

Request for Qualifications

Africa Exhibit

Fresno Chaffee Zoo

August 24, 2011

**Request for Qualifications
Africa Exhibit at the Fresno Chaffee Zoo**

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Section 1 General Requirements

1.01 Introduction

Subject to the conditions prescribed by the Fresno Chaffee Zoo Corporation, hereinafter called the "Owner," Statements of Qualifications (SOQs) are requested to provide Construction Management at Risk services with a Guaranteed Maximum Price for the construction of the Africa exhibit at the Fresno Chaffee Zoo.

The procurement method for this project is commonly known as "Construction Manager at Risk with Guaranteed Maximum Price". The construction manager (CM) shall be chosen by a competitive process that employs selection criteria in addition to cost. Additionally, when the design of portions of the project permits the selection of subcontractors, the CM shall competitively bid those portions of the work.

In this Request for Qualifications (RFQ), the Owner will describe the project in terms of construction budget, preconstruction phase services, and construction phase services. The Owner is soliciting SOQs from qualified and experienced firms to perform CM services for this project. Each proposer is required to adhere to all State and local laws and to the Owner's requirements.

After review of the SOQs the Owner will compile a list of finalists. These finalists will then receive a Request for Fee Proposal (RFP). A description of the elements of the RFP is specified in section 5 of this RFQ. An RFP shall not be submitted with the SOQ.

The Owner will review the RFPs and may interview selected CMs. After the review process is complete the Owner will enter into an Agreement with the successful CM to provide preconstruction services.

1.02 Prevailing Wage

This project will be constructed using Measure Z funds and therefore is subject to prevailing wage rate laws, see Article 4.02 of the Contract General Conditions for Construction Manager at Risk.

1.03 Irregularities

The Owner reserve the right to reject any or all proposals, to cancel the project, to postpone the selection process for its own convenience at any time, and to waive any defects in this RFQ.

1.04 Non-Binding

This RFQ, and any interview process, if required, shall in no way be deemed to create a binding contract or agreement of any kind between the Owner and the proposers.

1.05 Agreement

The selected proposer will be required to sign an agreement with the Owner to perform preconstruction services, the amount of the agreement will be that portion of the fee proposed designated for preconstruction services. The agreement shall be signed by the selected proposer and returned, along with the required submittals, to the Owner within fourteen (14) calendar days of written intent to accept proposal notice. This agreement represents the first part of a two-part process. The second part will be a separately authorized construction agreement. No agreement shall be binding upon the Owner until it has been executed by the proposer and the Owner.

1.06 Insurance

The successful proposer shall maintain commercial general liability insurance with proper endorsement for the duration of the construction management at risk agreement. Coverage shall be in accordance with Article 4.04 of the Contract General Conditions for Construction Manager at Risk Projects. The successful proposer shall maintain insurance, including but not limited to Commercial General Liability, Business Auto Liability, and Worker's Compensation for the duration of the preconstruction and the construction phases.

1.07 Rejection of Proposal

The Owner may reject any or all proposals and may waive any immaterial deviation in a proposal. The Owner's waiver of an immaterial defect shall in no way modify the RFQ documents or excuse the proposer from full compliance with the specifications if awarded the project.

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1.08 Failure to Execute the Agreement

Failure to execute the agreement within the timeframe identified above shall be sufficient cause for voiding the award. Failure to comply with other requirements within the set time shall constitute failure to execute the agreement. If the selected proposer refuses or fails to execute the agreement, the Owner may award the project to another proposer.

1.09 Disposition of the Proposals

Proposals become the property of the Owner. The information contained in all proposals shall be held confidential to the extent permitted by law. All materials, ideas, and formats submitted in response to this RFQ will become the property of the Owner upon receipt and may be returned only at the Owner's option.

1.10 Cancellation

While it is the intent of the Owner to award to the successful proposer, this solicitation does not obligate the Owner to enter into an agreement. The Owner reserves the right to cancel this RFQ at any time if it is in the best interest of the Owner. No obligation, either expressed or implied, exists on the part of the Owner to make an award or to pay any costs incurred in the preparation or submission of a proposal in response to this RFQ.

1.11 Clarifications Regarding this RFQ

Requests for information or clarification of the intent or content herein must be received by the Owner's Representative in writing no later than the date set for submitting questions stated in Section 1.12 herein. Only the Owner's Representative is authorized to answer questions or prepare addenda relative to the project RFQ. Information obtained from any other source has no authority, may not be relied upon, and shall have no standing in any event that may occur. All questions must be submitted in writing, electronic mail is acceptable.

Written addenda will be distributed on or before the date fixed for issuing addenda as stated in Section 1.12. Failure of proposer to receive any addenda shall not relieve the proposer from any obligation therein.

1.12 Key Action Dates and Proposed Construction Schedule:

RFQ release date:	<u>August 24, 2011</u>
Project Review / Pre-bid Job Conference:	<u>September 1, 2011</u>
Last date to submit questions regarding RFQ:	<u>September 9, 2011</u>
Last date to issue RFQ addendum:	<u>September 13, 2011</u>
Date and time proposals due:	<u>September 16, 2011 before 4:00pm</u>
Request for Fee Proposal:	<u>September 23, 2011</u>
Interview of the proposers (if required):	<u>September 28, 2011</u>
Award of preconstruction service agreement:	<u>September 30, 2011</u>
Notice to Proceed preconstruction services:	<u>October 17, 2011</u>
Complete preconstruction services:	<u>September 30, 2012</u>
Notice to Proceed construction phase:	<u>November 1, 2012</u>
Construction complete:	<u>January 31, 2014</u>

The dates listed above are subject to change. The preconstruction and construction contracts (if awarded) will identify the schedule commitments. The liquidated damages for the CM's failure to complete the project within the duration identified in the proposed construction schedule is \$5,000 per calendar day.

1.13 Submittals

a) Statement of Qualifications (SOQ)

The Owner will receive SOQs not later than the time and date indicated in Section 1.12 of this RFQ. One (1) original and seven (7) copies of the SOQ shall be delivered in sealed envelopes and/or packages to the Owner. Submittals shall be marked "Fresno Chaffee Zoo Africa Exhibit - Statement of Qualifications".

All submittals must be delivered to the Fresno Chaffee Zoo, 894 West Belmont Ave, Fresno CA 93728 in care of Jon Wheless at or before the time and date set in Section 1.12. **Proposals will be received**

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at no other place. If the submittal is sent by U.S. mail, it must be postmarked sufficiently in advance of the due date to ensure delivery to the submittal location before the specified date and time. The proposer is solely responsible for ensuring delivery no later than the date and time specified. Use of the United States Postal Service, express or overnight delivery, or any other service, shall not relieve the submitter from the requirements of meeting the specified deadline. The Owner shall return unopened, any submittal received after the date and time specified in Section 1.12. or in any addendum.

b) Fee Proposal

Once the Owner evaluates the SOQs a list of CM finalists will be established and a Request for Fee Proposal (RFP) will be issued to these finalists. The date and time for submission of the RFP is indicated in Section 1.12 but may be adjusted in the RFP.

1.14 SOQ Format

The SOQ shall provide a comprehensive, but concise summary of qualifications and capabilities to satisfy the requirements of the RFQ. The Proposal shall adhere to the format for organization and content, and shall be divided into individual tabbed sections corresponding to Section 4.02.

1.15 Cost to prepare SOQ

Each proposer responding to this RFQ acknowledges and agrees that the preparation of all materials for submittal to the Owner and all presentations, related costs and travel expenses are at the submitter's sole expense, and the Owner is not, under any circumstances, responsible for any cost or expense incurred by the submitter. In addition, each submitter acknowledges and agrees that all documentation and/or materials submitted with their RFQ shall remain the property of the Owner.

1.16 Two-Phase Procurement Process

The Owner proposes to enter into an agreement with the successful CM firm using a two-phase process.

Preconstruction Phase

Once the CM is selected for the preconstruction phase of the project an agreement will be signed and a Notice to Proceed will be issued.

Construction Phase

Once the Owner and the CM have agreed upon a Guaranteed Maximum Price, the Owner will award a construction agreement to the CM incorporating the Contract General Conditions for Construction Manager at Risk included in this package. If the Owner and the CM do not agree upon a Guaranteed Maximum Price, the Owner will not award the construction phase of the project to the CM. The Owner will stop all work, and award the construction phase through other means.

Section 2 Scope of Work

The specific scopes of work to be performed by the CM are linked to the two separate phases of the project; the Preconstruction Phase and the Construction Phase. Each phase will have a separate agreement and separate Notice to Proceed. There is no guarantee of award of the Construction Phase to the successful proposer; therefore, if the Owner does not award the Construction Phase, there will be no recovery of any monetary awards associated with the Construction Phase.

Even though the Preconstruction Phase services will be covered with a lump sum service agreement, the Owner requires that the CM monitor costs incurred for this phase separately from costs incurred during the Construction Phase, if awarded. At the request of the Owner, the CM may be required to provide a copy of a cost report supporting Preconstruction Phase costs incurred by the CM.

2.01 Preconstruction Phase

The CM shall enter into an agreement with the Owner before the completion of the Schematic Design Phase. During the design phase the CM shall work closely with the Owner and the Architect on the tasks described in the following sections.

a) Construction Documents

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The CM shall work with the Architect in reviewing and developing the construction documents, taking into account quality of materials and equipment, to ensure an efficient design with maximum lifecycle. The CM shall participate in design decisions by providing information, estimates, schemes, and recommendations regarding construction materials, methods, systems, phasing, and costs that shall provide the highest quality building within the budget and schedule. The CM shall be responsible for scheduling and facilitating document review meetings. These meetings shall occur at the Construction Document Milestones (CDMs). These milestones are when Design Development is 50% and 100% complete and at 50%, 95% and 100% completion of the Construction Documents. The CM shall memorialize these meetings and distribute meeting minutes to all participants.

b) Cost Control Management

The CM, in conjunction with the Architect, shall prepare and evaluate a cost estimate, evaluate the estimate against the construction budget and recommend, if necessary, the appropriate action to correct and/or avoid potential cost overruns. The CM shall provide full and complete estimates at each of the CDMs. Estimates are to be in a format acceptable to the Owner (CSI or similar). Authorization to proceed with the next step in the design process is contingent on the acceptance of the building cost estimates as compared to the Owner's construction budget.

c) Value Engineering (Analysis)

The CM shall value engineer at each of the CDMs whether or not the Cost Control Management has revealed cost overruns. The CM shall suggest alternatives to material, equipment and elements of the design that will result in costs savings or reduced lifecycle costs.

d) Constructability Review

The CM shall check the documents at each CDM for completeness and warrant that the documents are free from ambiguities, omissions and conflicts between the trade disciplines. These reviews shall be in a written narrative form. If ambiguities, omissions and/or conflicts are discovered the CM shall make recommendations to the Architect and Owner's Representative with stating each issue and possible resolutions. These recommendations shall be in a written narrative form.

e) Phasing and Scheduling

The CM shall provide phasing and project schedule updates at each of the CDMs and as necessary to reflect the most recent project developments. At each of the CDMs the CM shall be fully responsible for keeping the Owner informed of the status of the Construction Documents, Budget and Schedule.

f) Approvals

Monitor all regulatory approvals required during the design phase.

g) Develop the Project Schedule

The CM shall develop the Project Schedule which shall start at the date of Notice to Proceed for preconstruction services and shall end on the date of final completion of construction. The Project Schedule shall include but not be limited to selection of consultants, all phases of design, plan check for code compliance, constructability check, award, contracting, construction, punch list, move-in and close-out. The CM shall also develop and include in the trade contractor bid sets that portion or subset of the Project Schedule that applies to that trade.

h) Trade Contractor Bid Packages

The CM shall develop the most logical, competitive, seamless and distinct trade contractor bid packages with all scopes of work included in the packages. Include bid alternatives (deductive or additive) in each trade contractor bid package to enable full utilization of the project budget. Include Owner's attached General Conditions for Construction Manager at Risk in trade contractor bid packages. The CM shall not cause the trade contractors to include any construction contingency or allowances in their bids unless authorized by the Owner. The CM shall obtain the review and approval of the Owner's Representative of the proposed trade contractor bid documents and trade contractor agreements prior to bidding work. The Owner may require the CM to include language in the trade bid solicitation giving preferential treatment to Local Contractors, Disabled Veterans and/or Certified Small Businesses.

i) Identify and Qualify Trade Contractors and Solicit Bids

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The CM shall develop a list of qualified trade contractors for each trade bid package. This list shall include trade contractors that are in good financial standing. In consultation with the Owner and the Architect the CM will then select three trade contractors to solicit bids from. The CM shall solicit these bids in a manner most appropriate to obtain competitive pricing. The CM shall require and confirm that the trade contractors are currently licensed by the State of California to perform the trade work they are intend to bid on.

j) Receive bids

The CM shall receive sealed bids from the trade contractors and open these bids at a specified time and place in the presence of the Owner's Representative. The CM will review these bids with the Owner and Architect towards identifying the lowest responsible bidder for each trade, including alternatives for that trade.

Once the lowest responsible bidder for each trade is identified they will become the listed subcontractor for their scope of work. If the value of a trade contract is more than one half of one percent of the total direct construction costs, the trade contractors shall not be replaced without written consent of the Owner.

k) Agree on a Guaranteed Maximum Price

As defined in the Contract General Conditions, Guaranteed Maximum Price (GMAX) is "the maximum price that the Owner and Construction Manager at Risk agree upon as payment for managing and for supplying and installing all the work."

Upon bidding the project and receiving all the trade contractors' bids, the CM shall agree with the Owner on a total actual GMAX for all construction work. The GMAX is the total GMAX Not-to-Exceed Contract Amount and equals the all construction costs plus the total of all CM fees (excluding the CM's Preconstruction Services fee).

l) Warrant Documents

The CM shall include in the GMAX proposal letter stating that it warrants the construction documents are free of omissions, ambiguities and conflicts and that the trade contractor bid packages include all of the scope of work identified in the construction documents. A sample letter for this purpose will be included in the Request for Fee Proposal. The CM shall also agree to provide all construction work for no more than the available construction budget, where the aggregate of all trade contractor bids, including alternatives, shall be less than the construction budget, and within the construction duration identified in this RFQ.

m) Failure to Agree on GMAX

If Owner and CM cannot agree on a GMAX, then the Owner will terminate the preconstruction agreement and proceed with the construction phase through other means.

n) Execute Trade Contracts

After reaching agreement with the Owner on a GMAX, the CM shall enter into contracts with the successful bidder in each trade for the amount stated in their bid including any alternates accepted by the Owner.

2.02 Construction Phase Services

If the CM and the Owner come to an agreement on the GMAX the CM shall furnish construction administration and management services and use its best efforts to construct the project in an expeditious and economical manner consistent with the best interests of the Owner. The scope of this task includes the CM construction phase services as described herein.

a) Conduct Preconstruction Conference

The Owner's Representative and the CM shall co-conduct a preconstruction conference with the trade contractors, design personnel, and other appropriate members of the Owner's staff. The CM's preconstruction conference services include preparation of meeting agenda, preparation of job procedures for clarifications, shop drawings, progress payments, field testing and inspection, safety, and preparation and distribution of preconstruction conference notes.

b) Update the Project Schedule

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The CM shall update the Project Schedule on a monthly basis. In order to provide a comprehensive schedule, the CM shall coordinate and receive input from the Owner, the Architect and the trade contractors for compliance with the individual requirements of each portion of the project and the overall Project Schedule. The CM shall review and approve the trade contractors' proposed construction schedule for logic, reasonableness, and conformance to the requirements of the Contract Documents. The CM shall conduct daily review of the trade contractors' progress and conformance with monthly updated Construction Schedules. Once the construction phase begins, a portion of the Project Schedule shall become the Construction Schedule in accordance with the Contract General Conditions, Article 4.14, Schedule.

c) Review Monthly Progress Payment Requests

Review and approve trade contractors' monthly progress payment requests. Compare the requested payments to actual work completed in accordance with the pre-approved schedule of values presented by the trade contractors at the beginning of construction. Combine trade contractors' payment requests into the CM's payment request, prepare a current overall schedule of values, and submit one invoice in duplicate to the Owner for approval and payment that has been pre-approved by the Architect and the Owner's Representative.

d) Project Cash Flow

Provide monthly updated cash flow requirement projections for each month of construction.

e) Act as Liaison

Act as liaison between trade contractors, all inspection services and Owner's personnel in order to maintain Owner's operations during construction. Coordinate the scheduling of work impacting operations (or any of the special interest groups of the Owner) through the Owner's Representative.

f) Clarify Design

Coordinate and address trade contractors' Requests for Information (RFIs) with the Architect. RFIs shall be tracked through the field office by the CM. The Architect shall be responsible for technical interpretations and clarifications of the contract documents. Architect shall prepare sketches to clarify contract documents where necessary. The CM shall be responsible for managing the clarification and interpretation process.

g) Report Monthly Construction Progress

Prepare a monthly construction progress report, summarizing the progress of construction and key issues currently pending. The report will indicate each trade contractor's progress. The report shall also summarize the current cash flow projections. Submit the monthly construction progress report to the Owner's Representative.

h) Make Presentations

Assist the Owner in reporting construction progress to the Owner's staff at regular intervals throughout the project. The CM shall prepare occasional presentations to other organizations as requested by the Owner's Representative regarding construction issues of special importance.

i) Coordinate Trade Contractors

Throughout construction, provide direct supervision, scheduling and problem resolution for trade contractors.

j) Provide Trailers and Equipment

Provide all necessary on-site trailers and office equipment for both the staff of the CM and the Owner's Representative.

k) Provide Necessary Personnel

Provide all necessary on-site construction management, supervisory, and clerical staff for the proper management of the construction.

l) As-Built Drawings

Monitor that the trade contractors are maintaining as-built drawings. Compile the as-built drawings and submit them at the end of the project to the Architect for review, approval and further processing.

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m) Closeout Project

Prepare a recommendation for final acceptance of the project after the trade contractors have corrected deficient work and satisfied all contract conditions. CM shall prepare final payment request and final report. CM shall provide a complete set of project files to the Owner. This shall include, but not be limited to, as-built drawings, operation and maintenance manuals, additional materials, and warranties.

Section 3 Duties of Others

The Owner and the Architect shall work in conjunction with the CM towards realizing a high quality project.

3.01 Testing and Inspection

The CM shall not be responsible for providing the testing and inspection of the project's construction. These responsibilities shall be performed and paid for by the Owner. The CM shall coordinate and cooperate with the Owner's inspection and testing agencies.

3.02 Project Design

The CM shall not be responsible for the correctness or design completeness of the technical design of the project or the technical interpretation of design issues. These responsibilities shall be performed by the Architect under a separate agreement with the Owner. The CM shall coordinate and cooperate with the Architect.

Section 4 Evaluation and Selection Process

It is the policy of the Owner that the selection of the CM to provide professional construction management services for this project is based on the quality of the CM; that is, demonstrated competence and experience, and on the cost to provide the satisfactory performance of the services required.

The evaluation team shall evaluate each SOQ to determine its responsiveness to the Owner's requirements.

4.01 Evaluation Criteria

SOQs that: do not meet minimum submittal or content requirements herein, do not meet overall qualification standards, take unacceptable exceptions to the RFQ or General Condition requirements, or have conflicting interests, may be deemed non-responsive and eliminated from further consideration.

Each SOQ will be independently analyzed by members of an evaluation team comprised of the Owner's representatives. The evaluation team will analyze the firm's experience, qualifications, professional content, and proposed work methodology to ensure that the Owner's needs will be met.

4.02 Content of Statement of Qualifications

The intent of the Statement of Qualifications is to determine the proposer's ability to successfully deliver a project using the 'CM at Risk with a GMAX' project delivery method. It is the Owner's position that this project delivery method is of a highly collaborative nature and will require the successful proposer to work closely with the design Architect and the Owner during the Phase 1 Preconstruction Services and the Phase 2 Construction Services to deliver the project on time and within the construction budget. In order to evaluate the proposer's ability to meet these requirements of this RFQ, proposers shall submit Statement of Qualifications for evaluation and scoring in the following format.

4.03 Project Experience (Tab 1)

Provide information for at least two projects that have been completed in California within the last five (5) years for which the proposer has worked directly with the designers (Architect) on a project of similar size and scope, one of which demonstrates the proposer's ability to act as a CM at Risk with a Guaranteed Maximum Price (GMAX) and include:

- a) A narrative project description and include the processes that were used to:
 1. Provide design coordination and review with the Designer (Architect),
 2. Address and incorporate review and constructability issues into the design,

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3. Provide cost estimating and value engineering, explain how issues were addressed and used to revise or develop the Architect's design to meet the project construction budget.
- b) A narrative description for the delivery method and include information that:
 1. Details the manner that trade contractor bids were solicited and issued,
 2. Details the qualifications of the trade work for this project type and size,
 3. Demonstrates the firm's ability to deliver a project using the CM delivery,
- c) Provide reference information for the project owner or the owner's representative, and that individual's roles and responsibilities and everyday interaction with your project team.

4.04 Project Organization, Personnel Experience and Qualifications (Tab 2)

Provide information for the organization of the project staff that will be used to successfully deliver this project. Define the key personnel of each team component and how the team will be managed, the decision-making ability in the process, and the qualifications of the key personnel. At minimum, include the following:

- a) Project Organization – Provide an organization chart that defines the project management and staffing plan – key personnel -- for both the Phase 1 and Phase 2 portions of the project and include:
 1. A narrative of how the staff will function during each of the respective phases and how a transition from Phase 1 to Phase 2 will be accomplished should the key personnel change,
 2. Each position within the project organization and the role and responsibilities of the individuals,
 3. The number(s) of individuals that may be acting in the same position, and
 4. The individual team members/position within the organization *that* will be on the project for the entire duration of the delivery or whether a specific position will not be required for the entire project delivery,
- b) Personnel Experience – Each proposer shall submit résumés demonstrating the qualifications of the key personnel defined on the organization chart for this project. Key personnel are defined as, but not limited to the following; President/Vice President/Principal In-Charge, Project Manager, Project Planner, Project Engineer, Construction Project Manager, Design Phase Project Manager, General Superintendent, Construction Superintendent, Field Superintendent, Field Engineer, Safety Manager, and Quality Manager. Résumés shall include but not be limited to:
 1. Experience on projects of similar size, scope, complexity and budget,
 2. Experience with alternative project delivery methods where interaction during the design phase with the design Architect is demonstrated – collaboration,
 3. Professional certifications and technical expertise,
 4. Indicate whether the key personnel have worked together on previous projects and list that project information including owner contact information, and
 5. Identify each key person's current commitments and their availability to begin this project. If a person will be working multiple projects identify the percentage of time that they will be assigned to complete the project tasks on this job.
- c) In-House Capabilities – Identify those trades and specialties with capabilities within the company and describe how they may be implemented on this project.

4.05 Project Approach (Tab 3)

In response to the RFQ, demonstrate the project work plan for the CM process indicating a clear understanding of the objectives of the CM delivery and include at a minimum:

- a) A narrative for the approach to be used during the Preconstruction Services Phase 1, and include but not be limited to:
 1. The approach to review and develop the design and construction documents with the Owner and the design Architect,
 2. Assessment of materials and equipment during the design to define minimum life-cycle costs,
 3. Participate in the design, design review, constructability review, estimating, value engineering and scheduling regarding construction methods, materials, systems, phasing, and costs,
 4. Process to identify opportunities for sustainable design and how the concepts for sustainability will be developed into the project,

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5. Process for developing bid packages to define distinct trade packages and provide a competitive bid environment with logical scopes of work,
 6. Provide a Quality Control plan that will be used during the Phase 1 design and include but not be limited to:
 - i. Process to identify constructability issues,
 - ii. Process for reviewing the coordination of building system design,
 - iii. Identifying construction detailing clarifications using trade best practices approach and previous project knowledge, and
 - iv. Recommendation of alternative materials and/or methods to meet the intent of the Architects design and maximize the project budget.
- b) A narrative for the approach to be used during the Construction Phase 2 and include but not be limited to:
1. Administration of the schedule to verify that all trade contractors are performing expeditiously, in an economical manner, and to provide the monthly schedule updates to the Owner,
 2. Hold a preconstruction conference to verify that the trade contractors are familiar with the scope of work and process required for the coordination of inspections, field testing, shop drawing approval, and submittal approval as related to their scope of work,
 3. Describe the process to review trade contracts monthly progress payment requests and monthly cash flow projections,
 4. Describe the process to coordinate the trade contractor work, schedule and provide problem resolution, and
 5. Provide a Quality Control plan that will be used during the Construction Phase 2 and include but not be limited to the following:
 - i. The process and key personnel that will be tasked with the review and coordination of all submittals/shop drawings prior to submitting to the Owner for review,
 - ii. The process and key personnel that will be tasked with assessing the craftsmanship/workmanship by all trades and verify that all materials installed are per the approved submittals and shop drawings,
 - iii. How mock-ups will be used to determine the level of craftsmanship/ workmanship required to meet the Universities requirements for quality, and
 - iv. The process that will link the constructability, value engineering and cost control management processes from the Phase 1 Preconstruction Services to the Construction Services for a seamless flow from design to construction between the trades and as coordinated by the CM.

4.06 Proposed Sharing of Project Savings (Tab 4)

Project savings identified during design are part of the CM's value engineering process and do not apply to any shared project savings. That is, during design, any savings are owned by the Owner.

It is one of the collaborative responsibilities of the CM to look for ways of reducing project construction costs. Proposed cost reductions shall not reduce the project program requirements, reduce quality of materials or craftsmanship, increase life-cycle costs, negatively affect the Architectural aesthetics or design intent, or adversely affect the project completion.

Project savings can also be realized from obtaining savings in the procurement and trade contract agreement processes. Acceptance of a suggested savings will be determined at the sole discretion of the Owner who shall not be required to provide any reason for their decision. In recommending a proposed savings, where applicable, the CM shall obtain a firm quote from the A/E for any additional services required due to the recommended cost savings changes. The Owner will evaluate the additional A/E fees associated with each cost savings recommendation in their final decision. *The proposed sharing of project savings identified in this tab will become part of the GMAX agreement.*

In identifying the proposed sharing of project savings and include at a minimum the following:

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- a) Provide any cost savings information related to the projects submitted in section 4.03 (Tab 1) as related experience and identify the savings in dollars that were achieved and the percentage that was returned to the owner.
- b) If no project listed under section 4.03 (Tab 1) delivered a shared cost savings, provide a list of projects that shared savings along with the project contact information for the owner, and identify the percentage that the CM shall credit the Owner for project savings during award and construction. To provide an incentive to the CM, the maximum savings to the Owner shall be 80%.

4.07 Construction Schedule and Project Plan (Tab 5)

Each proposer shall be responsible for developing and providing a construction schedule illustrating how it intends to provide and manage the tasks and resources necessary to accomplish the work commencing with the Notice to Proceed for the Preconstruction Services Phase 1 and ending with the completion of construction within the schedule durations as defined in the RFQ.

The CM may propose a construction schedule that is less than the duration defined in the RFQ, and quality points shall be assigned accordingly. If a lesser duration is submitted by the successful proposer, in the Proposed Construction Schedule and Project Plan, then the Construction Agreement will be awarded on the basis of this lesser duration and liquidated damages shall apply upon the expiration of this lesser duration.

Provide a construction schedule and narrative project plan for the Phase 1 and Phase 2 services and include at a minimum the following:

- a) A CPM schedule that integrates the proposed design schedule and identifies the understanding of the Owner design reviews and durations,
- b) Milestones of approval and activity links within the construction schedule,
- c) Identifies and sequences critical submittals/shop drawings and activities as they relate to the progress of trade work,
- d) Proposed tasks by discipline for each trade, and
- e) Provide a detailed schedule illustrating the understanding of a critical path for a specific portion of the project. An excerpt from a project provided in Section 4.03 may be used to illustrate the critical path, sequencing of trade work and the submittal process. Provide a single sheet narrative to properly represent the proposer’s ability to meet this requirement.

4.08 Scoring

Quality Point Scoring Schedule:

	TOTAL POSSIBLE POINTS = 110
Tab 1 Experience	25 points
Tab 2 Project Organization, Personnel Experience and Qualifications	25 points
Tab 3 Project Approach	30 points
Tab 4 Proposed Sharing of Project Savings	10 points
Tab 5 Proposed Construction Schedule and Project Plan	10 points

Any firm submitting a SOQ that is either owned by a State certified Disabled Veteran Business Enterprise or a business that has their home office located in Fresno County, prior to the issuance of the RFQ, will be given a maximum of 10 additional points.

**Request for Qualifications
Africa Exhibit at the Fresno Chaffee Zoo**

Section 5 Fee Proposal

Once the Owner establishes a short list of potential CM firms these firms will be notified and sent a Request for Fee Proposal (RFP). The following is a brief description of the contents of the RFP and is included for reference only; no fee proposal will be accepted with the SOQ.

5.01 Preconstruction Phase Costs

The CM shall establish a cost to perform the preconstruction phase services in sections 2.01 and 2.02 of the RFQ. This cost shall be shown as a percentage of the construction budget established in the Notice to Construction Managers.

5.02 Construction Phase Costs

The CM shall establish a cost to perform the management and coordination of the construction phase services described in section 2.03 of the RFQ (General Conditions). See Table A for costs to be include in Construction Phase Services. These costs shall not be allocated to trade contractors. This cost shall be shown as a percentage of the construction budget established in the Notice to Construction Managers.

5.03 CM's Contingency

The CM shall establish a project contingency as part of the Fee Proposal. The use of this contingency shall cover conflicts, ambiguities, and any problems arising from a lack of coordination among and within the trade contractors' bid packages, and for any other problems arising from trade contractors. The use of the CM's contingency shall be approved by the Owner, but no reasonable use shall be disallowed. The trade contractors shall be paid from this contingency in accordance with Article 6 of the Contract General Conditions. However, for changes necessitated by omissions or corrections to the Construction Documents, that should have been identified by a reasonable constructability check and coordination review, the Owner shall not pay overhead, profit or any other costs to the CM. The CM shall itemize and account for its contingency on a separate accounting below the project's Schedule of Values as included in the monthly payment request. The CM shall return any unused portion of its contingency to the Owner at 100%, and the unused contingency shall not become part of the shared savings agreement proposed in the response to the RFQ. Costs incurred due to conflicts, ambiguities, or lack of coordination in the trade contractors' bid packages, or due to any other problems arising from trade contractors, in excess of the contingency shall be borne by the CM.

5.04 CM's Fee for Overhead and Profit

The CM shall establish their fee for overhead and profit. This cost shall be shown as a percentage of the construction budget established in the Notice to Construction Managers.

5.05 Fee Proposal

The following information is presented for informational purposes only; no fee proposal is to be included in the SOQ.

The Owner will issue a Request for Fee Proposal (RFP) to selected CM firms after the SOQ review process. The RFP will request the CM's proposed costs for:

- Preconstruction services
- Unit pricing on General Conditions costs
- The CM's contingency
- The CM's fee
- Bonding costs

-End of Request for Qualification, Africa Exhibit, Fresno Chaffee Zoo-