November 12, 2013

Re: RUSHMORE PLAZA CIVIC CENTER ARENA EXPANSION
   Project No. 13-2132 / CIP No. 51018

Dear Construction Professionals:

You are hereby invited to present proposals to provide Construction Manager at Risk Services for the above listed project per the attached request for proposals.

If you are interested, please submit your proposal by 4:00 p.m. on December 4, 2013 to the Rushmore Plaza Civic Center Office, 444 Mt. Rushmore Road, Rapid City SD 57701. The submitted proposals will be reviewed by a selection team, and a short list of firms to be interviewed will be selected. Interviews are tentatively scheduled for December 19, 2013.

Please note that the attached forms will be used to evaluate the proposals as well as the interview itself.

If you have any questions please call Rod Johnson at 605-394-4154.

Sincerely,

CITY OF RAPID CITY

Dale Tech, PE/LS
City Engineer

Enclosures
Request for Proposal
REQUEST FOR PROPOSALS
For CONSTRUCTION MANAGER at RISK for
RUSHMORE PLAZA CIVIC CENTER ARENA EXPANSION
PROJECT NO. 13-2132 CIP 51018
Tuesday, November 12, 2013

PROJECT LOCATION
1. **REQUEST FOR PROPOSAL:**

The “City of Rapid City and Rushmore Plaza Civic Center” (Owner) is requesting proposals to provide Construction Manager at Risk (CMaR) Services for the proposed project.

2. **PROJECT JUSTIFICATION:**

While the Don Barnett Arena has served the community well, growing concerns have been identified, including its ability to accommodate significant events, ADA Accessibility Requirements, building code deficiencies, aging infrastructure, lack of technological resources and modern amenities.

These issues have led the Owner’s leadership to review and recommend a path for the future of the arena on the Rushmore Plaza Civic Center (RPCC) Campus. This path included:

- An Economic and Financial Impact Study for the existing arena and a new arena.
- Architectural assessment of the RPCC Campus and its ability to accommodate a new arena and potential parking structures.
- A “Vision Concept Design” of a potential new arena.
- ADA Assessment Study of the existing arena.
- Infrastructure and functional Assessment Study of the existing arena.
- An 18-member Civic Center Future Committee review of the above information and eventual recommendation that Rapid City and RPCC fund a study to further explore the viability of an arena expansion.

3. **PROJECT DESCRIPTION:**

It is the intent of the Owner to select a CMaR that will provide comprehensive preconstruction and construction services for the entire project including:

- Phase 1 – Preliminary Design Study
- Phase 2 – Preconstruction
- Phase 3 – Construction

The Owner has only funded the Preliminary Design Study and offers no commitment beyond this step.

The Owner also intends to select a Design Team to work seamlessly with the Owner and CMaR throughout the development of the project.

The Arena Expansion will be a multi-purpose venue that facilitates existing events as well as a growing variety of events and uses that provide for the region’s entertainment, convention, athletic and educational opportunities. The design of the Arena Expansion will need to consider the following:

1. Size/Configuration/Flexibility/Adaptability of the Venue floor/court/field/stage
2. Determine appropriate number of seats (thought to be in the 12,000 - 15,000+ range) for the variety of events.
3. Establish luxury suites, club seats, and loge seating opportunities.
4. Define concessions, restrooms and customer amenities.
5. Connectivity and integration with the existing RPCC components.
6. Future uses of the existing Don Barnett Arena area.
7. Integrating technology components/systems to enhance the fan experience and building operations.
8. Mechanical and Electrical systems to support existing and expansion areas.
10. Develop the site to accommodate the expansion and improved long-term functionality of the entire campus.
11. Determine parking demand and provide potential solutions.
12. Integrate with the RPCC Campus, downtown area and transportation systems.

The scope of Work for the Preliminary Design Study will include the following:

1. Programming for all the parameters outlined above.
2. Site Analysis of the RPCC Campus.
3. Re-purposing of the existing Don Barnett Arena.
4. Develop a concept design that would best serve the stated vision, goals, programming and site analysis.
5. Coordinate the design closely with the Design Team to ensure that the project is being developed for best value. It is understood that the CMaR will be responsible for developing/evaluating costs and budgets for the project.
6. Outline sustainable design initiatives that are being considered for the final design.
7. Meet with project “stakeholders” throughout the process to ensure the emerging design meets and agrees with their consensus.
8. Present the project design to Owner Leadership and other public/community events.
9. Make the design available for multi-media presentation that will be used to support a “public decision”, which will be either a public vote or a City Council approval (or both).

A desired outcome of the Preliminary Design Study will be to establish a project budget, preliminary program of requirements and a concept design.

The Design Team and a CMaR will work together to develop cost estimates and budgets of all components that are part of the Study and provide Public Forums, question and answer sessions, and readying for a public vote.

The Owner intends to engage the CMaR for the Preliminary Design Study. The Owner has the option to engage the CMaR for Preconstruction and Construction Phases.

The Study will commence in February 2014 and be completed in September 2014. Final schedule will be formalized during the project contract negotiations. The CMaR, in conjunction with the project management team, will prepare a schedule for completion of each task of the project. These schedules will include milestone dates for completion of the individual tasks identified in the project contract negotiations. These schedules will be integrated into and become part of the project contracts.
4. CONSTRUCTION MANAGER AT RISK SCOPE OF WORK:

The following summary is intended to provide a general understanding of the Owner’s expectations and is not all inclusive.

Phase 1: Preliminary Design Study

Phase 1 will define the building program and location. This phase is anticipated to be a four (4) to six (6) month process leading up to the approval of funds to build the arena. The CMaR will assist the Owner and Design Team:

- Constructability analysis of the architectural teams design.
- Assisting in the evaluation of multiple sites to include budgeting and scheduling.
  Providing feedback on past arena issues the CMaR has built.
- Providing value engineering ideas to keep project in budget.
- Providing summary level schedules for various options.
- Providing accurate estimates for various design options.
- Attending public meetings and creation of work product for public presentation.
- Attend project team meetings in Rapid City as scheduled.

Phase 2: Preconstruction Services and Activities:

The preconstruction services of the CMaR will include assisting the architect with a comparative analysis of building requirements and costs of the new arena expansion at the selected site from Phase One. Upon completion of the comparative analysis, the CMaR will be expected to coordinate with the architect in generating conceptual ideas, engaging the community, and completing the programming and schematic design. From there the CMaR will start the construction and procurement process from design documents leading up to providing a guarantee maximum price (GMP) for the arena.

Cost Management:

- Provide estimates throughout the design phases of the project.
- Assist the Owner and architect to keep project budgeting in line with the fixed budget established for the project as required during the preconstruction phase.
- Assist and advise the Owner and architect on life cycle cost factors of building systems and components.
- Review and monitor the development and preparation of design documents to maintain the project cost within the budget amount. Notify the Design Team and Owner of potential cost issues during the development of the drawings and specifications that may have an impact on the fixed budget for the cost of the work. Work collaboratively with the Design Team and Owner to develop alternatives to keep the project estimates within the fixed budget. It is anticipated that the consultant will be using Building Information Modeling (BIM) throughout the design and construction process.
- Develop and maintain a log of various concepts, system, and material options evaluated with price and schedule impacts throughout the design process.
- Prepare a Guaranteed Maximum Price proposal.
Construction Planning and Scheduling:

- Become familiar with adjoining facilities of the arena impacted by this project.
- Work with the Owner and architect to develop a work plan for design activities in support of the schedule and cost goals for the project.
- Evaluate all systems, components, and materials for constructability, economy, long-term performance for use intended and schedule impacts, and provide recommendations for preferred options consistent with cost and schedule goals.
- Develop a master project schedule to coordinate and integrate the architect’s design efforts, key Owner activities, preconstruction activities, procurement, construction activities, Owner occupancy activities up to the event ready target date, and other critical activities as appropriate.
- Work with Owner to establish participation goals for local businesses and labor work force.
- Identify long lead items requiring early bid packages and recommend issue dates for same to meet required installation dates.
- Attend project team meetings as scheduled.
- Work with architect and Owner to evaluate and make recommendations for system alternatives most appropriate for this project.
- Recommend the division and scope of work for bidding and awarding contracts on a phased basis.

Other:

- Assist the Owner in working with various governing authorities as requested.
- Work with other team members to develop a project communication system that is effective for the participants and meets the schedule requirements of the project.
- Work cooperatively with the project team to develop and implement an effective commissioning plan.
- Work cooperatively with the project team to develop and implement a work plan for meeting the project’s energy efficiency goals.

Phase 3: Construction Services

Project Management Team:

- Provide competent, experienced full-time staff, including an experienced construction field superintendent and on-site project management team to coordinate the work, maintain the progress of the subcontractors, coordinate with ongoing activities and operations, and provide overall direction to the project during the construction phase. Establish on-site organization and levels of authority to carry out the overall plans of the construction team.
- Demonstrate effective, proactive project leadership.
- Demonstrate sensitivity to users of adjacent sites during construction.
- Demonstrate flexibility and creativity in helping make the least impact possible on current operations.
- Work cooperatively and constructively with members of the project team to foster positive relationships that support positive outcomes for the team members and the project.

Cost Management:
• Implement effective cost management control and tracking procedures to provide the Owner with the opportunity to make such decisions as required to keeping final project cost within the fixed budget.
• Implement and maintain cost control methods with “open book” sharing of cost information.
• Keep the Owner and Design Team informed of pending cost issues.
• Implement and maintain a current log of pending cost issues impacting the final cost of the project and review no less than monthly with the Owner.
• Provide drawdown and cash flow projections for the project during construction and update as necessary.
• Work with the Owner and Design Team to develop and implement a change management process for the project.

Procurement:

• Bid, evaluate, and contract the construction work identified in the contract documents.

Coordination Meetings:

• Conduct weekly construction meetings with minutes distributed promptly.
• Weekly construction meetings shall include the Owner, architect, construction manager, and appropriate subcontractors. Prepare written agenda in advance, identify action items with time responsibilities resulting from discussions, and distribute written minutes of meetings within twenty four (24) hours of the meeting.

Schedule Management:

• Provide project planning and scheduling services including CPM techniques.
• Monitor the schedule regularly as construction progresses and identify potential variances between field progress and scheduled completion dates. Determine the adequacy of the subcontractors’ personnel and equipment and the availability of materials and supplies to meet the schedule. Report schedule status no less than weekly in regular weekly coordination meetings.
• Keep the Owner and architect informed of the project’s progress.
• Coordinate Owner purchased materials with construction of the project.

Project Closeout:

• Timely submission of operation/maintenance manuals, completed punch lists, coordination of training, assist in transition to stabilized occupancy, submission of as-built field documents, and financial close-out of project.

Quality Management:

• Implement a formal written quality assurance program for the construction of the project.
• Complete construction of the work in strict accordance with the quality requirements established by the contract documents.
Commissioning:

- Actively support and participate in commissioning activities for the new arena expansion

Safety:

- Implement a formal project safety plan

5. **FORM OF OWNER/CONSTRUCTION MANAGER AT RISK AGREEMENTS:**

AIA Document A133-2009, as amended prior to executing, will form the basis of the Agreement between the Owner and Construction Manager.

AIA Document A201-2007 General Conditions of the Contract for Construction, as amended prior to executing, and with added supplementary conditions, will govern.

This RFP will be superseded by the Owner/Construction Manager Agreement and its related contract documents.

Owner intends to enter into an agreement for Phase 1 Preliminary Design Study. The Owner intends to enter into the remaining phases with the selected firm upon voter or City Council approval.

The CMaR will be required to provide a payment and performance bond for one hundred percent of the project.

6. **PROPOSAL SUBMISSION:**

Please submit ten paper copies and one electronic PDF copy of your proposal no later than December 4, 2013. A duly authorized official of the proposer must sign proposals. Proposals should address the firm’s management capabilities for preconstruction, bidding, and construction services. Any background information, experience, and descriptive examples of the proposer’s work should be submitted with the proposal.

The respondents shall include the following information in their submittal:

1. Letter of Interest
2. Firm Information
   a. Name and address of firm
   b. Name and title of primary contact person and contact information including email address and phone number.
3. Composition of CMaR Team including Principal in Charge, project manager, and other key team members and/or sub-consultants.
4. Description of the firm’s design and project management philosophy.
5. Resumes of key team members.
6. Current workload of CMaR Team and specific personnel assigned to this project. Include anticipated percentage of time each key team member will devote to this project.

7. Representative Projects – experience with buildings of similar functional purpose, complexity, and budget. List five (5) relevant projects, and for each project include the following:
   a. Name and location
   b. Project description
   c. Completion date
   d. Budget (including construction cost per square foot)
   e. Client contact

8. Project Approach. Describe your understanding of the project and your approach to the proposed Arena expansion, CMaR process, including unique aspects of such an approach.

9. Recent experience working as a CMaR on similar and relevant projects.

10. References. List three to five.

11. Fee Structure. Although a proposed fee is not part of the evaluation, please describe the manner in which you calculate and structure a fee for projects of this size and scope.

All firms submitting a proposal shall identify a single contact person for receipt of responses and information from the City. The preferred method of receipt and distribution of information will be by e-mail. Therefore, please include a contact name, phone number, mailing address and e-mail address with your proposal.

Consortia, joint ventures, or teams, although permitted and encouraged, will not be considered responsive unless it is established that all contractual responsibility rests solely with one firm or one legal entity which shall not be a subsidiary or affiliate with limited resources. Each proposal should indicate the entity responsible for execution on behalf of the proposal team.

The CMaR shall demonstrate the ability to provide payment and performance bonds in the amount of not less than $100,000,000. Bonding will be as required by State Statute.

In the event that it becomes necessary to revise any part of this RFP or if additional information is necessary to enable the proposers to make adequate interpretation of the provisions of this RFP, an amendment to the RFP will be issued.

The City of Rapid City retains the right to re-solicit for proposals if deemed to be in its best interest. Selection is also dependent upon the negotiation of a mutually acceptable contract with the highest ranked interviewee. If the City cannot negotiate a mutually acceptable contract with the highest evaluated interviewee, the City will negotiate with the next highest evaluated interviewee, and so forth, until a mutually acceptable contract is reached.

The services envisioned within this Request for Proposal includes all disciplines necessary for the proper execution of the project desired. The City of Rapid City retains the right to amend both the Request for Proposal and the contract with the successful interviewee to include other possible areas of concern with this project. Answers to questions will be provided by addendum. The deadline for questions is 4:00 p.m., November 20, 2013. No addenda will be issued after 4:00 p.m., Friday, November 22, 2013.
7. PROPOSAL EVALUATION CRITERIA

Each proposal will be evaluated by a Selection Committee using the CMaR Proposal Evaluation Criteria (Attachment 1 of this document). The Selection Committee will use a proposal evaluation method that will enable them to award a contract to the most qualified CMaR Team.

The Selection Committee will evaluate each proposal based on their experience and judgment of how well the proposal addresses the City’s requirements. The submittal should be organized to clearly address the evaluation criteria.

8. SELECTION SCHEDULE:

The evaluation of the proposals shall proceed on the following estimated schedule:

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 12, 2013</td>
<td>RFP Issued</td>
</tr>
<tr>
<td>10:00 am, November 25, 2013</td>
<td>Facility Tour</td>
</tr>
<tr>
<td>4:00 pm, December 4, 2013</td>
<td>Proposals received at RPCC</td>
</tr>
<tr>
<td>December 10, 2013</td>
<td>Anticipated selection of firms for interviews</td>
</tr>
<tr>
<td>December 19, 2013</td>
<td>Anticipated date of Interviews</td>
</tr>
<tr>
<td>December 23, 2013</td>
<td>Notice of Award to selected CMaR</td>
</tr>
</tbody>
</table>

The City anticipates inviting no less than four (4) proposers who are determined to be most qualified to participate in interviews. These firms will be notified shortly after the proposals are reviewed and will be asked to prepare a presentation for the interview. The interview will consist of a sixty minute (maximum) presentation by the CMaR Team, followed by a fifteen minute question and answer session.
9. **BACKGROUND AND DESIGN CRITERIA:**

Background information includes City of Rapid City GIS maps, City of Rapid City benchmark data, City of Rapid City water, sanitary sewer and storm sewer maps, the City of Rapid City historical bid tabulation/cost data, and site maps and plans of existing facilities.

Design criteria for the projects shall include the current edition of the following items: City of Rapid City adopted Building Codes, City of Rapid City Draft Infrastructure Design Criteria Manual; City of Rapid City Standard Specifications, current edition. Conflicts between design criteria documents shall be resolved in favor of the more stringent requirement. Other documents and references may be proposed for use and requires concurrence by the City and RPCC.

8. **COST OF DEVELOPING PROPOSALS:**

All costs related to the preparation of the proposal, interview, or any other related activity are the sole responsibility of the firm. No reimbursement will be made by the City of Rapid City for costs incurred prior to a formal notice to proceed under a contract.

9. **SELECTION AND AWARD PROCEDURES:**

The Owner’s CMaR Selection Committee for this project will review the proposals utilizing the criteria shown in the “CMaR Proposal Evaluation Form” (Attachment One of this document) and finalists will be selected for interviews. You will be notified of the Selection Committee’s decision and if selected, you will be scheduled for an interview.

The Owner’s CMaR Selection Committee for this project shall review the interviews utilizing the criteria shown in the “CMaR Interview Evaluation Form” (Attachment One of this document). The top rated firm based on both the Proposal and Interview will be selected to perform the CMaR services and contract negotiation will commence. Upon successful contract negotiations, a contract will be presented to the City Council for approval. If terms cannot be mutually agreed upon, the City may enter into negotiations with another firm.

10. **CITY OF RAPID CITY NONDISCRIMINATION POLICY STATEMENT:**

In compliance with Title VI of the Civil Rights Act of 1964, Section 504 of the rehabilitation act of 1973, the age discrimination act of 1975, the Americans with Disabilities Act of 1990, and other nondiscrimination authorities it is the policy of the City of Rapid City to provide benefits, services, and employment to all persons without regard to race, color, national origin, sex, disabilities/handicaps, age, or income status. No distinction is made among any persons in eligibility for the reception of benefits and services provided by or through the auspices of the City of Rapid City. If you have any concerns regarding the provisions of services or employment
on the basis of disability/handicap you may contact our ADA/Section 504 coordinator Jeff Barbier at telephone no. (605) 394-4136.
ATTACHMENT ONE
Evaluation Forms
CONSTRUCTION MANAGER at RISK
PROPOSAL & INTERVIEW EVALUATION SHEETS
Project Name: Rushmore Plaza Civic Center Arena Expansion  
Firm Name: ________________________________  
Interviewer: ________________________________  
Date: ________________________________

### PROPOSAL EVALUATION CRITERIA

#### P1: Firm’s Project Team - 25% of total

The evaluator should consider the following information when scoring this category:

- **A.** Size of the contract as compared to the size or ability of the firm and its’ associate firms as one team to handle the project;
- **B.** The education, experience, and qualifications of the personnel within the submitting firm; and by attachment that of its’ associate firm(s), if any. These are the Key Project Administrators. Should include professional registrations, education, certifications, and other pertinent qualifications of the indicated individuals;
- **C.** Name, experience and past performance of person(s) to be assigned as project manager(s) that will have direct contact with the City. These typically are the Construction Administration Project Managers and Project Superintendents. These are in addition to those indicated in item B. above;
- **D.** Names of firm’s and associated firm’s key staff to be assigned to project with description of each person’s experience and how it relates to this project’s specific requirements;
- **E.** Ability of the firm to work with consultants in all phases of the project.

#### P2: Firm’s Experience with Similar Projects and Other Relevant Agencies within the Past 10 Years – 20% of total

The evaluator should consider the following information when scoring this category:

- **A.** A summary of similar work that has been done over the past ten years; as it pertains to the proposed Scope of Work.
- **B.** Prior experience with other relevant agencies (local, state, federal) over the past ten years.

#### P3: Firm’s Experience with Construction Manager at Risk Procurement, Design Criteria and Standards – 20% of total

The evaluator should consider the following information when scoring this category:

- **A.** Firm’s staff’s direct experience with Construction Manager at Risk Project Procurement.
- **B.** Firm's familiarity with identified background and design criteria, regulations and standards.
- **C.** Firm’s experience, knowledge, and understanding of State and Local bidding and contracting methodology and requirements.
<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
<th>Scoring Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>P4: Firm's Management Procedures – 20% of total</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
</tr>
<tr>
<td>The evaluator should consider the following information when scoring this category:</td>
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<tr>
<td>A. Firm’s organizational structure must be clearly defined with personnel qualifications and where actual work will be done;</td>
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<tr>
<td>B. A statement regarding whether any litigation is pending or underway regarding activities of the firm or its principals within the last five years and the circumstances of the litigation;</td>
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<td></td>
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<tr>
<td>C. Firm’s ability to provide performance and payment bonds as stipulated.</td>
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<tr>
<td>D. Firm's Management Procedures; Past performance meeting budgets &amp; schedules, including methodology and procedures used to accomplish this objective. Successful QA/QC processes, and accuracy of construction cost estimates. The firm’s history in meeting project design budgets, construction budgets, and schedules. The firm’s ability to provide accurate construction cost estimates throughout the process. The firm’s QA/QC methodology and procedures including personnel responsible for QA/QC. The firm’s methodology, procedures and ability to meet project schedules.</td>
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<tr>
<td>P5: Office Location and Communication Procedures – 10% of total</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
<td></td>
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<tr>
<td>The evaluator should consider the following information when scoring this category:</td>
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<tr>
<td>Office locations of the project administrators, managers, superintendents and construction staff and methods of inter-office communication within the firm(s), with consultants and owner;</td>
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<tr>
<td>P6: Quality of Proposal – 5% of total</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
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<tr>
<td>The evaluator should consider the following information when scoring this category.</td>
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<tr>
<td>Proposal should be clear, concise, well written, well organized, utilize correct spelling, proper grammar, exemplify the characteristics of a professional document, and address the proposal criteria.</td>
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</table>
**CMaR INTERVIEW EVALUATION FORM (75 Total Points Possible)**

**Project Name:** Rushmore Plaza Civic Center Arena Expansion  
**Firm Name:** ________________________________  
**Interviewer:** ________________________________  
**Date:** ________________________________  

<table>
<thead>
<tr>
<th>INTERVIEW EVALUATION CRITERIA</th>
<th>Scoring (Circle One)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I1: Project Approach and Demonstration of Project Understanding and Issues – 45% of total</strong></td>
<td></td>
</tr>
<tr>
<td>The evaluator should consider the following information when scoring this category:</td>
<td>1 2 3 4 5 6 7 8 9 10</td>
</tr>
<tr>
<td><strong>A.</strong> Familiarization and understanding of the project and project issues including potential alternatives;</td>
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<tr>
<td><strong>B.</strong> Approach toward project design, construction administration and Construction Management at Risk;</td>
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<tr>
<td><strong>C.</strong> Experience with key project elements;</td>
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<tr>
<td><strong>D.</strong> Project components including constructability, project phasing and sequencing;</td>
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<tr>
<td><strong>E.</strong> Innovative construction administration techniques and methods;</td>
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<tr>
<td><strong>F.</strong> Approach toward public relations strategies and public meetings. Approach toward dealing with individuals, governmental entities and City Departments &amp; Divisions;</td>
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<tr>
<td><strong>G.</strong> Understanding of the project schedule and critical milestones;</td>
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<tr>
<td><strong>H.</strong> Identification or recognition of potential project pitfalls and challenges.</td>
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</tbody>
</table>

| **I2: Past Preconstruction and Construction Administration Performance – 20% of total** |                      |
| The evaluator should consider the following information when scoring this category: | 1 2 3 4 5 6 7 8 9 10 |
| If the firm’s prior assignments with the City are limited then the firm’s prior assignments with other municipalities’ and agencies shall be considered. |                      |
| **A. Preconstruction** - has the firm’s prior work products demonstrated the following: |                      |
| a. Ability to meet budgets; |                      |
| b. Ability to meet imelines/milestones/completion dates; |                      |
| c. Ability to produce complete and understandable submittal documents; |                      |
| d. Ability to stay within scope; |                      |
| e. Ability to obtain easements and permits; |                      |
| f. Ability to produce accurate construction cost estimates; |                      |
| g. Effectiveness in working with the public; |                      |
| h. Past work products have limited re-submittals; |                      |
| i. Adhered to design criteria and standards and produced documents that are legible and organized. |                      |

|                      |                      |
| a. Quality work products. |                      |
| b. Effectiveness in working with the public; |                      |
| c. Ability to produce accurate and timely contractor pay applications; |                      |
| d. Ability to effectively coordinate with the Design Consultants; |                      |
| e. Ability to verify contract obligations (compliance with drawings and specifications); |                      |
| f. Ability to successfully coordinate and verify startups for electrical and mechanical facilities; |                      |
| g. Ability to produce complete and understandable submittals; |                      |
| h. Ability to verify that shop drawings, product literature, and submittals comply with specifications, drawings, and supplemental provisions. |                      |
| i. Ability to produce accurate, detailed, quality construction deliverables (construction reports, RFI’s, construction documentation including photos, as-built drawings, etc); |                      |
| j. Ability to minimize field orders and change orders; |                      |
| k. Ability to minimize work corrections (defective work, punch-lists); |                      |
| l. Ability to mitigate construction problems from escalating; |                      |
| m. Ability to effectively keep the City apprised of construction issues and potential project cost savings and increases; |                      |

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1 = Fails to meet the expectations of the reviewer in this category  
10 = Fully meets the expectation of the reviewer in this category
<table>
<thead>
<tr>
<th>I3: Past Performance of Quality Control and Quality Assurance (QA/QC) – 15% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The evaluator should consider the following information when scoring this category:</td>
</tr>
<tr>
<td><strong>A.</strong> Completeness of submittals, drawings and specifications;</td>
</tr>
<tr>
<td><strong>B.</strong> Minimizing the number and frequency of design errors;</td>
</tr>
<tr>
<td><strong>C.</strong> Project Constructability - Successfully addressed project constructability, sequencing, and phasing;</td>
</tr>
<tr>
<td><strong>D.</strong> Clarity - the contractor easily understands the intent of the project and what is being conveyed in the drawings and specifications;</td>
</tr>
<tr>
<td><strong>E.</strong> Expectations - the project meets the owner’s objectives and intent for the project;</td>
</tr>
<tr>
<td><strong>F.</strong> Quality - past deliverables are of high quality (adherence to design criteria and standards as well as general document legibility and organization).</td>
</tr>
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<thead>
<tr>
<th>I4: The Firm’s Project Team and Task Assignment Summary – 15% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The evaluator should consider the following information when scoring this category:</td>
</tr>
<tr>
<td><strong>A.</strong> If a consortium of individuals or firms, amount and type of work to be done in respective offices and how quality and schedule of work will be controlled by assigned project manager(s);</td>
</tr>
<tr>
<td><strong>B.</strong> Name, experience and past performance of person(s) to be assigned as project manager(s) and to have direct contact with City staff (Preconstruction and Construction);</td>
</tr>
<tr>
<td><strong>C.</strong> Names of firm’s staff to be assigned to project tasks with description of each person’s experience and how it relates to this project’s specific requirements.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>I5: Quality of Interview – 5% of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>The evaluator should consider the following information when scoring this category:</td>
</tr>
<tr>
<td>The firm’s interview should be articulate, clear, concise, and organized. The firm should communicate project issues, ideas, alternatives, and address the “Interview Evaluation Criteria”.</td>
</tr>
</tbody>
</table>