

Request for Proposal
Project Management/Owner’s Representative Services
For: Cumberland County Crown Complex Project
Fayetteville, North Carolina

1.0 Introduction:

Cumberland County is soliciting a Request for Proposal (“RFP”) from interested persons or organizations (“Applicant”) qualified as an Owner’s Representative and Project Manager (referred to herein as both “Owner’s Rep” and “Project Manager”) for the performance of daily coordination, schedule review, and project oversight duties and services for the Cumberland County Crown Theatre and Arena modernization/renovation (the “Project”). The Applicant, acting as the Owner’s Rep, is responsible for providing all the necessary information to fulfill the requirements of this solicitation.

The Applicant shall select and organize a team appropriate for the Scope of Work for the Project.

The Applicant and its team must clearly demonstrate the ability and expertise to provide required services, staffing, and resources to complete the Project.

2.0 Project Data:

General:

The Project:	Cumberland County Crown Theatre and Arena
The Owner:	Cumberland County
Location:	Fayetteville, North Carolina

Building Data:

The proposed Crown Theatre and Arena will need to host a variety of ticketed events including concerts, comedy shows, family shows, touring theater / Broadway performances and other local and regional performances. The proposed Crown Theatre and Arena modernization and or renovation will be constructed as a quality, state-of- the-art venue with the necessary acoustics, stage configuration, rigging capacities and back- of-house space to accommodate the needs of various users.

A feasibility study and market analysis has been completed and is available on the County’s website at [Crown Event Center and Complex Project](#).

Schedule:

The owner’s goal is to have a facility that is complete and open for business by April 1, 2028.

3.0 Scope of Work

The Owner's Rep's duties may include, but shall not be limited to, regular communication and updates with owner, management, project committees, civic organizations and Board of Commissioners, assistance with securing contractor, architect and various sub-contractors as described below, attending progress meetings, helping to create and evaluate adherence to the Project schedule, management of Project accounting, coordinating the procurement of owner furnished equipment and materials, quality assurance oversight, reviewing pay applications and management of the negotiation of change requests and change orders. The following activities are representative of the types of services that will be provided by the Owner's Representative:

3.1 Design Phase Services

- 3.1.1 Project Manager shall evaluate the Project budget as it relates to the current construction estimates, expenditures to date, and the contracts with the various Project entities. Budget update recommendations will be made to the Owner. Project Manager will refine the Master Budget for the overall Project and for each element of the Project. The Master Budget will incorporate the Owner's major goals and financial constraints for the Project and will include (a) the proposed Project design budget for each element of the Project; (b) the proposed Master Budget; and (c) other soft costs budget.
- 3.1.2 Project Manager will assist with the engagement of design professionals and other consultants as necessary for but not limited to architectural, structural, mechanical, electrical, and civil. Oversee any Request for Proposals as requested by Owner by assisting in scope development and managing the solicitation, interview and selection process. Project Manager shall also proactively identify and communicate any 'gaps in coverage' in terms of scope of work or deliverables based on the Master Budget and Project/Development Schedule.
- 3.1.3 Project Manager will evaluate and provide recommendations to the Owner regarding key personnel with the Architect and Construction Manager who are scheduled to work on the Project. Project Manager will also provide recommendations to the Owner for any substitutions in the key personnel of the Architect and Construction Manager. Project Manager will monitor the retention of any additional consultants to be retained by the Architect and monitor the coordination of consultants and vendors in such areas as telecommunications, data management, materials handling, furniture, furnishings, and equipment (FF&E), food service, artwork, graphics, signage, audio-visual, lighting, and landscaping.
- 3.1.4 Project Manager will prepare and update the Development Schedule and Master Budget on a regular basis, in a form as agreed upon, to show current conditions and revisions based on actual conditions. If forecasts project any adverse impacts on the critical path or budget, Project Manager will develop solutions, mitigation, and/or propose alternatives to the Project Team, subject to approval by the Owner.
- 3.1.5 Project Manager will attend and fully participate in regular meetings with the Project Team during the completion of design documents, plus advise on selection of materials, building systems and equipment. Throughout the Project, Project Manager will monitor the progress of the design through approval and issuance of bid documents and final Contract Documents. Project Manager will

evaluate and provide to the Owner, recommendations regarding constructability and bid-related issues, coordination issues, costs, and consider alternatives to minimize costs, changes, and claims that may come to light. Project Manager will also assist the Architect in reviewing and providing recommendations on whether to reject/approve all mock-ups submitted by the Construction Manager.

- 3.1.6 Project Manager will review and provide recommendations to the Owner regarding the Architect's cost consultant and/or Construction Manager's estimates. If any estimate by the team results in projected costs that are not within the Master Budget, or are not otherwise acceptable to the Owner, Project Manager will review and manage the team to provide corrective recommendations to the Owner and the Architect.
- 3.1.7 Project Manager will evaluate the Project schedules, recommend duration and logistic changes to reflect Project status. Project Manager will make recommendations to advise on strategies to save time and costs as it relates to schedule and the adjustments in design. The Project schedules will include dates for Project reviews, meetings, decision deadlines, design reviews and cost reviews.
- 3.1.8 Project Manager will review the design program to ascertain the requirements of the Project and take such measures as are necessary, appropriate and reasonable to elicit and arrive at a mutual understanding of such requirements with the Owner. Project Manager will assist in the communication to the Project stakeholders, facilitate discussions and decisions and work on the Owner's behalf, should there be any disputes with consultants, vendors, or contractors.
- 3.1.9 Project Manager will coordinate the efforts of all consultants in producing documentation of the design and construction details.
- 3.1.10 Project Manager will provide recommendations and advice concerning design alternatives for consideration by the Owner and the Architect.
- 3.1.11 Project Manager will consult on procurement strategies for the construction of the capital program. Advise on the pros and cons with various procurement methods for construction delivery. Assist in representing the Owner in negotiation of construction agreements of any Owner selected project delivery agreement method.
- 3.1.12 If during this phase, a Construction Manager is selected, Project Manager will review and advise the Owner regarding the Construction Manager's recommendations pertaining to construction phasing, and feasibility of construction methods.
- 3.1.13 Project Manager will review Construction Manager's schedule for purchase of materials and equipment requiring long lead-time procurement. Such procurement will be consistent with the Development Schedule and the Architect's preparation of the Contract Documents.
- 3.1.14 Project Manager will review the recommendations and information provided by the Construction Manager regarding the assignment of responsibilities for temporary facilities and equipment, materials, and services for common use of facilities. Project Manager will also review the Construction Manager's recommendations regarding the phasing and sequencing of the Project, bid packaging and the phased issuance of the Design Documents to facilitate phased construction of the Project, if such phased construction is appropriate for the Project, taking into consideration such factors as economies of scale, time of performance, availability of labor and materials, and provisions for temporary facilities. Given the current economic challenges with some labor and materials, Project Manager shall provide recommended timelines and best practices to properly manage costs and timelines for deliverables.

- 3.1.15 Design consultants will ensure that all necessary permits and other governmental approvals, consents, authorizations, licenses, or other legal requirements, required permits and inspections that may be required by any Governmental Authority, have, or will be obtained. Project Manager will support the team in coordination of such permits and approvals with the Project Team.
- 3.1.16 Design consultants will be responsible for the management of the acquisition of all necessary entitlements and approvals, such as, local planning commission, local building department, city or county council, historical preservation commission, local fire department, local utilities, traffic/ transportation department, other state agencies, Corps of Engineers, Environmental Protection Agency, other federal agencies, lenders, soil conservation department, and any state, federal or local building requirements.
- 3.1.17 Project Manager's responsibilities during design phase will include the following: (a) assisting the Owner in selecting, retaining and coordinating the professional services of testing laboratories required for the Project; (b) reviewing and providing recommendations to the Owner regarding the value engineering program conducted by the design team, cost consultant and/or Construction Manager; (c) if applicable, assist in negotiation of a Guaranteed Maximum Price proposed by the Construction Manager and (d) assistance to the Owner with respect to Construction Manager's bidding schedule and proposed list of qualified subcontractors for the Project.
- 3.1.18 Upon the request of the Owner, Project Manager will participate in any public and/or legislative meetings or workshops. Following any such meeting, Project Manager will update the Owner on the discussion points, outcomes, key decisions made, and proposed/ required next steps to be taken.

3.2 Construction Phase Services

- 3.2.1 Project Manager will provide administrative and monitoring services with respect to the services of the Architect and Construction Manager, to efficiently complete the Project in accordance with the Contract Documents. Project Manager will be the principal point of contact for the Project with Governmental Authorities and utility companies that may be involved in the Project.
- 3.2.2 Project Manager will review the Construction Manager's detailed Development Schedule, including realistic activity sequences and durations, allocation of labor and materials, processing of shop drawings, samples and submittals and delivery of materials requiring long lead-time procurement. Project Manager will monitor the performance of the Construction Manager to assure the Construction Manager is fulfilling all other scheduling and reporting requirements under the Construction Management Agreement.
- 3.2.3 Project Manager will analyze a site utilization plan submitted by the Construction Manager that will include all temporary trailers and determine the impact to traffic and security, verify the obtaining of all appropriate or necessary building permits, variances, and special permits for improvements, and verify all applicable fees and assessments have been paid.
- 3.2.4 Project Manager will attend construction progress meetings with the Construction Manager and subcontractors to discuss such matters as schedule, procedures, progress, problems, and scheduling. Project Manager will provide notice of such meetings to the Owner so that the Owner may attend such meetings. Project Manager will review and distribute comments as necessary to

the Owner of the minutes provided by the Architect and/or Construction Manager of such meetings.

- 3.2.5 If requested and required, Project Manager will analyze and approve the Project documentation system established by the Construction Manager to make certain that it is capable of recording, storing, and retaining information pertaining to all technical, financial, and administrative aspects of the Project. Project Manager will monitor the Construction Manager's record keeping responsibilities to make certain they follow the Project documentation system.
- 3.2.6 Project Manager will review and provide recommendations to the Architect and Construction Manager regarding the establishment, coordination, and implementation of written procedures for expediting the processing of all requests for information, shop drawings, product data, samples, and submittals. Project Manager will review the Construction Manager's and Architect's proposed systems for the timely and prompt processing and control of requests and submittals by the Project team and subcontractors.
- 3.2.7 Project Manager will monitor the processing of field orders, evaluate change order proposals, assist with change order negotiations, and make recommendations for change order approval or denial. Identify any long lead items and determine a plan to insure a timely delivery.
- 3.2.8 As appropriate, Project Manager may recommend special inspections, testing and studies, or make recommendations to the Owner, Architect and Construction Manager regarding special inspections, testing or studies, of work identified by the stakeholders that are not in accordance with the Contract Documents.
- 3.2.9 Project Manager will review and make recommendations with respect to payment applications and invoices from the Construction Manager and Architect.
- 3.2.10 Project Manager will document and monitor all payments as a record of the Project and apply such payments to the cash flow projections and final Project costs which will be updated and presented to the Owner on a regular basis.
- 3.2.11 Project Manager will review and make recommendations with respect to the punch list. Following the issuance of a Certificate of Substantial Completion of the work, or a designated portion thereof, Project Manager will assist the Construction Manager and the Owner in evaluating final completion of the work. Project Manager will review the Construction Manager's written reports regarding final inspections.
- 3.2.12 Project Manager will assist in the coordination of any required commissioning services including the solicitation, selection, and award of any specialized consulting services and field commissioning services.
- 3.2.13 Up to the end of the Contract Term, Project Manager will monitor the Construction Manager's compliance with its obligations regarding the management, scheduling and coordination of the prompt delivery of all warranties and guaranties required by the Contract Documents. Project Manager will review, comment, and offer recommendations for all close-out related construction issues, and will assist in monitoring vital building systems such as HVAC, vertical transportation, electrical, plumbing, security, and audio/visual. Project Manager will monitor and ensure delivery to the Owner of all manufacturer's, Contractor's, and subcontractor's warranties for the Project. Project Manager will participate and assist the Owner in staff training, move-in, start-up and final Project close-out.
- 3.2.14 Subject to the safety requirements of the Construction Manager, or as otherwise required for the Project, Project Manager will facilitate the Owner's conducting of Project tours during construction of the Project.

3.2.15 Project Manager will assist the Owner in the procurement, delivery and installation of all owner-directed furniture, fixtures, and equipment systems and components.

3.3 Post-Construction Services. As post-construction services, Project Manager shall:

- 3.3.1 Reconcile schedule for punch list items, final inspections, and Owner move-in and start up.
- 3.3.2 Review close-out documents for compliance with and reconcile against the Project master schedule.
- 3.3.3 When requested or authorized; consult, advise, and assist Owner with special and or/additional services beyond the contracted scope of Project Manager services.

3.4 Additional Support Services. As additional support services, Project Manager shall:

- 3.4.1 Project Estimation for total project costs
- 3.4.2 Full FF&E Coordination Services

4.0 Request for Proposal Submission

4.1 General Project Team Information: Include in your firm's qualifications statement, the following information about your firm and all key project team members:

- 4.1.1 Cover letter: Cover letter must include: (a) name, title, address, and phone number of the principle contact person, and name, address, phone number of any location where the Project's assigned personnel are based.
- 4.1.2 Company Overview: Include a general company overview of each key member of the Project team including location, size, years in business, and years key Project team member has been with the company.
- 4.1.3 Insurance Certificate: Certificate of insurance evidencing the firm's current limits of liability for commercial general liability, business automobile liability and professional liability insurance.

4.2 Project Specific Information: Include the following information relevant to the Scope of Work for your firm and any key project team members that will provide any portion of the Scope of Work:

- 4.2.1 Experience: Describe any relevant experience of your firm and separately, the key personnel for large scale projects similar in scope to the Project. Include in this information the following:
- 4.2.2 Project Description: Project name, location, completion date (or projected), total construction value, brief description of project and the firm's role.
- 4.2.3 Project Team: Identify your team members and joint venture partners (if any) who were assigned to the project and the roles and duties they performed.
- 4.2.4 Client: Provide the client's name and contact information. Include the name, title and telephone number of the client contact most familiar with your services on the project. If they are no longer with original client, indicate organization of reference.
- 4.2.5 Project Team: Provide a list of the primary project team contact information for example the Design Architect, Architect of Record and Construction Manager.
- 4.2.6 Project Schedule: If applicable provide relevant dates.

4.3 Project Team and Organization: Provide resumes for the proposed project team, including the individual proposed to be designated as the contact for Project Manager or Owner’s Rep and any other proposed key staff. Each resume should include at least one paragraph description of the duties and responsibilities of the individual’s proposed project role. List the prior experience of such key personnel on similar projects. Include any registrations, licenses, or professional certifications of the staff if applicable.

4.4 Management Systems: Describe the record keeping, reporting, monitoring and other information management systems that your firm would propose to use for the Project. Describe the scheduling and cost control systems that your firm would propose to use for the Project.

4.5 Fee Proposal: Outline fee structure and description of the basis of fees. Provide calculation of fees and the assumptions that it is based.

4.5.1 Provide basis of Fee (percent of construction, lump sum services, hourly basis, etc.)

4.5.2 Provide list of disciplines with corresponding rate structure i.e.
 Project Executive
 Project Manager
 Assistant Project Manager
 Accounting
 Administrative
 Technical

5.0 Interviews and Selection

5.1 Review Criteria: The Selection Committee shall verify evaluate and rank the RFP Submittals in accordance with the weighted criteria below:

No.	Evaluation Criteria	Weight
1	Understanding of the project and proposed strategies.	20
2	Cost effectiveness and affordability of the proposed fee structure and ability of the firm to maximize use of funds allocated for the project.	10
3	Qualifications of personnel, approach to deliverables, and quality of recommendations.	20
4	Relevant experience in undertaking projects of similar scope, complexity, importance and value, and lessons learned to be applied to this project.	20
5	Presentation and Interview.	20
6	Quality and clarity of proposal.	10
	Final Criteria Ratings (out of a total of 100 points)	

In making an RFP submittal for this solicitation, the Applicant acknowledges and understands that the evaluation and ranking of the submission by the Panel is inherently subjective and Applicant agrees that the evaluation and ranking by the Panel is within the sole discretion of the Panel.

Short List: Following the deadline for receiving proposals, Cumberland County will review the proposals and develop a short list of firms to be interviewed. Those firms that are invited to interview will be expected to have key personnel available for presentation and interview at

a future date to be set by the County. Representatives from County Management and Staff will be in attendance for the interviews.

Following the interviews, the County anticipates recommending a selected firm to the Board of Commissioners at the next regularly scheduled Agenda Session meeting.

5.2 Negotiation: Following the selection of a firm, the County will engage the firm for review of the proposed contract to evaluate project scope and cost. The Board of Commissioners will review the contract recommendation made by County Management and Staff at their next regularly scheduled Agenda Session meeting. In the event the top selected firm and the Owner are unable to come to agreement on the final negotiated fee and terms of contract, the owner may go to the next highest ranked firm.

5.3 Selection: Following completion of the evaluation process, the Selection Committee will select finalists for interviews. The Project Manager will notify all Applicants of the evaluation results and schedule interviews for final award of this solicitation.

5.4 Selection Schedule (Cumberland County has the flexibility to amend the timeline as it sees fit and will communicate any changes to all interested parties in writing):

5.4.1 RFP Issued, October 13, 2025

5.4.2 Due date for all questions 5:00pm EST, October 28, 2025

5.4.3 Submissions Due 5:00pm EST, November 14, 2025 – ELECTRONIC and 5 x HARD COPY

5.4.4 Interviews to be held the week of December 15, 2025

5.4.5 Date for Notification of Selection week of January 5, 2026

6.0 Instructions for Submissions

6.1 Submission: (Digital and Physical copies x 5, to:
Mr. Clarence Grier, County Manager
Cumberland County Engineering Department
130 Gillespie Street, Suite 214
Fayetteville, NC 28301

6.2 Questions/Inquiries (Point of Contact): Mr. Clarence Grier, cgrier@cumberlandcountync.gov

6.3 Communications: Please conduct all correspondence by email.

6.4 Addenda: This RFP shall be modified only by a written addendum issued by the Owner. It is the responsibility of the proposers to verify that they have received and incorporated into their responses, all changes due to addenda issued to this RFP.

6.5 Proposer Costs: Owner assumes no responsibility for costs incurred in the preparation, presentation, or submission of the qualification statements.

6.6 Insurance Requirements (List of the coverage and limits required if limits need to be dictated. Not Used if just evidence in section 4.1.3 is acceptable)

6.7 Reserved for additional instructions