

**QUESTIONS AND REPONSES TO RFP – CROWN THEATRE AND AREA MODERNIZATION/RENOVATION  
– PROJECT MANAGEMENT/OWNER’S REPRESENTATIVE SERVICES – RFP 720**

**Please see below the questions received and responses for the Crown Theatre and Arena Project Management/Owner’s Representative Services RFP -720 (Responses at in [Blue](#))**

**1. Project Scope and Contracting**

1. Please confirm whether the selected Owner’s Representative will provide services for both the Theatre and Arena modernization projects under a single contract, or whether these projects may be phased or contracted separately. **Both**
2. Will the Owner’s Representative contract directly with the County? **Yes** If so, is a draft form of agreement available for review prior to proposal submission? **No, this will be worked through with the selected firm.**
3. Please confirm whether the selected Owner’s Representative will provide services for both the Theatre and Arena modernization projects under a single contract, or whether these projects may be phased or contracted separately. **Both Please advised if either 1) a single contract for both projects, or 2) separate contracts. More than likely a single contract for both.**

**2. Project Delivery and Team Selection**

3. Does the County anticipate engaging the Architect before or after selecting the Owner’s Representative? **Yes**
4. Will the Owner’s Representative have the opportunity to review and provide recommendations regarding the selection of the Architect and design team? **Yes**
5. Has the County already engaged a Construction Manager? **No** If not, does the County intend to solicit these services directly, or will the procurement of a Construction Manager fall within the Owner’s Representative’s responsibilities? **This will be a joint effort of the County and Owner’s Rep.**
6. Will the construction work be procured through a public bid process, and, if so, will the contract award be required to be made to the lowest responsible bidder? **Yes – Public process**
7. Does the County anticipate engaging the Architect before or after selecting the Owner’s Representative? **Yes Please advise if either 1) before selection of the OR, or 2) after selection of the OR – Right before but almost at the same time. With a week or two of architect selection.**

**3. Funding and Governance**

7. Please confirm whether the project will be funded entirely through public funds, or through a combination of public and private sources. – **Currently all public funds**

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8. If private funding is anticipated, does the County plan to establish a 501(c)(3) or similar entity to manage or receive such funds? **This could be a possibility if private funds are included.**

**4. Schedule and Phasing**

7. The RFP indicates an intended completion and opening by April 2028. Can the County provide its current assumptions regarding the anticipated durations of design and construction? **24 months**
8. Does the County anticipate any enabling work, early bid packages, or overlap between design and construction activities (e.g., site preparation, utility relocations, or procurement of long-lead items)? **Yes, if possible**
9. The RFP indicates an intended completion and opening by April 2028. Can the County provide its current assumptions regarding the anticipated durations of design and construction? **24 months**  
**Please advise how many months are anticipated to be dedicated to the design process. Too early to say due to the potential different scopes of the project. Modernization – Renovation or other.**

**5. Stakeholders and Community Engagement**

7. Please identify the key stakeholder groups, advisory committees, or partner organizations with whom the Owner’s Representative will be expected to coordinate throughout the project. **This will be discussed and provided to the selected firm.**
8. Does the County have established goals for community engagement, local workforce participation, MWBE inclusion, or sustainability initiatives that the Owner’s Representative will be expected to support? **We follow Federal and State Regulations.**

**6. Administrative and Fee Considerations**

13. Should reimbursable expenses (e.g., travel, printing, and similar costs) be included in the proposed lump-sum fee, or should they be proposed as a separate line item? **Yes**
14. Does the County have a preference for the inclusion of a locally based representative as part of the Owner’s Representative team? **Not a preference.**
15. Should reimbursable expenses (e.g., travel, printing, and similar costs) be included in the proposed lump-sum fee, or should they be proposed as a separate line item? **Yes, Please advise if the reimbursable costs should be proposed separate from the fee. Should be a separate line item.**

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16. Is there a page limit for the response? **50pages**
17. Is there a template contract available for review? **No template is available**
18. Should the electronic copy be on USB with the physical copies, or is that emailed? **Physical copies**
19. Are original signatures required? **Yes**
20. Can you please confirm that the current scope of work is for renovation and modernization of the existing facilities? **Yes** Or will there be a potential to build new for either facility in the future, understanding that the current new build plan has been cancelled? **Not at this time.**
21. Is a full fee proposal required, or just hourly rates and basis of fee approach? **Both**
22. What procurement activities are still needed for the open architectural RFQ? **None at this time**
23. What delivery method is being planned? **Design – Build** Will procurement of a CMAR be included in the Owner’s Rep scope of work? **Yes**
24. Item 5.4.3 in the RFP requires submission of an electronic and 5x hard copies by November 14th, 2025 at 5:00pm. Alternatively, can the 5x hard copies be delivered on the next business day, which is Monday November 17th, 2025? **We will be unable to accept if not received by the 14<sup>th</sup>.**
25. When will Cumberland County release the shortlist of firms that will be invited to interview? There will not be a list released. Only the selected firms will be invited to interview.
26. It is our understanding that Cumberland County has a "Not to Exceed" budget of \$100M for the Cumberland County Crown Theater & Arena renovations, inclusive of design, construction, and owner's representative scopes. Please confirm if our understanding is accurate. Please also provide a breakdown of the expected budgets for each of these scopes of work. **Correct – the expected budget will not exceed \$100m for the project. The breakdown of the expected budgets will be completed with the selected firm.**
27. Please provide guidelines and expectations as it pertains to key personnel listed in section 4.5.2:
1. Which roles are expected to be full-time vs part-time? **It would be the County’s expectation that all representatives of the selected firm dedicate the necessary time to the project to complete by the requested timeframe.**
  2. What are Cumberland County's expectations regarding on-site staff vs remote support? **It would be the County’s expectation that all representatives of the selected firm dedicate the necessary time to the project to complete by the requested timeframe.**
  - 3.

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- 28.** Please confirm if the Period of Performance will be January 5th, 2026 through April 1st, 2028.  
**Currently this is the proposed/requested timeframe.**
- 29.** Item 3.1.3 states that the "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". However, the architect selection is scheduled to be completed ahead of the Owner's Representative selection. Please confirm if evaluation and recommendations to the owner regarding key personnel with the architect is not within the scope of the Owner's Representative. Substitution evaluations are understood to still be within the scope of the Owner's Representative, unless otherwise stated. **Correct. The Owner’s will be hired shortly after this RFQ is completed.**
- 30.** Can the County please disclose when renovations and/or ADA upgrades were last performed on the Crown Theater & Arena? **2021**
- 31.** Item 4.1.3 Insurance Certificate requests that firms provide a “certificate of insurance evidencing the firm’s current limits of liability for commercial general liability, business automobile liability and professional liability insurance”. Please provide the specific insurance requirements for this project to ensure pricing is accurate to the needs of the project. **There is not a specified requirement. You should provide your current coverage and limits.**
- 32.** Please confirm that it is the intent of Cumberland County for the Project Manager / Owner’s Representative to act As-Agent as defined in the CMAA Standards of Practice and not as a fiduciary. **Correct.**
- 33.** Please confirm that design is not intended to be a scope item for this procurement. **Correct**
- 34.** For those working in co-located spaces or field offices provided by Cumberland County or the Construction team, please confirm that office space, utility costs (i.e. internet), parking and access to general office supplies (i.e. office furniture, water, copiers, etc.), will be provided. **Yes, this will be provided if necessary.**
- 35.** Please confirm that this project is the renovation and modernization of the existing Crown Complex arena & theatre, and not the construction of a new facility. **Correct**
- 36.** Who was the outside support engaged by Cumberland County to provide a comprehensive market and financial feasibility study related to the construction of a new Crown Event Center?  
**CSL**
- 37.** The PowerPoint document found at the County’s website at Crown Event Center and Complex Project does not appear to be the feasibility study and market analysis referenced in the RFP. Would you please provide a copy of what is referenced? **Please see attached.**
- 38.** Is this a bonded project? **Yes, it will be.**

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- 39.** Please clarify item 6.1 and 6.3: are to be submitted only via email or email and hard copy delivery?  
**Both**
- 40.** Who is maintaining the current budget for the scope of the new building to determine what costs will encumber the new scope? **The County**
- 41.** Does the new scope of work (\$163,734,249) “a modernization and renovation for 3,000 seats” include costs spent to date? **The new scope of work is not \$163,73,249 and does not include cost spent to date.**
- 42.** Will existing contract for construction manager be terminated or modified for the new scope?  
**There will be RFP for CMAR.**
- 43.** Has a due diligence/facilities assessment been completed for the existing buildings? **Yes**
- 44.** Has a master project schedule been revised by the current owner project manager to reflect the new scope of work and owner’s goal to have the facility complete and open for business by April 1 2028? **This will be done once the owner’s rep is selected.**
- 45.** The link to the feasibility and market study on page 1 of the RFP is broken. Is this meant to reference the Market and Financial Feasibility Study on the County’s website dated September 13, 2021? **Please see attached.**
- 46.** What is the anticipated building program? **Modernization/Renovation of the Theatre and Arena.**
- 47.** Are there existing drawings of the current facility that can be shared to better familiarize our team with the existing spaces? **No current drawings of the facility.**
- 48.** What is the anticipated project size and how does it compare to the existing facility size? Is the County planning to proceed with the approximately 89,000-sf and 3,000-seat capacity described in the Design Services RFP dated October 13, 2025? **This will be determined in conjunction with the architect and owner’s rep.**
- 49.** What is the anticipated project budget? **This will need to be developed. Previous discussions limited the amount to \$100m.** Is the County planning to proceed with a project budget in the range of \$50-\$80M as outlined on page 154 of the Market and Financial Feasibility Study dated September 13, 2021? **Please see my previous response.**
- 50.** At which project milestones is the County looking for the Project Manager to develop cost estimates as a part of this contract? **Yes**
- 51.** For the two listed additional support services, project estimation and full FF&E coordination services, should the fee proposal include proposed add alternate amounts? **Yes**
- 52.** Please confirm whether the selected firm will contract directly with Cumberland County or through a third-party procurement vehicle. **Directly with the County**
- 53.** Can the County confirm the anticipated contract type (lump sum, hourly, not-to-exceed, etc.)? **Hourly, but not to exceed amount will be agreed upon with the selected firm**
- 54.** Please clarify if electronic signatures are acceptable for submission or contract execution. **Actual signatures**
- 55.** Will the County consider joint ventures or prime/subconsultant arrangements, and if so, how should these be presented? **Not for the owner’s representative**
- 56.** Is there a current project management or construction oversight consultant under contract with the County? **Not at this time**

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57. Please clarify whether the Owner’s Representative will also serve as the project’s Construction Manager or in an advisory capacity only. **There will be a separate CMAR**
58. Can the County confirm whether environmental review or permitting support is included in the Owner’s Rep scope? **Yes, included**
59. Will the Owner’s Representative be responsible for direct procurement or coordination only of FF&E and Owner-Furnished Equipment? **Yes**
60. Please confirm whether the Project Manager is expected to manage community engagement and public communications or if this will be handled by County staff. Expected to handle the community engagement
61. Is the Project Manager expected to coordinate or review value engineering workshops with the design team, and at what phase? **Yes**
62. Please confirm whether the County has selected or intends to select the Architect of Record prior to the award of the Owner’s Rep contract. **Yes**
63. Will the Owner’s Representative be expected to participate in or lead the Architect selection process? **Yes**
64. Can the County clarify expectations for the frequency and format of design review meetings? **Weekly and as needed**
65. Please confirm whether the Owner’s Representative is expected to prepare independent cost estimates during the design phase or rely on the CM/Architect cost consultant. **Can rely on the Architect/CMAR**
66. Is the Owner’s Representative responsible for managing the permitting process or only for oversight and coordination? **Managing the process**
67. Please clarify whether the Construction Manager has been or will be selected prior to the Owner’s Rep engagement. **After selection of the owner’s representative**
68. Will the Project Manager have authority to issue field directives or will this authority remain solely with the County? **Will have authority**
69. Please confirm expectations for the frequency of site visits and construction progress reporting. **Weekly**
70. Is the Owner’s Rep responsible for maintaining the project documentation platform, or will the County or CM provide one? **Yes – owner’s representative should provide the documentation platform**
71. Can the County clarify the desired format and frequency of budget and schedule updates during construction? **Weekly and at periodic County Committee Meetings**
72. Please confirm whether the Owner’s Rep is expected to provide warranty period oversight beyond project closeout. **Yes – for one year, but this can be discussed with selected firm**
73. Will commissioning services be procured separately, or is the Project Manager expected to oversee and coordinate this process? **Project Manager will need to oversee and coordinate.**
74. Should post-occupancy evaluation or performance reporting be included in the scope? **Yes**
75. Can the County confirm who will manage facility turnover and staff training—Owner’s Rep or CM? **CM**
76. Is the Owner’s Rep responsible for managing digital turnover and as-built documentation delivery? **Yes**
77. Please confirm the evaluation weighting table provided in the RFP is final and will not be adjusted prior to submission. **Yes, and correct**
78. Will interviews be conducted in person or virtually? **Currently in person**
79. Is there a specific page limit or formatting requirement for the proposal submission? **50 pages**
80. Please clarify if references are included in the page count. **Yes**
81. Will feedback be provided to unsuccessful firms following the selection process? **Yes**
82. Please confirm if reimbursable expenses should be included in the base fee or billed separately. **Yes**
83. Can the County provide a sample contract or professional services agreement for review? **No – not during the bidding process**
84. Is the County open to negotiating rate structures post-selection based on finalized scope and staffing? **Yes**
85. Should firms include escalation assumptions for multi-year engagements? **Yes – you may include**
86. Please clarify payment terms and invoice frequency (e.g., monthly, milestone-based). **Monthly based on milestone**