Provide a methodology to show that costs and value for subcontracted and self-performed work are reasonable and in the best interest of the project.
 - k. Prepare and submit to the City and the Consultant an updated Construction Schedule for the Work and updated Submittal Schedule prior to the execution of the GMP Amendment.

The City intends to partner with the top ranked CMAR for Preconstruction services. The City will review the GMP and Schedule provided by the CMAR and will go to the City Commission for approval to proceed into an Agreement for Construction Phase Services. If the City and CMAR do not come to an agreement or the City Commission elects not to continue with the CMAR, the project will be finalized and advertised for bid using a traditional design-bid-build approach.

B. CONSTRUCTION PHASE

The general scope of services anticipated for the Construction Phase includes:

- a. This phase will commence upon the City's unqualified written acceptance of the Construction Manager's GMP proposal, and the City's issuance of a Notice to Proceed on the Construction Phase of the Project.
- b. Obtain necessary permits.
- c. Procure equipment, materials, and subcontractors.
- d. Construct the project, manage project schedule, and mitigate project risks.
- e. Conduct training, startup, commissioning, and performance testing.

Work completed by the Construction Manager shall be done in a neat and workmanlike manner in accordance with the construction documents included, accepted industry practices and all appropriate codes and standards applicable to the type of work being performed.

2.3 Capital Project Management Software (CPMS)

Construction Manager will be required to utilize the City's CPMS (web-based e-Builder project management software and communications tool) in meeting the requirements of this contract. The City will provide, at no charge to the Construction Manager, a license for the Construction Manager to access the web-based software on the Construction Manager's computer. The CPMS software will provide a host fire sharing point as well as communicating RFIs, submittals, and other project documentation that requires multiple reviewers.

Section 3: Procurement Requirements

3.1 Conflicts of Interest

No conflicts of interest shall be permitted with the project. A potential conflict of interest exists if any member of the Construction Manager has any interest that would conflict, or has the appearance of conflicting, in any manner with the performance of the work on this project.

3.2 Special Requirements

The Construction Manager agrees that it shall observe the provisions of the Kansas Act Against Discrimination and shall not discriminate against any person in the performance of work under the present contract because of race, religion, color, sex, disability, national origin or ancestry. The Construction Manager agrees that if the Construction Manager fails to comply with the manner in which the Construction Manager reports to the Kansas Human Rights Commission in accordance with the provisions of K.S.A. 44-1031 and amendments thereto, the Construction Manager shall be deemed to have breached the present contract and it may be canceled, terminated or suspended, in whole or in part, by the City. If the Construction Manager is found guilty of a violation of the Kansas Act Against Discrimination under a decision or order of the Commission which has become final, the Construction Manager shall be deemed to have breached the present contract and it may be canceled, terminated or suspended, in whole or in part, by the City.

The Construction Manager agrees to comply with the policies of the current Lawrence Utilities Management System.

3.3 Overview of The Expertise-Driven Project Delivery Process

This project will be delivered via Expertise-Driven Project Delivery (XPD) as outlined below:

3.3.1 Selection

The first phase of the XPD process evaluates each Construction Manager's ability to propose a highly-qualified project team and approach. Proposals will focus on the Construction Manager's project-specific approaches rather than traditional marketing content. Interviews will be conducted solely with the Construction Manager's Project Team. Refer to Section 4 for full details.

3.3.2 Pre-Award Clarification

Prior to contract award, the selected Construction Manager will review their proposal, ensure the SOW has been properly addressed and accounted for, identify specific support and resources that will be required from the City throughout the project, and provide a summary of the outcomes. Refer to Section 5 for full details.

3.3.3 Risk-Based Partnering and Planning

The City's primary goal is to have the highest quality project delivered on time and at the best value. To greater ensure a positive project outcome, the City is implementing a Risk-Based Partnering and Planning (RBP) process for the project. This process includes traditional construction partnering during pre-construction, construction, and through commissioning and project close-out. The process also includes meetings and reporting using the Weekly CRISP Report system. Refer to Section 6 for full details.

Section 4: Selection

4.1 Proposal Submission

This subsection provides a description of the proposal content that is required from each Construction Manager.

4.2 Proposal Forms

The RFP contains an electronic copy of the required Proposal Forms in MS Word format (see Section 7: Proposal Forms). Construction Managers must follow the special formatting requirements noted in this section for each of the forms.

Format: Unless otherwise specified, the form must be submitted on standard 8½"x11" page size, must use the given font with a minimum font size of 11 or greater, and must use the provided Proposal Forms.

Anonymous: As shown in the table below, Proposal Forms listed as "YES" under the Anonymous column **must not** contain names nor other identifying information that can be used to determine the Construction Manager's identity (such as company names, personnel names, project names, client names, sub-contractor names, manufacturer or supplier names, product names, company or product logos, etc.)

Page Limits: The Submittal Forms listed below have maximum page limit requirements. Construction Managers **must not** exceed the maximum page limits. The page limit applies to a single side of a page only (for example, '1 page' implies that the Construction Manager can only provide a response on one side of a piece of paper).

Note: No other content beyond these Proposal Forms will be considered for evaluation.

Proposal Form	Evaluation Criteria	Anonymous?	Page Limits
1	Signature Form	No	Use Form
2	Project Team	No	Use Form
3	Project Approach	YES	2 pages +1pg visuals
4	Concerns, Risks, Intuitions, Suspicions, Problems	YES	2 pages
5	Alternatives & Differentiators	YES	2 pages
6	Past Performance Survey	No	Use Form
7	Fee Proposal	No	Use Form

4.3 Proposal Form 1: Signature Form

Construction Managers must complete all information requested in this form.

4.4 **Proposal Form 2: Project Team**

Construction Managers must identify the names of the following Project Team individuals. Please note that the titles are generic and may not accurately reflect the actual job titles of the individuals within each Construction Manager.

- **Preconstruction Project Manager:** day-to-day lead point of contact for the project, responsible for coordinating preconstruction services across the team, including strategic planning, estimating, GMP development, etc. Note: this is not the project sponsor, principal, executive leader, etc.
- **Constructability Expert:** responsible for constructability reviews, value engineering, project planning & scheduling, works directly with the engineering consultant leads, etc.
- **Open Role:** this role is open to the choice of the CMAR. Anticipated roles might include maintenance of plant operations (MOPO) specialist, startup commissioning manager, construction site superintendent, etc. This role is not intended to be filled by business development or executive personnel.
- **Construction Project Manager:** day-to-day on-site lead point of contact for the construction phase of the project, oversees project organization/schedule/cost, manages project procurement, etc.

Following contract award, the City expects these project team individuals to act as the lead individuals responsible for the roles described. The term “lead individual” is defined as the person who will devote the greatest time allocation to completing the day-to-day tasks, activities, and requirements associated with each role. In other words, the “lead individuals” are expected to devote the greatest time commitment at the operational level (rather than an executive, partner, or other leadership staff that will be less directly involved in day-to-day operations). These project team personnel cannot be removed or replaced without written approval by the City. Construction Managers are encouraged to submit a question if the above-listed individuals do not optimally represent the key roles and/or distinct technical competencies required for this RFP.

4.5 **Proposal Form 3: Project Approach**

Construction Managers should describe their approach to both preconstruction and construction.

- Preconstruction Phase topics may include, but are not limited to, the CMAR’s approaches for: GMP Development, Early Equipment Purchases / Early-Out Equipment, Early Work Packages, Subcontractor Selection, etc.
- Construction Phase topics may include, but are not limited to, the CMAR’s approaches for: construction sequencing, maintaining Plant Operations during Construction, and any other important aspects of the Construction Manager’s Construction Approach

The Project Approach is limited to a 2-page narrative description. Construction Managers also have the option to add an additional 1-page of visuals, such as a high-level project schedule or other visuals that are relevant to communicate the project approach.

4.6 Proposal Form 4: Concerns, Risks, Intuitions, Suspicions, Problems (CRISPs)

This Proposal Form should address concerns, risks, intuitions, suspicions, or problems (CRISPs) that could impact project performance. The CRISPs should be most important items (known and unknown) that could cause the project to not be completed on time, not finished within budget, not deliver the quality of scope that the City expects, or potentially generate any other change to the agreement. Construction Managers must list and prioritize potential CRISPs, provide a simple description of the CRISP, and provide a concise description of their strategy to minimize the impact of the CRISP.

4.7 Proposal Form 5: Alternatives & Differentiators

Construction Managers can suggest alternatives (ideas that represent options, innovations, or opportunities for the project) and differentiators (distinctive features and experience of their team) that will benefit the City and the project. This may include ideas regarding alternate services, scope adjustments, changes to scope requirements, innovative strategies, changes to timelines, life-cycle considerations, approaches to operations and maintenance, or alternative implementation approaches, goals, deliverables, methodologies, etc. Differentiators may include aspects of the Construction Manager's team experience, expertise, and structure that are distinctive from competitors and will in result in a better project outcome. These Value Assessment items may adjust project scope, schedule, and budget in ways that are either additive, deductive, or otherwise. In short, Construction Managers should recommend ideas/expertise that may benefit the project and explain the benefits of each idea/expertise.

4.8 Proposal Form 6: Past Performance Survey

Construction Managers shall prepare and submit Past Performance Surveys from their past/current clients for their Project Team individuals listed in Proposal Form 2 – Project Team. For each individual, the Construction Manager should submit a **maximum of three (3)** Past Performance Surveys.

4.9 Proposal Form 7: Fee Proposal

Construction Managers must complete the form.

4.10 Interviews

The City will conduct interviews with the Project Team individuals listed in Proposal Form 2 – Project Team. Interview requirements include:

- The City will interview individuals separately (not as a team) in a one-by-one fashion.
- Interviews are expected to last approximately 30 minutes per individual.
- Interviewees will be asked questions regarding their experience, knowledge and understanding of the project, their proposed approach/plan to deliver the scope of work, potential CRISPs they foresee, and value assessment items they recommend.
- Project Team individuals who fail to attend the interview will be given a "0" score.
- No substitutes, proxies, nor additional interviewee attendees will be allowed to join.
- Interviews will take place at the City's facilities *or* via videoconference pending COVID-19 procedures or other emergency situations.
- Interviewees may not bring notes, presentation materials, or handouts beyond a copy of their submitted proposal forms (note: Interviewees shall not simply read from nor recite their submittal forms).
- The City may request additional information prior to interviews.

4.11 Evaluation Procedures

This subsection provides a description of the evaluation procedures that will be used.

4.11.1 Overview

The City will select the Construction Manager that, in the sole judgment of the City, best meets the RFP requirements. The City reserves the right to clarify, negotiate, or seek additional information, on any Proposal.

4.11.2 Evaluation Weights

Proposals will be prioritized based on the weights described below.

Evaluation Criteria	Maximum Points
Project Approach	15
Concerns, Risks, Intuitions, Suspicions, Problems	15
Alternatives & Differentiators	15
Past Performance Survey	5
Fee Proposal	15
Interviews (shortlisted)	35

4.11.3 Responsive and Responsible

The City shall only consider and evaluate proposals from responsive and responsible Construction Managers.

To be considered responsive, at a minimum, Construction Managers must complete and submit all of the required information that is requested in this RFP and its Attachments, and the Proposal must also be delivered on time and to the correct address as identified in this RFP. Any proposal that is unsigned, improperly signed or sealed, conditional, illegible, obscure, contain arithmetical errors, erasures, alterations, or irregularities of any kind, may be marked as non-responsive.

To be considered responsible, at a minimum, Construction Managers must be presently engaged in providing the services similar to those required in this RFP, must have appropriate licenses, and must be capable of performing the services required in the Scope of Work. The City, in its sole discretion, may reject any proposal in which the Construction Manager:

- Has unsatisfactorily performed work for the City in past projects.
- Has a current contract with the City which is not in good standing.
- Has had a contract terminated by the City for non-performance.
- Is engaged in unresolved disputes or is in litigation with the City.
- Has been or is presently debarred, suspended, proposed for debarment, or declared ineligible for award of a contract by any public entity.

- Had judgments rendered against them for fraud, embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or tax evasion.

The City reserves the right to contact any Construction Manager to clarify information in its proposal, to request additional information from the Construction Manager, or to conduct additional investigation about the Construction Manager not outlined in this RFP. Construction Managers that do not or cannot provide the requested information may be considered non-responsive.

4.11.4 Evaluation Committee

An Evaluation Committee will be used to evaluate all responsive Proposals. The Evaluation Committee is expected to contain approximately 5-10 individuals with knowledge of this project and associated Scope of Work. However, members of the Evaluation Committee may or may not have specific technical expertise or previous experience with this particular project; therefore, it is important that the Construction Managers submit clear and concise proposals that avoid overly technical jargon (as much as possible).

The Evaluation Committee will be asked to independently score each evaluation criteria based on a 1-10 scale. Once each member has individually scored each item, their scores will be averaged for each of the evaluated criteria.

The Evaluation Committee will not be permitted to review any non-anonymous Proposal Forms until after the anonymous Forms have been evaluated. The Fee Proposals will be held separate until after all interview evaluations are submitted. Fee Proposals will be scored such that the most financially advantageous cost proposal receives all evaluation points, and competing proposals will receive a linearly pro-rated amount of points.

4.11.5 Shortlisting Procedures

The process that the City will shortlist proposals prior to interviews is outlined below. Note: The City may modify this process if it is in the best interest of the project.

- Proposals will be reviewed for compliance with RFP requirements. Proposals deemed non-responsive will be eliminated from further evaluation.
- The Point of Contact will assign an anonymous code to each responsive proposal and provide the anonymous forms to the Evaluation Committee.
- Evaluation Committee members will independently evaluate and score the documents and submit their scores back to the Point of Contact.
- The Point of Contact will place scores in an evaluation matrix with linear scoring to analyze and prioritize the responsive Proposals.
- The Point of Contact will present the results of the model to the Evaluation Committee, which will then identify the highest-ranking proposals, and identify them as the Shortlisted Construction Managers (note: Fee Proposals will not be shared).
- The Shortlisted Construction Managers will be invited to participate in the Interviews.

4.11.6 Final Prioritization of Construction Managers

After the Shortlisted Construction Managers have been interviewed, the Evaluation Committee will submit their interview evaluations to the Point of Contact. The Point of Contact will place the scores in the final evaluation matrix, which includes all criteria and weights as identified in this RFP. Once these Construction Managers have been prioritized, the Point of contact will perform a Cost Reasonableness Check as identified in section 4.11.7.

4.11.7 Cost Reasonableness Check

The Point of contact will perform a cost reasonableness check of the selected Construction Manager in the following manner:

- For Fee Proposals that are 30% above or below the average of all other proposals, the City reserves the right to not consider that proposal (regardless of ranking).
- If the highest ranked Construction Manager's Fee Proposal is within 10% of the next highest ranked Construction Manager's Fee Proposal, the City reserves the right to proceed and invite the highest ranked Construction Manager to Pre-Award Clarification.
- If the highest ranked Construction Manager 10% more expensive than the second-ranked Construction Manager, the City reserves the right to invite the second highest ranked Construction Manager to Pre-Award Clarification (unless the City concludes that there is dominant information or justification to proceed with the highest ranked Construction Manager).
- The City reserves the right to first consider proposals that are within the budget. If all proposals are over budget, the City reserves the right to invite the most cost-effective proposals, in order of cost or qualifications, to Pre-Award Clarification. In this situation, the City may also identify appropriate modifications to the scope or cancel the procurement.

4.11.8 Debriefing

A debriefing will be provided to all Construction Managers who submit a request. Debriefs will be held once the contract award has been issued. The intent of the debriefing will be to provide feedback on Construction Manager proposals. The debriefing will not reveal the identities or content between competing Construction Managers. The purpose of the debriefing is to provide Construction Managers with feedback and to work towards continuous improvement of proposal practices.

Section 5: Pre-Award Clarification

5.1 Section Description

Pre-Award Clarification will occur prior to contract award. The intent is to allow the selected Construction Manager an opportunity to clarify their proposal. This phase will be facilitated by Simplar, who will work independently with the project team to provide guidance and training on general clarification processes and specific process associated with CRISPs, and regular CRISP reporting processes.

5.2 Duration of Pre-Award Clarification

Pre-Award Clarification is scheduled for approximately 4 to 6 weeks in duration (July 19th “Notification to Selected Construction Manager” to the September 7th “Anticipated City Commission Meeting”). However, the City is prepared to take longer if the project team determines it is in the best interest of the project. The City, the City’s consultant, and Simplar will be available to coordinate with the selected Construction Manager during Pre-Award Clarification. Pre-Award Clarification runs concurrently with typical contract review and negotiation activities.

Typically, Pre-Award Clarification is structured via the following meeting format:

5.2.1 Kickoff Meeting

Simplar will assist the Construction Manager in preparing for the Kickoff Meeting, which is typically 2-3 hours long and consists of the following meeting agenda:

- i. Description of Construction Manager’s project approach
- ii. High level project schedule
- iii. Preconstruction activities, approach to GMP development, etc.
- iv. Address any major concerns provided by the City
- v. Identify and address any major deal breakers
- vi. Identify major assumptions, unknowns & clarifications
- vii. Identify major CRISPs
- viii. Propose the most pertinent topics for subsequent Independent Meetings
- ix. Propose a schedule for subsequent Independent Meetings

5.2.2 Independent Meetings

A series of independent meetings will be scheduled with various project team members for the Construction Manager to gather additional information and have discussions regarding project details and delivery. This effort typically consists of 5 to 10 meetings that range from 1 to 2 hours each. Numerous emails and phone calls are expected to occur between the meetings as needed.

5.2.3 Summary Meeting

Simplar will assist the Construction Manager in preparing for the Summary Meeting, which is typically 2-3 hours long. The purpose is to review the Clarification Document and ensure project team stakeholders are in agreement.

5.3 Clarification Document

The selected Construction Manager will be required to use Pre-Award Clarification to prepare a Clarification Document. The format of the Clarification Document is typically a MS Word document with the following sections, made up of short paragraphs and bullet points. The Clarification Document will contain (at a minimum) the following deliverables:

5.3.1 Clarify the Fee Proposal

- Clarify CMAR fee and General Conditions
- Provide a detailed cost breakdown (major areas, phases, components, etc.)
- Clarify any 'big-ticket' items
- Ensure the cost is inclusive of all scope requirements
- Clarify any scope alternative options

5.3.2 Create a Schedule of Requested Owner Activities and Resources

- Through the process of meeting with the City and consultant during Clarification, the Construction Manager will prepare a list of the major activities, decisions, and/or resources from the City, the consultant, and other project stakeholders.
- Include due dates that the City -provided items are needed
- The City will identify the specific individuals within the City organization who are responsible for (and agreed to) the items.

5.3.3 Create a Project Milestone Schedule

- Through the process of meeting with the owner and consultant during Clarification, the Construction Manager will prepare a construction schedule that lists the major activities, phases, key milestones, and/or resources needed from the City.

5.3.4 Align Expectations

- Provide a list of proposal assumptions
- Identify any potential 'deal breakers'
- Identify what is included and excluded in the proposal scope
- Review any unique technical requirements with the City
- Revisit the site to do any additional investigating

5.3.5 Provide Supporting Documentation

- Acceptance of contract terms and conditions
- Provide a detailed execution methodology, including the specific means and methods that will be utilized to deliver critical aspects of the Pre-Construction Scope to Guaranteed Maximum Price.
- Provide a staffing / resource plan

5.3.6 CRISP Plan

- Identify CRISPs, building upon the CRISP submission in the proposal
- Define potential cost, schedule, and quality impacts of CRISPs

- Identify how future unforeseen CRISPs will be managed and documented

5.3.7 Post-Award Performance Metrics

- Work with the project team and Simplar to define metrics that would demonstrate that project outcomes have been successfully delivered.
- Identify how the Construction Manager will track and document their performance
- Provide a performance metric report that will be used throughout the project
- Identify how the City will document this service as a success
- Review the Weekly CRISP Report document.

5.3.8 Clarify questions and concerns identified by the City

5.4 Negotiation & Contract Alignment

The City reserves the right to negotiate with the selected Construction Manager during the Clarification Period. This may include, but is not limited to, modifying the scope of the service (time, cost, quality, expectations, etc.) Any negotiations will not constitute a legally binding offer to enter into a contract on the part of the City or the Construction Manager.

In parallel with Pre-Award Clarification, the Construction Manager and the City (along with their respective legal teams) will concurrently advance the traditional contracting efforts. This includes reviews of the contract, insurance, bonding, and other financial documentation necessary to achieve the Notice of Award in Section 5.5.

5.5 Notification of Intent to Award

No action of the City other than a written notice from the City to the Construction Manager, advising acceptance of the proposal and the City's intent to enter into an Agreement, shall constitute acceptance of the proposal.

5.6 Failure to Enter into an Agreement

At any time during the Clarification Period, if the City is not satisfied with the progress being made by the invited Construction Manager, the City may terminate the Pre-Award Clarification Period activities and then commence or resume a new Clarification Period with the next highest rated Construction Manager. There will be no legally binding relationship created with any Construction Manager prior to the execution of a written agreement. Any Construction Manager's proposal, terminated in accordance with this article, is removed from further participation in this Request for Proposal. New Clarification Periods with next highest rated Construction Managers thereafter are also extended this right. The City shall not be responsible for any costs or expenses incurred by the Construction Manager in the preparation of their proposal nor their participation in Pre-Award Clarification.

Section 6: Risk-Based Partnering and Planning

6.1 Description

The City's primary goal is to have the highest quality project delivered on time and at the best value. Alternative delivery of construction projects, like CMAR, have been shown to have a greater probability of meeting these goals when there is an open process whereby the project team (Owner, Contractor, and Designer) can align, collaborate, and plan the project. To greater ensure a positive project outcome, the City is implementing a Risk-Based Partnering and Planning (RBP) process for the project. This process includes traditional construction partnering during pre-construction/design, construction, and through commissioning and project close-out. The process also includes meetings and reporting using the Weekly CRISP Report system.

The Weekly CRISP Report system is a tool that promotes and documents planning for CRISPs and used by the City in reviewing the performance of the Construction Manager based on CRISPs. The selected Construction Manager will be required to participate in a separate weekly meeting (15-30 minutes per week) with the City and prepare and submit Weekly CRISP Reports. Note: The Weekly CRISP Reports do not substitute or eliminate weekly progress reports or any other traditional reporting systems or meetings or other contractual requirements for notifications that the Construction Manager may perform.

Simplar will provide training and templates for the process. The initial set-up of the CRISPs and training of the process is conducted as part of Pre-Award Clarification.

6.2 Definition of a CRISP

A CRISP is a concern, risk, intuition, suspicion, or problem that is defined as anything that impacts (or may potentially impact) the original awarded contract cost, schedule, scope, or quality of the project. A CRISP may be thought of as a potential '*variation*' or '*deviation*' in how we planned or agreed the project would go. This includes deviations that are caused by the:

- i. Construction Manager (or entities contracted by the Construction Manager)
- ii. Owner (scope changes or client-caused deviations)
- iii. Third Parties (like the designer, which are not hired or contracted by the Construction Manager)
- iv. Unforeseen Conditions and/or Unknowns

6.3 Partnering

The partnering process is intended to build collaboration, trust, and a project-focused working relationship between individuals on the project team. This includes project executives and the project key personnel from the City, the Construction Manager, and the Designer, along with key subcontractors as determined by the team. Partnering is a component of the RBP process and includes the Weekly CRISP Report system.

The partnering process requires engagement by all team members at meetings and timely responses to quarterly feedback surveys. Partnering includes a kick-off meeting and quarterly meetings conducted through project completion.

6.4 Weekly CRISP Meetings

The Construction Manager will host a weekly CRISP meeting with the City on a weekday determined during the Pre-Award Clarification. The meeting will be held in-person or virtually and held separately from any other meetings. The purpose is to present any current or potential CRISPs and review the Weekly CRISP Report. The meeting will be held weekly, even if there is no apparent CRISPs to discuss, every week starting at Notice of Award until the project is 100% complete and the Construction Manager has received final payment (note: substantial completion does not constitute 100% completion).

6.4.1 Weekly CRISP Report Template

The Weekly CRISP Report is an MS Excel spreadsheet file. A template will be provided by the City and must be used. Construction Manager is not permitted to recreate or modify this template in any way. The City will assist the Construction Manager training on the process and the template and in setting up this spreadsheet. It is the Construction Manager's responsibility to complete and submit these reports as required.

6.4.2 Saving the Weekly CRISP Report File

The Weekly CRISP Report must be saved in a unique manner to allow the City to analyze the reports from all ongoing projects. The Construction Manager must save each report using the date and name of the project given by the City in the following format: *YYMMDD_Lawrence KRWWTP CMAR*.

6.4.3 Weekly CRISP Report Submission Requirements

The Weekly CRISP Report must be prepared and submitted by the Construction Manager. The report is due every week (by 5pm the day of the Weekly CRISP Meeting) and must be submitted every week until the project is 100% complete and the Construction Manager has received final payment (note: substantial completion does not constitute 100% completion). The report must be emailed to the City's Project Manager. The City may also identify additional individuals that should receive the reports.

Failure to submit Weekly CRISP Reports will result in progress payments being withheld from the Construction Manager until such time that the Weekly Reports are submitted in a timely and accurate manner.

6.4.4 Completing the Weekly CRISP Report

When the Construction Manager encounters or identifies a new or potential deviation (to cost or schedule), they must identify it in the report, along with a short and concise description of the deviation, reasons why the deviation occurred, and a plan/strategy to mitigate the deviation. Each deviation must have an estimated impact to the awarded cost or awarded schedule. These columns cannot be left blank (nor include verbiage such as: n/a, unknown, tbd, etc.). The Construction Manager should provide their best

estimate of the impact, with the understanding that the impact can be adjusted in later reports.

6.4.5 Accuracy of the Weekly CRISP Report

The City will review and analyze each Weekly CRISP Report for accuracy, conformance to format requirements, and timely submittals. The City shall withhold progress payments for missing or substantially inaccurate reports. At the end of the project, the City may consider the accuracy and timeliness of the reports when making the final closeout rating of the Construction Manager and the Construction Manager's team. These ratings may be used and considered during competition on future projects.

6.5 Close Out Performance Evaluations

The City will evaluate their overall satisfaction with the awarded Construction Manager's performance. Close Out Performance Evaluations will include, but are not limited to, an assessment of: overall quality, ability to manage the service, ability to minimize complaints, ability to minimize the City efforts, ability to minimize service delays, ability to minimize cost increases, and submission of accurate and timely Weekly CRISP Reports.

The Close Out Performance Evaluations will be used to update the Past Performance Survey scores for the awarded Construction Manager and its Project Team Personnel for consideration on any future City projects

Section 7: Proposal Forms

Proposal Form 1 - Signature Form

Proposal Form 2 - Project Team

Proposal Form 3 - Project Approach

Proposal Form 4 - Concerns, Risks, Intuitions, Suspicions, Problems (CRISPs)

Proposal Form 5 - Alternatives & Differentiators

Proposal Form 6 - Past Performance Survey

Proposal Form 7 - Fee Proposal

PROPOSAL FORM 1

Signature Form

Project: **CMAR for KRWWT**P

Proposer Information (Prime)

Company that will hold the Prime relationship with the City.

Name of Construction Manager: _____

Contact Information for Lead Executive / Principal In-Charge

Individual that will serve as the Escalation Point and is the Lead Executive / Principal In-Charge responsible for project execution at the company level with ultimate authority to represent and make legally binding commitments on behalf of the partner companies.

Name _____
Title _____
E-mail _____
Telephone _____

Contact Information for Lead Proposal Manager

Individual that can be contacted for clarification on this proposal:

Name _____
Title _____
E-mail _____
Telephone _____

Acknowledgement of Addenda

The Construction Manager acknowledges receipt of the following addenda and has incorporated the requirements of such addenda into their proposal. Failure to identify and sign for all addendum may subject the Proposer to disqualification. The Proposer must list all addenda (by number), then initial and date to confirm that you have received and incorporated them into your Submittal.

Number	Initial & Date

Number	Initial & Date

Number	Initial & Date

Signature

The proposal must be signed by the person authorized to contractually obligate the Proposer.

Name _____
Title _____
E-mail _____
Telephone _____
Signature _____
Date Signed _____

PROPOSAL FORM 2

Project Team

Role	Name of Lead Individual	Name of Firm
Preconstruction Project Manager		
Constructability Expert		
Open Role		
Construction Project Manager		

PROPOSAL FORM 3

Project Approach

Refer to Section 4 for format requirements and instructions.

This Proposal Form must be anonymous and must NOT exceed the maximum 2-page limit + 1-page visuals.

Insert project approach here.

PROPOSAL FORM 4

CONCERNS, RISKS, INTUITIONS, SUSPICIONS, PROBLEMS

Refer to Section 4 for format requirements and instructions.

This Proposal Form must be anonymous and must NOT exceed the maximum 2-page limit.

CRISP 1: _____
Description: _____
Strategy: _____

CRISP 2: _____
Description: _____
Strategy: _____

CRISP 3: _____
Description: _____
Strategy: _____

Insert additional CRISPs as necessary within the maximum page limit.

PROPOSAL FORM 5

Alternatives & Differentiators

Refer to Section 4 for format requirements and instructions.

This Proposal Form must be anonymous and must NOT exceed the maximum 2-page limit.

Item 1: _____
Benefits: _____

Item 2: _____
Benefits: _____

Item 3: _____
Benefits: _____

Insert additional items as necessary within the maximum page limit.

PROPOSAL FORM 6

Past Performance Surveys

Insert Construction Manager Name is performing Past Performance Surveys as part of a proposal process and has identified your organization as one of their previous or current clients.

Please evaluate your satisfaction with their performance for the project identified in Part A.

PART A – CLIENT REFERENCE & PROJECT INFORMATION

Client:	Previous Client Organization Name	Project Name:	Insert brief project title
Reference:	Individual reference person's name	Proj. Duration (months):	Approx. total duration
Job Title:	Individual reference person's role	Project Size (\$):	Approx. total dollar value
E-mail:	Reference person's e-mail	Project Type:	Standardized type
Phone:	Reference person's contact number	Delivery Method:	Insert project delivery

PART B – COMPANY & PERSONNEL BEING EVALUATED

Name of the Construction Manager: **Insert Construction Manager's name**

Name of Key Personnel: **Insert name & role (i.e. John Smith, Project Manager)**

Insert additional members as needed (i.e. Jane Doe, Lead Arch.)

PART C – PERFORMANCE EVALUATION

Please rate your level of satisfaction with the Construction Manager personnel's performance on a scale of 1 to 10 (with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied).

- If a question is not applicable, please input a rating of "N/A"

No.	Criteria	Unit	Rating
1	Ability to successfully achieve client scope objectives and deliverables	(1-10)	
2	Ability to successfully manage project cost	(1-10)	
3	Ability to successfully manage project schedule	(1-10)	
4	Quality of work	(1-10)	
5	Ability to proactively identify, communicate, and mitigate project risk items	(1-10)	
6	Overall professionalism and responsiveness to requests	(1-10)	
7	Ability to successfully manage project safety	(1-10)	
8	Ability to maintain ongoing plant operations during construction (if applicable)	(1-10)	
9	Overall client satisfaction and willingness to hire the firm / individual again	(1-10)	

Please provide any recommendations or lessons learned from your project experience:

Printed Name of Reference

Job Title

Signature

Thank you for your time and effort!

Please return the completed survey to: <<**insert proposing company's contact info**>>

PROPOSAL FORM 7

Fee Proposal

Construction Manager shall submit a cost proposal below for the anticipated scope of work listed in Section 2. Construction Manager shall submit a completed Allowable General Conditions Worksheet.

The successful Construction Manager will be required to enter into an agreement with the City where the basis of payment is the Cost of the Work plus a Fee with a GMP. The fees/costs below shall be based on a total construction budget of \$36 million.

1. **Preconstruction Fee:** To include personnel expenses, project estimates, preliminary project schedules, value engineering, constructability reviews, pre-planning, overhead and profit, and other preconstruction phase services identified in this RFP.

\$ _____

2. **Construction Phase Services Fee:** Identify a Construction Phase Services Fee as a percentage of the construction budget for all home office expenses and any other expenses not included in the Allowable General Conditions Worksheet, including all overhead and profit.

% _____

3. **Not-to-Exceed General Conditions Costs:** Identify General Conditions Cost using allowable General Conditions in the worksheet on the following page.

\$ _____

Use the following assumptions when completing the Allowable General Conditions Worksheet:

1. **Payment and Performance Bonds:** Each bond shall be in an amount equal to 100% of the estimated construction cost (assume \$36 million).
2. **Maintenance/Warranty Bond:** Bond shall be in the amount of 100% of the contract sum (assume \$36 million for cost proposal) covering defect of material and workmanship for one (1) calendar year following the City's approval and acceptance of the construction.
3. **Project Duration:** Reference the project milestones listed in Section 1.



Allowable General Conditions Worksheet

Below is a list of Allowable General Conditions for the construction of the City of Lawrence Kansas River Wastewater Treatment Plant Improvements Phase 1. List all project management, bonds, insurance, and field office costs for the Project below and enter the total as the 'Not-To-Exceed General Conditions Costs' as No. 3 on the Proposal Form.

General Conditions					
	Description	QTY	Unit	Cost (\$/Unit) including all burden, insurance, etc.	Total
	On Site Project Management				
	Project Executive		MO		
	Project Manager		MO		
	Superintendent(s)		MO		
	Assistant Superintendent(s)		MO		
	Project Engineer(s)		MO		
	Project Scheduler		MO		
	Project Support Staff		MO		
	Cost Estimator		MO		
	Bonds and Insurance				
	All Insurance including Builder's Risk		LS		
	Payment, Performance and Maintenance Bonds		LS		
	Temporary Project Construction and Utilities for CM Staff				
	Dumpsters for CM Staff		MO		
	Monthly Internet & Telephone Service		MO		
	Project Water		MO		
	Temporary Toilets		MO		
	Electricity		MO		
	Field Equipment				
	Mobilization for Office Trailers		LS		
	Jobsite Trailer(s) incl. Job Office FF&E		MO		
	Job Photos and Videos		MO		
	Project Signage		LS		
	Postage and Deliveries		MO		
	Storage Trailers		MO		
	Crane Erection and Rental		MO		
	Vehicles, including Fuel, Maintenance, and Insurance		MO		
	Safety Equipment and First Aid Supplies		MO		
	Job Office and Janitorial Supplies		MO		
	Project Fencing		MO		
	Security Personnel/Equipment		MO		
	Communications Equipment		MO		
	Misc Materials and Small Tools		LS		
	TOTAL GENERAL CONDITIONS				

Section 8: Kansas River Wastewater Treatment Plant Improvements Technical Memorandums and As-Builts

Please refer to the sites below:

City of Lawrence ftp (access instructions attached)

ftp://ftp.lawrenceks.org/outgoing/MSO-20-0013_KRWWTP_PlantUpgrades/

Project Website: <https://lawrenceks.org/mso/krwwtp-improvements/>

Drexel: <https://www.drexeltech.com/>

**Construction Management Services for
Kansas River Wastewater Treatment Plant Improvements
Project #MS-20-0013CIP
RFP #R2111**

Pre-Submittal Video Links:

- **Pre-Proposal Video:** <https://youtu.be/Sulp9fiB6K8>
- **Reference Video #1 – Approach, CRISPs, Alternatives & Differentiators:**
<https://youtu.be/uagFFc6vmi4>
- **Reference Video #2 – Past Performance Surveys:** https://youtu.be/M47lq_V0Sbw
- **Reference Video #3 – Interviews:** <https://youtu.be/B8ywhdlkEfEProcurement>

Changes will be posted as Addenda.

Point of Contact

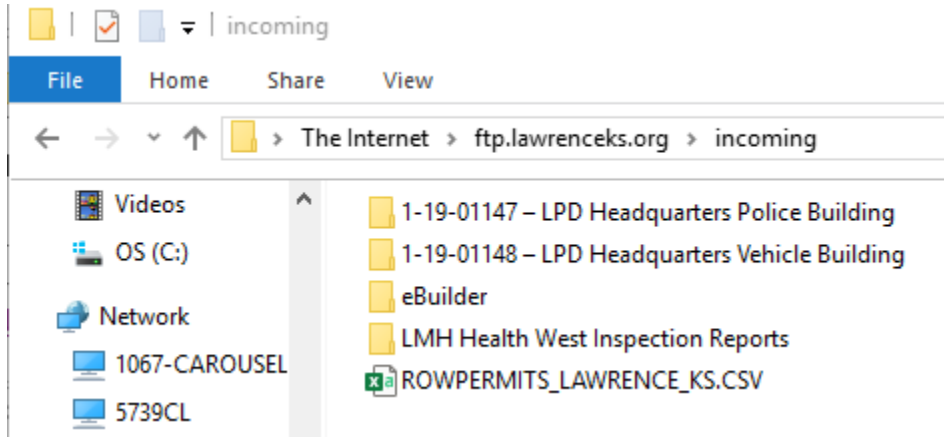
Brian Lines | brian.lines@simplar.com | 520-419-5648

How to use FTP – External Use

External upload:

1. Copy and paste this link into a file explorer window (as seen below)
<ftp://ftp.lawrenceks.org/incoming/>
2. Have them drag and drop their files into that location.

Screen should look like this:



External retrieval:

1. Copy and paste this link into a file explorer window (similar to picture above)
<ftp://ftp.lawrenceks.org/outgoing/>
2. Navigate to the file you need

If you have any issues or do not see the shared printer listed, please contact the Help Desk at ext 3330 or helpdesk@lawrenceks.org