



**CITY OF SCOTTSDALE  
CAPITAL PROJECT MANAGEMENT**

**REQUEST FOR STATEMENT OF QUALIFICATIONS**

**CONSTRUCTION MANAGER AT RISK  
FOR  
WESTWORLD EQUIDOME/TONY NELSSSEN EQUESTRIAN CENTER EXPANSION  
AT WESTWORLD**

**PROJECT No. D1102  
April 4, 2011**

The City of Scottsdale is seeking a qualified Construction Manager at Risk (CMAR) to provide design phase services and complete construction services as the CMAR for the WestWorld Equidome/Tony Nelssen Equestrian Center Expansion at WestWorld. Populous Inc. has been selected as the prime design consultant for this project. The estimated total budget for the project is \$25 to 30 million.

**SECTION I – PROJECT DESCRIPTION**

**Project Overview & Scope of Work**

Westworld is located south of Bell Road, east of State Highway 101 on the Bureau of Reclamation land, north of the Central Arizona Canal. Other surrounding Westworld facilities include horse arenas to the south and east, the WestWorld Multi-Use Tent structure to the west and various event spaces that are used during the WestWorld season (September through May).

The WestWorld Equidome/Tony Nelssen Equestrian Center project consists of a complete enclosure, expansion and upgrades to the current Equidome facility. The goal of the new climate controlled facility is to extend usage of the facility to attract year round events. Principal designers from Populous developed the WestWorld Master Plan in 2003. Conceptual design is currently being developed by Populous. The current WestWorld Equidome is approximately 100,000 square feet. The conceptual design adds another 152,000 square feet of new building

space for an approximate total of 252,000 square feet of enclosed space. Construction will need to be sequenced in order to provide continued use of the Equidome during the primary WestWorld event season (October through March) each year. Maintaining use of the Equidome during construction is critical to the project's success.

The CMAR in collaboration with the design team will be responsible to provide pre-construction services resulting in a guaranteed maximum price proposal for construction phases that permit the existing Equidome facility to operate during peak demand season. The CMAR and the City will enter into a Preconstruction Contract for an agreed upon fee. The approach to construction is to utilize sustainable materials and green building practices that will result in a LEED Gold certified facility.

The WestWorld Equidome/Tony Nelssen Equestrian Center project programming is as follows:

Preliminary amenities:

- North Exposition Hall Building Addition
- South Multi-Use Hall Building Addition
- Equidome renovations and enclosure
- West Addition
- East Addition
- North Office/Breakout Room Building
- Site planning

Design considerations:

- Use of sustainable building materials (LEED)
- Design future solar photovoltaic panels
- Photovoltaic power with battery storage capabilities.
- Possible use of equine waste to energy.
- Passive solar lighting.
- Gray water harvesting (or onsite wastewater handling capability).
- Directional and regulatory signage.
- Landscaping/Irrigation
- Assist Public Artist in development of Public Art Cost and Scope via input from Scottsdale Public Art

Reference Materials for the Equidome Expansion:

- **WestWorld Master Plan Update 2003**
- **WestWorld Equidome Conceptual Floor Plans**

## **SECTION II - SCOPE OF WORK**

The CMAR will work with the design consultant team in an agency support role for preconstruction services. Before construction, the CMAR will assume the risk of delivering the project through a Guaranteed Maximum Price (GMP). The CMAR will be responsible for construction means and methods to meet the project goals. They are expected to follow a subcontractor selection plan that solicits bids from prequalified subcontractors to perform the work.

Preconstruction services by the CMAR may include the following:

- provide detailed milestone cost estimating and knowledge of marketplace conditions;
- provide project planning assistance;
- provide for construction phasing and scheduling that minimizes interruption to WestWorld events during the primary WestWorld event season (October through March) of each year;
- provide alternate systems evaluation and constructability studies;
- advise City of ways to gain efficiencies in project delivery;
- provide long-lead procurement studies and initiate procurement of long-lead items;
- support the owner's goal for quality, safety, and conservation elements;
- provide the CMAR's Guaranteed Maximum Price (GMP).

### **SECTION III - STATEMENT OF QUALIFICATIONS & EVALUATION CRITERIA**

The CMAR will be selected through a qualifications-based selection process. Firms interested in providing CMAR services must submit a Statement of Qualifications (SOQ) that addresses the following issues:

#### **A. Experience and Qualification of Firm. (30 points)**

1. Provide a general description of the firm and/or team that is proposing to provide construction management services and general construction services. Explain the legal organization of the proposed firm or team. Provide an organization chart showing key personnel.
2. Provide the following information:
  - a. List the Arizona professional and contractor licenses held by the firm/team. Provide the license number and explain if held by an individual or the firm.
  - b. Identify any contract or subcontract held by the firm or officers of the firm, which has been terminated within the last 5 years. Identify any claims arising from a contract, which resulted in litigation or arbitration within the last 3 years. Briefly describe the circumstances and the outcomes.
  - c. If selected as a finalist for this project, you will be required to provide a statement from an A- or better surety company describing the Company's bonding capacity.
  - d. Submit your firm's Construction Incident Rate and OSHA 300A Summary.
3. Identify at least 3 comparable projects to the WestWorld Equidome/Tony Nelssen Equestrian Center Expansion in which the firm served as either CMAR, agency Construction Manager during design and construction phases (without providing construction services), or General Contractor. Special consideration will be given to firms that have provided Construction Manager at Risk services on similar successful projects.

For each project identified, provide the following:

- a. Description of the project
- b. Role of the firm (specify whether Construction Manager at Risk, Construction Manager or General Contractor. If CMAR or General Contractor, identify the percent of work self-performed. Also specify services provided during design phase, i.e. cost estimating, scheduling, value engineering, etc).
- c. Project's original contracted construction cost and final construction cost
- d. Construction dates
- e. Project owner
- f. Reference information (two current names with telephone numbers per project)

**A. Experience of key personnel to be assigned to this project. (25 points)**

1. Identify all key personnel for the proposed project team. For each key person identified, list their length of time with the firm and at least 2 comparable projects in which they have played a primary role. If a project selected for a key person is the same as one selected for the firm, provide just the project name and the role of the key person. For other projects provide the following:
  - a. Description of project
  - b. Role of the person
  - c. Project's original contracted construction cost and final construction cost
  - d. Construction dates
  - e. Project owner
  - f. Reference information (two current names with telephone numbers per project)

**B. Approach to Performing the Required Services (30 points)**

1. Discuss the major issues such as; construction sequencing, providing safe work conditions in an active equestrian facility and early procurement of long-lead items, your team has identified on this project and how you intend to address those issues.
2. Describe your firm's project management approach and team organization during design and construction phase services to address major issues. Describe systems used for planning, scheduling, cost estimating and managing construction. Briefly describe the firm's experience on quality control, dispute resolution, and safety management.

**C. Principal office location and local participation. (5 points)**

The city desires strong local participation in this project. Describe your firm's approach to maximize utilization of local resources, to include as a minimum, local suppliers, equipment providers, subcontractors, and laborers. Identify the location of the firm's principal office and the home office location of key staff on this project. Identify local (i.e. presently living in or relocating to the Valley) vs. non-local staffing of your team, and the percent of their work expected to be done locally.

#### **D. Subcontractor Selection Plan (5 points)**

The firm must submit its Subcontractor Selection Plan in keeping with the requirements of Exhibit "A", attached and by reference made a part of this RFQ. Subcontractors must be selected based on qualifications alone or a combination of qualifications and price, but not on price alone.

#### **E. Overall firm/team evaluation and perceived ability to provide the required services. (5 points)**

This is to be determined by the selection panel members. No submittal response is required.

### **SECTION IV - SELECTION PROCESS**

A Selection Panel, including a member of a licensed contractor, will evaluate and score each SOQ according to the criteria set forth in Section III. Each of the rated elements for each firm will be evaluated to determine the best qualified submitter for the project. 'Shortlisted' teams may be invited to participate in detailed Interview Process. The Interview Evaluation Criteria will be provided to the 'shortlisted' firms in an invitation letter. The City will include at least 3 submitters for interviews. Final selection will be based on the evaluation scores of the interview process.

However, the City reserves the right to select a firm based on the SOQ submittals only and not to proceed to interviews. If interviews are not held, selection will be based on the evaluation of the SOQ's alone.

If the City is unsuccessful in negotiating a contract with the best-qualified team, the City may then negotiate with the second or third most qualified team until a contract is executed, or may decide to terminate the selection process.

Until the award and execution of the CMAR for WestWorld Equidome/Tony Nelssen Equestrian Center, the City will only release the name of each firm/team invited to the interview session. All other information received by the City in response to the SOQ or contained in the proposals will be confidential to avoid disclosure of the contents that may be prejudicial to the competing offeror(s) during the Selection Process. The proposals will be open to public inspection after the Contract(s) are awarded and the City has executed the contract with the selected offeror. The City will enter into negotiations with the selected firm and upon completion of project contract scope, term and fee be submitted to the City Council for approval.

All protests of this solicitation will be heard under the provisions of Section 2-213 of the City's Procurement Code.

The following tentative schedule will be followed for this project:

Pre-submittal Conference	Monday, April 18, 2011
SOQ's due	Tuesday, May 3, 2011
SOQ evaluations completed	Tuesday, May 10, 2011
Interview Invitation Letter	Week of May 11, 2011
Anticipated Interviews	Week of May 16, 2011

## **SECTION V - SUBMITTAL REQUIREMENTS**

Firms interested in the above project should attend a **Pre-submittal Conference** scheduled for **April 18, 2011 at 9:00am to 10:00am**. The Pre-submittal Conference will be held at Monterra at WestWorld located at 16601 N Pima Road, Scottsdale, Arizona. Attendance will be limited to no more than two representatives per firm. It is **NOT** mandatory that your firm attend the pre-submittal meeting.

Reply to this request with an electronic Statement of Qualifications submittal which is **not more than ten (10) pages** plus a **one-page cover letter**. **Maximum document size is 10MB**. Minimum text size is 10 point. Please make sure the document is readable if printed in black/white. Submittals which exceed the 10 page limitation will not be considered.

Resumes for key team members shall be limited to a maximum length of two pages and should be incorporated as an appendix at the end of the SOQ. Resumes, tabbed dividers and the cover letter are **not** considered to be included in the ten pages count. Resumes should not include photos.

The electronic submittal shall be submitted in Adobe PDF format and uploaded to <http://dropbox.yousendit.com/CityofScottsdale-CapitalProjects>. The subject line of the email **MUST READ: D1102 - WestWorld Equidome/Tony Nelssen Equestrian Center CMAR & Your company name**. The RFQ may not reach the Contract Administrator if you use incorrect subject line. The City is not responsible for receiving your SOQ.

The SOQ **must be submitted** no later than **Tuesday, May 3, 2011 at 2:00 p.m.**

Please be advised that failure to comply with the following criteria will be grounds for disqualification and will be strictly enforced:

- Receipt of submittal past specified cut-off date and time.
- Adherence to maximum page requirement.

## **SECTION V - Indemnification and Insurance Requirements**

The City of Scottsdale requires the selected Contractor to execute a City of Scottsdale CMAR Contract. The format of the City's basic contract may be found on our website: <http://www.scottsdaleaz.gov/Assets/Public+Website/projects/Capital+Projects/CMAR+Contract+2011.pdf>

The City's insurance and indemnification language is included in this contract. Submission of your Statement of Qualifications shall indicate your company's ability and agreement to execute the above referenced contracts. Questions shall be addressed prior to submittal in writing.

The City will require posting of Payment and Performance Bonds in conformance with the requirements of A.R.S. 34-608.

## **SECTION VII – GENERAL INFORMATION**

**City Website:** This CMAR Request for Qualifications will be listed on the City's web site. The address is: <http://www.scottsdaleaz.gov/projects/CapitalProjects/Rfq>.

**Instructions:** The City of Scottsdale will not be held responsible for any oral instructions.

**City Rights:** The City of Scottsdale reserves the right to reject any or all Statements of Qualifications, to waive any informality or irregularity in any Statement of Qualifications received, and to be the sole judge of the merits of the respective Statements of Qualifications received.

**Release of Project Information:** The City will provide the release of all public information concerning the project, including selection announcements and contract awards. Those desiring to release information to the public must first receive written approval from the City before any release of information.

**Contact with City Employees:** All firms interested in this project (including the firm's employees, representatives, agents, lobbyists, attorneys, and sub consultants) will refrain, under penalty of disqualification, from direct or indirect contact for the purpose of influencing the selection or creating bias in the selection process with any person who may play a part in the selection process, including the evaluation panel, the City Manager, Assistant City Manager, Deputy City Managers, Department Heads and other staff. This policy is intended to create a level playing field for all potential firms, assure that contract decisions are made in public and to protect the integrity of the selection process. All contact on this selection process should be addressed to the authorized representative identified below.

**Questions:** Questions pertaining to the consultant selection process or contract issues should be directed to Corey E. Lew of the Capital Project Management Office at (480) 312-7769.

**Non-collusion Affidavit.** All firms submitting proposals must submit a non-collusion affidavit in a form as set forth in Exhibit B. Failure of any firm to provide the non-collusion affidavit as a part of this sealed proposal is grounds for disqualification of the proposal.

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**EXHIBIT A**  
**CITY OF SCOTTSDALE SUBCONTRACTOR SELECTION PLAN**

**2.8 SUBCONTRACTOR AND MAJOR SUPPLIER SELECTIONS**

**2.8.1** The CMAR will select major Subcontractors and major Suppliers, subject to City's prior approval. This shall occur before submission of a GMP Proposal. Major Subcontractors may be selected based on qualifications or a combination of qualifications and price. Subcontractors may not be selected based on price alone. Except as noted below, the selection of major Subcontractors/Suppliers is the responsibility of the CMAR. In any case, the CMAR is solely responsible for the performance of the selected Subcontractors/Suppliers.

**2.8.1.1** The CMAR will prepare a Subcontractor/Supplier selection plan and submit the plan to the City for approval. This subcontractor selection plan must identify those subcontractor trades anticipated to be selected by qualifications only per Section 2.8.2 and those subcontractor trades anticipated to be selected by qualifications and competitive bid in accordance with Section 2.8.3. This plan will also identify those subcontractors that will not be selected through a formalized qualifications-based selection process. The subcontractor selection plan must be consistent with the selection requirements of this RFQ and the Design/Preconstruction Services Contract. .

**2.8.2** Selection by qualifications only - The City may approve the selection of a Subcontractor(s) or Suppliers(s) based only on their qualifications when the CMAR can demonstrate it is in the best interest of the Project.

**2.8.2.1** The CMAR must apply the approved subcontractor selection plan in the evaluation of the qualifications of a Subcontractor(s) or Supplier(s) and provide the City with its review and recommendation.

**2.8.2.2** The CMAR will negotiate costs for services/supplies from each Subcontractor/Supplier selected under this method.

**2.8.3** Selection by qualifications and competitive bid - The CMAR must apply the subcontractor selection plan in the evaluation of the qualifications of a Subcontractor(s) or Supplier(s) and provide the City with its process to prequalify prospective subcontractors and suppliers. All Work for major subcontractors and major suppliers must then be competitively bid to the prequalified subcontractors unless a Subcontractor or Supplier was selected in accordance with paragraph 2.8.2 above.

**2.8.3.1** The CMAR will develop Subcontractor and Supplier interest, submit the names of a minimum of 3 qualified Subcontractors or Suppliers for each trade in the Project and solicit bids for the various Work categories. If there are not 3 qualified Subcontractors/Suppliers available for a specific trade or there are extenuating circumstances warranting such, the CMAR may request approval by the City to submit less than 3 names. Without prior written notice to the City, no change in the recommended Subcontractors/Suppliers will be allowed.



- 2.8.3.2** If the City objects to any nominated Subcontractor/Supplier or to any self-performed Work for good reason, the CMAR will nominate a substitute Subcontractor/Supplier that is acceptable to the City.
- 2.8.3.3** The CMAR will distribute Drawings and Specifications, and when appropriate, conduct a pre-bid conference with prospective Subcontractors and Suppliers.
- 2.8.3.4** If the CMAR desires to self-perform certain portions of the Work, it will request to be one of the approved Subcontractor bidders for those specific bid packages. The CMAR's bid will be evaluated in accordance with the process identified below. If events warrant and the City concurs that in order to insure compliance with the Project Schedule and/or cost, the CMAR may self perform Work without bidding or re-bidding the Work.
- 2.8.4** If after receipt of sub-bids or after award of Subcontractors and Suppliers, the City objects to any nominated Subcontractor/Supplier or to any self-performed Work for good reason, the CMAR will nominate a substitute Subcontractor or Supplier, preferably if this option is still available, from those who submitted Subcontractor bids for the Work affected. Once these substitute Subcontractors and Suppliers are approved by the City, the CMAR's proposed GMP for the Work or portion of the work will be correspondingly adjusted to reflect any higher or lower costs from any substitutions.

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**EXHIBIT B  
NON-COLLUSION PROPOSAL AFFIDAVIT**

STATE OF ARIZONA                    )  
  ) ss.  
County of Maricopa                    )

I, \_\_\_\_\_, of the City of \_\_\_\_\_, in the  
County of \_\_\_\_\_ and the State of \_\_\_\_\_, being of legal age,  
and being first duly sworn, upon my oath depose and say that:

I am \_\_\_\_\_, (name) I am the \_\_\_\_\_ (title,  
position, etc.) for the firm of \_\_\_\_\_, a Proposer submitting a  
Statement of Qualifications (SOQ) to the City of Scottsdale, for the CMAR contracts for the  
WestWorld Equidome/Tony Nelssen Equestrian Center Expansion - D1102 and that I executed  
the said SOQ with full authority so to do; that as a Proposer, I have not, directly or indirectly  
entered into any agreement, participated in any collusion, entered into any kind of an agreement  
whatsoever, oral or written, whereby different proposers on any project for the City agree either  
as to who is to be the low bidder, or as to the amount of any bid or any part of any bid, or  
otherwise taken any action in restraint of free, competitive bidding, disclosed the amount(s) of a  
sealed bid of any other proposer, to any other person, firm or corporation in the same business  
doing business in this State, or known to the person disclosing the figures to be likely to submit  
an SOQ for the same project before the bids are opened, in connection with the above named  
SOQ; and that all statements contained in said SOQ and in this affidavit are true and correct,  
and made with full knowledge that the City of Scottsdale relies upon the truth of the statements  
contained in said SOQ and in the statements contained in this affidavit in awarding the contracts  
for the WestWorld Equidome/Tony Nelssen Equestrian Center Expansion - D1102.

I further warrant that no employee of our company, other person or selling agency has been  
employed to solicit or secure such Contract upon an agreement of understanding, for a  
commission, percentage, brokerage or contingent fee, except bonafide employees or bonafide  
established commercial or selling agencies maintained by \_\_\_\_\_.

\_\_\_\_\_  
(Signature of Proposer officer)

\_\_\_\_\_  
(Printed or typed name of Proposer)

SWORN TO BEFORE me this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, in the County of  
Maricopa, State of Arizona, by \_\_\_\_\_

\_\_\_\_\_  
Notary Public

My Commission Expires: