DATE ISSUED: February 13, 2018

THE ARIZONA BOARD OF REGENTS

for and on behalf of

ARIZONA STATE UNIVERSITY

REQUEST FOR QUALIFICATIONS FOR:

CMAR 101087

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

DUE DATE/ TIME: 3:00 MST, 3/21/18

JUNE 2010 EDITION
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The Attachments, Forms, Acknowledgements, and General Information and Instructions are part of the Request for Qualifications and the terms, conditions and criteria therein must be met by any Proposer. To find these items, go to: [http://cfo.asu.edu/purchasing-forms](http://cfo.asu.edu/purchasing-forms).
PART I: REQUEST FOR QUALIFICATIONS

ARIZONA BOARD OF REGENTS
REQUEST FOR QUALIFICATIONS (RFQ)

Arizona State University (ASU) extends an invitation to interested and qualified firms or individuals to submit formal sealed qualifications to provide Construction Manager at Risk construction phase services as described herein.

Proposals shall be marked as follows:

Proposal for Performance of Construction Manager at Risk Construction Services:

**Submitting Firm:**
Project Name: Thunderbird School of Global Management
RFQ Project Number: CMAR 101087
Attention: Joan Stockmaster
Time/Date Due: 3:00 PM MST, 3/21/18

Formal sealed qualifications need to be either hand delivered or express mailed and addressed and delivered to Purchasing and Business Services, University Services Building, Reception Desk in the Main Lobby to:

**Express delivery:**
Attention: Joan M. Stockmaster
Arizona State University,
c/o Purchasing and Business Services
1551 S. Rural Road
Tempe, Arizona 85281

**Or, if mailed:**
Attention: Joan M. Stockmaster
Arizona State University
c/o Purchasing and Business Services
PO Box 875212
Tempe, Arizona 85287-5212

Telegraphic, telephonic or telecopy (FAX) submittals or modifications of submittals will not be considered at this time. **PROPOSALS RECEIVED AFTER THE TIME AND DATE SET FOR SUBMITTAL WILL NOT BE CONSIDERED AND WILL BE RETURNED TO THE SENDER.** Each Proposer is solely responsible for the delivery of its Proposal to the above location by the time and date specified. If a Proposer elects to submit its Proposal by mail, the Proposal must be received in ASU Purchasing and Business Services offices in the University Services Building by the time and date due. ASU is not responsible if U.S. Mail or ASU Mail Services fails to make a delivery on time.

This proposal is open until 3:00 PM, MST, 3/21/18 at which time a representative of Purchasing and Business Services will announce publicly only the names of those firms or individuals submitting qualifications. No other public disclosure will be made until after the award and execution of the contract.

**DIRECTIONS TO USB VISITOR PARKING AND BUILDING PROTOCOL**

Purchasing and Business Services is in the University Services Building, (1551 S. Rural Road, Tempe AZ, 85281) located on the east side of Rural between Broadway Ave. and Apache Blvd. Visitors may park in USB Lot 45, located directly behind the building using the **Pay by Space machine** (bring a few dollars). The meter will be located near the main entry to USB to allow visitors to park their vehicles and easily
access the machine on their way into the building.

Warning: If you are attending a pre-submittal meeting, interviews, or similar meeting, please do not park in any reserved spaces or 20 min loading spaces, etc. If your vehicle is ticketed or towed, you will be responsible for your vehicle.

If you are visiting USB anywhere other than the Front Lobby, check in and obtain a visitor’s badge from the USB Reception Desk to wear while in the building. The receptionist will call to have you escorted to your meeting.

RETURN OF PROPOSALS
ASU will return any proposals that are left at the front desk after the scheduled opening date and time.

ARIZONA STATE UNIVERSITY

Joan M. Stockmaster, CPSM

Joan Stockmaster, Sr. Buyer
Purchasing and Business Services
Construction Group
joan.stockmaster@asu.edu
**LEGALADVERTISEMENT**

**CMAR 101087**

Thunderbird School of Global Management

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**Project Description**

The Thunderbird School of Global Management will relocate to the Downtown Phoenix Campus. The new 61,500 NSF facility will house graduate and Executive Education programs including classrooms, conference rooms, faculty offices, hoteling space and ancillary support space.

Formal sealed qualifications are due on or before **3:00 PM, MST, 3/21/18**.

**Pre-Submittal Conference**

A RECOMMENDED Pre-Submittal Conference is scheduled for **2:30 PM, MST, February 28, 2018 in Room MU 228 Cochise at the Memorial Union of Arizona State University Tempe Campus**. The ASU Parking Map is located at [http://www.asu.edu/map](http://www.asu.edu/map). Attendance is strongly recommended for those who desire to submit a Proposal. The ASU Project Manager will be available to discuss the Project. Please bring your business card for streamlined sign-in.

**Obtain a Copy of RFQ**

The Request for Qualifications instructions, a description of requested services, information on the Project and a description of the proposal and selection process is available at the Arizona State University Bid Board at [https://cfo.asu.edu/construction-facilities-bid-board](https://cfo.asu.edu/construction-facilities-bid-board). Requests may be made in writing via fax (480) 965-2234 or email to Office Specialist Sr. [ann.provencio@asu.edu](mailto:ann.provencio@asu.edu) and Purchasing will email or mail you the RFQ. You may also pick up a copy at the University Services Building, 1551 S. Rural Rd., Tempe, AZ, 85281.

ASU reserves the right to cancel this Request for Qualifications, to reject any or all Proposals, and to waive or decline to waive any irregularities in any submitted Proposals, or to withhold the award for any reason ASU may determine to be in ASU’s best interest. ASU also reserves the right to hold open any or all Proposals for a period of ninety (90) days after the date of opening thereof and the right to accept a Proposal not withdrawn before the scheduled opening date.

All correspondence relating to this Project should be addressed to:

Purchasing and Business Services
Attention: Joan M. Stockmaster
Title: Sr. Buyer
Arizona State University
PO Box 875212
Tempe, Arizona 85287-5212
Phone: (480) 965-0822
Fax: (480) 965-2234
Email address: [joan.stockmaster@asu.edu](mailto:joan.stockmaster@asu.edu)

ARIZONA BOARD OF REGENTS
By _____ Mark Killian _____
Chair
By _____ Greg Patterson _____
Secretary

Publication Date: Daily News Sun on 2/15/18
PART II: PROJECT INFORMATION AND SCOPE OF SERVICES

NOTE: ASU reserves the right to cancel all agreements at their discretion.

The successful CMAR in this selection will be able to provide services at ASU’s discretion for renovation/ modification projects, related to this Project, for the duration of the warranty period of two years after substantial completion.

1) SITE DESCRIPTION

Thunderbird School of Global Management
150 E. Polk Street
Downtown Phoenix Campus
Phoenix, AZ 85004

The proposed Thunderbird School of Global Management will be constructed in Phoenix, Arizona on the parcel immediately to the south of the existing Beus Center for Law and Society Facility.

2) PROJECT DESCRIPTION

The Thunderbird School of Global Management will relocate to the Downtown Phoenix Campus. This new facility will reinforce ASU’s continuing interest in providing additional education
opportunities at its Downtown Phoenix Campus. The new complex builds upon the critical mass of professional schools at the campus and the dynamic urban environment of the Phoenix metro area. It will house graduate programs and the Executive Education program. The project is approximately 61,500 NSF in size and is comprised of new classroom space of different modalities, conference rooms, faculty offices, hoteling space and ancillary support space.

The Thunderbird School of Global Management will be built in accordance with Arizona Board of Regents Construction Cost Control and Professional Fee Guidelines, ASU Project Guidelines and applicable state and local codes.

**Sustainability**
Sustainability is a very important aspect of the program and this project is expected to comply with the new sustainability guidelines that have been incorporated into ASU’s Project Guidelines. In addition, ASU has its own Sustainable Advisory Committee and the Design Team and CMAR will meet with this committee to address compliance to the guidelines. In addition, this project will achieve LEED Silver certification at a minimum.

**Historic Preservation**
No historic preservation issues are anticipated on this Project. ASU will coordinate with Arizona’s State Historic Preservation Office (SHPO) should any issues arise.

3) **CONSTRUCTION BUDGET**

Estimated Construction Budget: $35,500,000.00
Total Project Budget: $50,000,000.00

4) **ESTIMATED PROJECT SCHEDULE**

MILESTONE PROJECT SCHEDULE:

- DP Selection 01/18/18 - 04/27/18
- CMAR Selection 02/09/19 - 04/13/18
- Project Definition 04/30/18 - 05/25/18
- Design Development 07/23/18 - 10/19/18
- GMP Setting 10/22/18 - 11/30/18
- Construction Documents 10/22/18 - 01/18/19
- Permitting 01/21/19 - 02/22/19
- JCCR Approval 04/2018
- Construction Start – CMAR 02/25/19
- Commissioning complete 06/01/20
- Construction Complete 07/10/20
- Beneficial Occupancy 06/18/20
- Client Move-in 07/13/20 - 07/31/20
- Project Closeout 09/18/20
- Two-Year Warranty Term Complete 06/08/22

5) **SCOPE OF SERVICES**

Proposed services include design phase services under a design phase services contract. Under the conditions described below, CM@RISK and ASU will enter into a separate construction phase services contract for the Project.

Design phase services are projected to begin at Design Development for this Project or in some
cases sooner. Design phase services will include, among others:

- Milestone conceptual estimating and dynamic conceptual estimating of construction costs during the design process to prepare cost estimates that accurately forecast the Guaranteed Maximum Price (GMP)
- Milestone and Detailed Project Scheduling
- Constructability reviews, systems reviews and value engineering
- Active participation in all meetings and other CMAR designated activities
- Communicating information on a timely basis to ASU, The City of Phoenix, the design professional, and the design professional’s consultants
- Interacting with ASU, the design professional and the design professional’s consultants on a “team” or “win-win-win” basis
- Preparing a mutually satisfactory guaranteed maximum price and required supporting information

If ASU and the CMAR agree on a GMP, and ASU receives the required approvals, ASU and CMAR will enter into an agreement that will cover construction, commissioning, and warranty services for the Project.

ASU reserves the right to cancel the agreement at any time with the selected CMAR.

NOTE: The above description of the proposed services is, for purposes of brevity, not intended to be a full description of the Project scope of work. Prospective proposers are encouraged to attend the scheduled Pre-Submittal Conference to obtain more detailed information, including questions and answers. (See Legal Advertisement, Part I, Pre-Submittal Conference, for further information.)
PART III: PROPOSAL FORMAT AND CONTENTS

The total length of Sections 1-4 below should not exceed 20 pages total (10 double-sided sheets) of text and graphics in single column format with a font size of no less than 10 points. Section dividers or blank pages don’t count toward the page limitations. This limit excludes AIA documentation and mandatory ASU Certifications and Forms. Submit the following:

- **One (1)** clearly marked hardcopy “original” in 8.5” x 11”, non-binding form. No metal or plastic binding – may use folder or clip for easy removal of proposal.

- **One (1)** additional copy on FLASH drive in PDF format, PC readable, no passwords, labeled with vendor name and project number and **less than 5 MB**.

  - **One document** for complete submittal on each FLASH DRIVE. All required signed Certification Forms and documents are to be included in your PDF document.

  - **Check** and play all FLASH drive’s before submitting. (Company marketing materials not recommended. Compress photos, etc. in smaller size formats as necessary. For assistance in compressing your document size to 5 MB or less, refer to the document, Tips to Reduce Document Size for Submittals, located in Miscellaneous Construction Documents on the Purchasing Forms Page at [http://cfo.asu.edu/purchasing-forms](http://cfo.asu.edu/purchasing-forms).)

Note: Proposer should use recycled paper and double-sided copying for the production of all printed and photocopied proposal documents. Furthermore, the documents should be clearly marked to indicate that they are printed on recycled content (minimum 30% post-consumer waste paper).

Proposals must be received by ASU on or before the day and hour set for receipt of Proposals.

ASU is seeking a firm with Construction Manager at Risk construction phase skills and experience as specified in this RFQ. ASU will be evaluating prior CMAR experience that is relevant to the Project Scope of Services listed in Part II. **ALL OF THE FOLLOWING SELECTION CRITERIA ARE IMPORTANT TO ASU. THE CRITERIA ARE LISTED IN ORDER OF THEIR RELATIVE IMPORTANCE WITH THE MORE IMPORTANT CRITERIA BEING LISTED FIRST.**

The Proposal must include a response to each of the following items starting at Section 1 below. The information and outline below shows how your proposal should be organized and index tabbed.

**SECTION 1) PROJECT APPROACH & QUALIFICATIONS**

- Address your firm’s specific processes that can assist ASU to deliver this project.
- Address your firm’s strategy to balance the quality, schedule, and budget on this project.
- Describe what practices, procedures, and resources you propose for this project to save time and/or dollars, and how you have demonstrated this in the past. Provide a minimum of five (5) examples.

**SECTION 2) PROJECT TEAM**

Project Team High-priority areas.

- Emphasis should be placed on the assigned Project Manager, Preconstruction Manager, Project Superintendent, and the specific members of the Construction Team who would work on this project.
- Prior experience on similar classroom/office/higher education renovation projects.
• Have the individuals in Proposer’s project team for this project worked together previously in successfully completing the projects described under Prior Experience above?
• Proven successful experience in the CMAR process and partnering with both the Design Professional and the Owner.

Provide a graphical organization tree with photos of proposed staff.

Indicate the proposed workload (as a percentage) of each team member for both the Preconstruction and Construction phases. Note that your firm will need to notify ASU of any substantial change in anticipated workload. Further, substituting different team members at any point in the project will require both notification and approval of ASU. (See example below)

<table>
<thead>
<tr>
<th>Proposed team member workload for this Project:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Member</td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

List the primary individuals to be assigned to the Project and identify their positions on the Project Team. Include a resume (1/2 page maximum per person) describing the applicable qualifications and experience of each individual. Primary personnel are the pre-construction manager, construction manager, and project superintendent. List examples of their experience on similar projects and/or projects these individuals have worked on together, identifying project size, schedule and complexity, as well as their specific role. (See example below)

<table>
<thead>
<tr>
<th>Project experience working as a team:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team Member</td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>Name</td>
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<tr>
<td>Name</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

Provide a concise definition of your job as a CMAR.

Provide a brief overview of the pre-construction services your firm offers.

Indicate proximity of your office to Arizona State University and related ability to support the Project.

List proposed major subcontractors.

Recommend practices and procedures for this Project to promote interaction between the owner’s personnel, the design professional’s personnel, the design professional’s consultants, your personnel and your subcontractors’ personnel on a “team” or “win-win-win” basis. Give examples of successful
Address the following Project Team high-priority areas:

- Emphasis should be placed on the assigned Pre-Construction, Project Manager and Project Superintendent capabilities and experience.
- Prior experience of construction firm’s design assist role on similar projects.
- Have the individuals in Proposer’s Project Team for this Project worked together previously in successfully completing the projects described under Prior Experience above?
- Proven successful experience in the CMAR process and partnering with both the Design Professional and the Owner.

SECTION 3) EXPEDITED COMPLETION OF PROJECT (TIME SAVINGS)

- Describe what practices, procedures and resources you propose for this Project to save time and/or dollars in completing this Project, and how you have demonstrated this in the past.
- Address your firm’s strategy to balance the quality, schedule, and budget on this project.

SECTION 4) PROCEDURES TO IMPLEMENT ASU SUBCONTRACTOR SELECTION PLAN

Briefly outline your subcontractor selection plan for this Project and describe how it meets the requirements of the Project ensuring competition and ASU involvement in the subcontractor selection process.

Reminder: Total length of Sections 1-4 should not exceed 10 double-sided pages.
SECTION 5) ATTACHMENTS AND FORMS W/ACKNOWLEDGEMENTS (REQUIRED)

You will need to sign, date and return all attachments/forms listed below with your proposal. You can retrieve the most current forms in Construction Forms at: http://cfo.asu.edu/purchasing-forms. You will also need to acknowledge the areas referenced on Attachment 1 and submit with your proposal.

Attachment 1: ADDENDA, SELECTION PROCESS, GENERAL INSTRUCTIONS, REGULATORY INFORMATION AND SUPPLEMENTAL REQUIREMENTS ACKNOWLEDGMENT
Attachment 2: PRE-SUBMITTAL INQUIRY FORM
Attachment 3: REFERENCE FORMAT
Attachment 4: PROPOSAL CERTIFICATION
Attachment 5: ANTI LOBBYING CERTIFICATION
Attachment 6: CONFLICT OF INTEREST CERTIFICATION
Attachment 7: FEDERAL DEBARRED LIST CERTIFICATION
Attachment 8: LEGAL WORKER CERTIFICATION
Attachment 9: VETERAN’S PREFERENCE CERTIFICATION
Attachment 10: SUPPLIER SUSTAINABILITY QUESTIONNAIRE
Attachment 11: SERVICE PROVIDER ACKNOWLEDGEMENT
Attachment 12: ARIZONA STATE UNIVERSITY SUB W-9 (Only Required If Awarded Contract)
Attachment 13: SMALL BUSINESS DIVERSITY FORM

Contract and Request for Qualifications (RFQ) forms for this Project include:
CM@Risk Tri-University Agreement
CM@Risk General Conditions
CM@Risk Attachments and Forms
CM@Risk General Information & Instructions

NOTE: By submitting a response to this RFQ, your firm acknowledges and agrees to all terms & conditions of the Standard Form Agreement Between Owner and Design Professional (CMAR Edition).

Supplemental Requirements Forms:
Supplemental Requirements apply to Project when the Project budget is $2 Million and above. Sample forms are available for review on the Purchasing Forms Page under Miscellaneous Documents at: http://cfo.asu.edu/purchasing-forms.

The ASU Project Guidelines, ASU Comprehensive Development Plan and Tempe Master Plan are available at: https://cfo.asu.edu/fdm-design-professionals