The City of Peoria has recently modified parts of the selection program.

Please pay careful attention to the modifications.

Best Value Procurement

City of Peoria

P10-0010

Community Center Renovation and Expansion Design Services

P10-0011

Community Center Renovation and Expansion CMAR Services

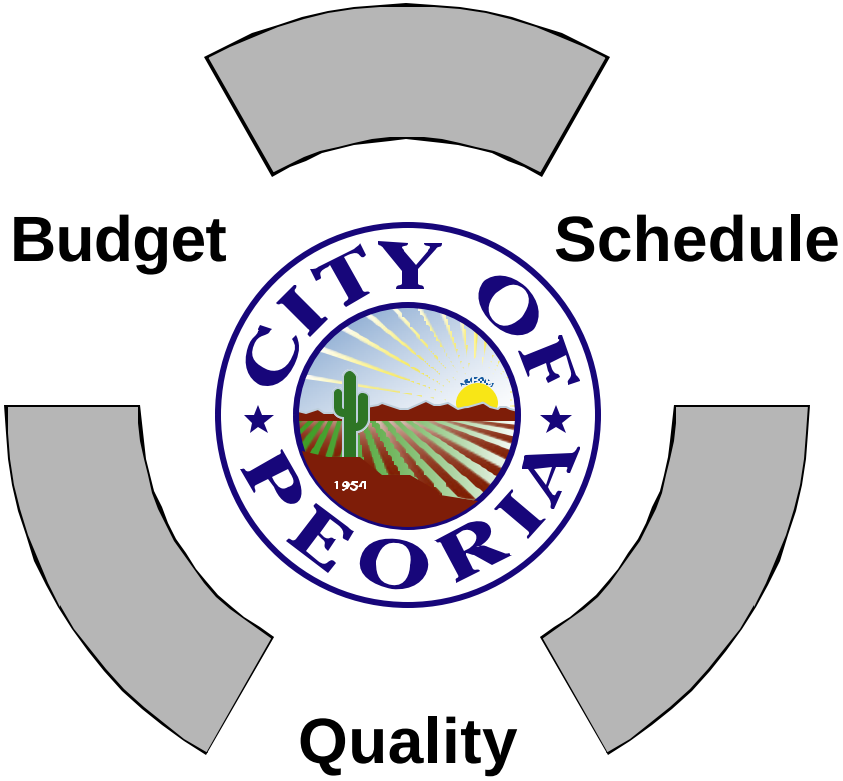
Athena Bonner

Contract Officer– City of Peoria

Best-Value Objectives

- Goal is to increase efficiency of procurement (both internally and externally)
- Outsource to experts (not just transfer risk...but minimize risk)
- Maximize performance
  - On time
  - No cost increases
  - High customer satisfaction (no complaints)
- Minimize Peoria's management, inspection, and decision making.
- The City will analyze the past performance and current capability of each firm and their critical team components (not price-based award).

Owner’s Expectations



Process Comparison

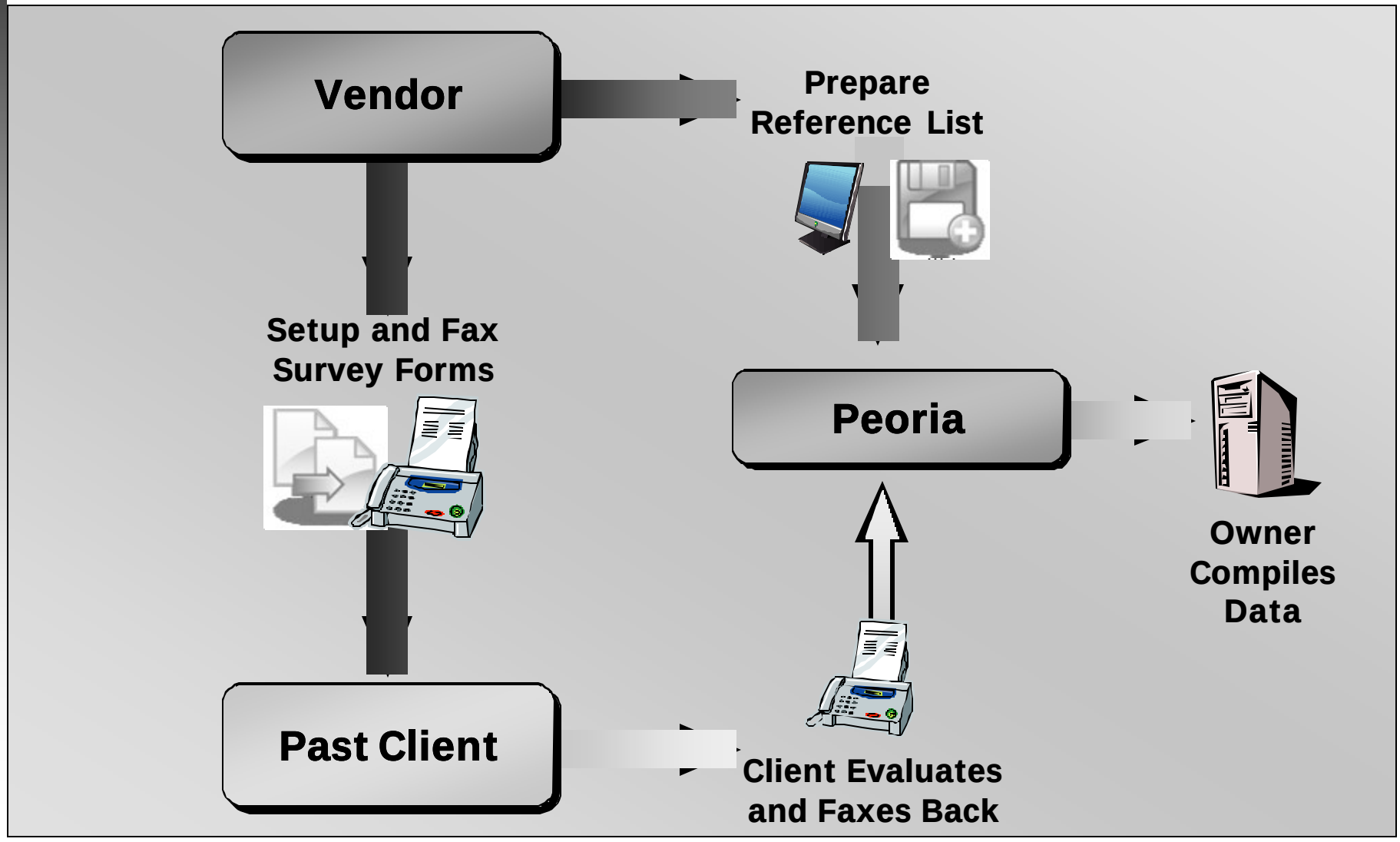
Previous Process	Best-Value Process
Project Approach Detailed scope by city staff (20 pages)	**Project Assessment** Vendor addresses specific project (2 pages)
Interviews Group only	**Interviews** Group and key individuals interviewed separately
References City contacted 3 by phone	**References** **Surveys from past clients** **25=Firm / 10=Individual**

Best Value Process

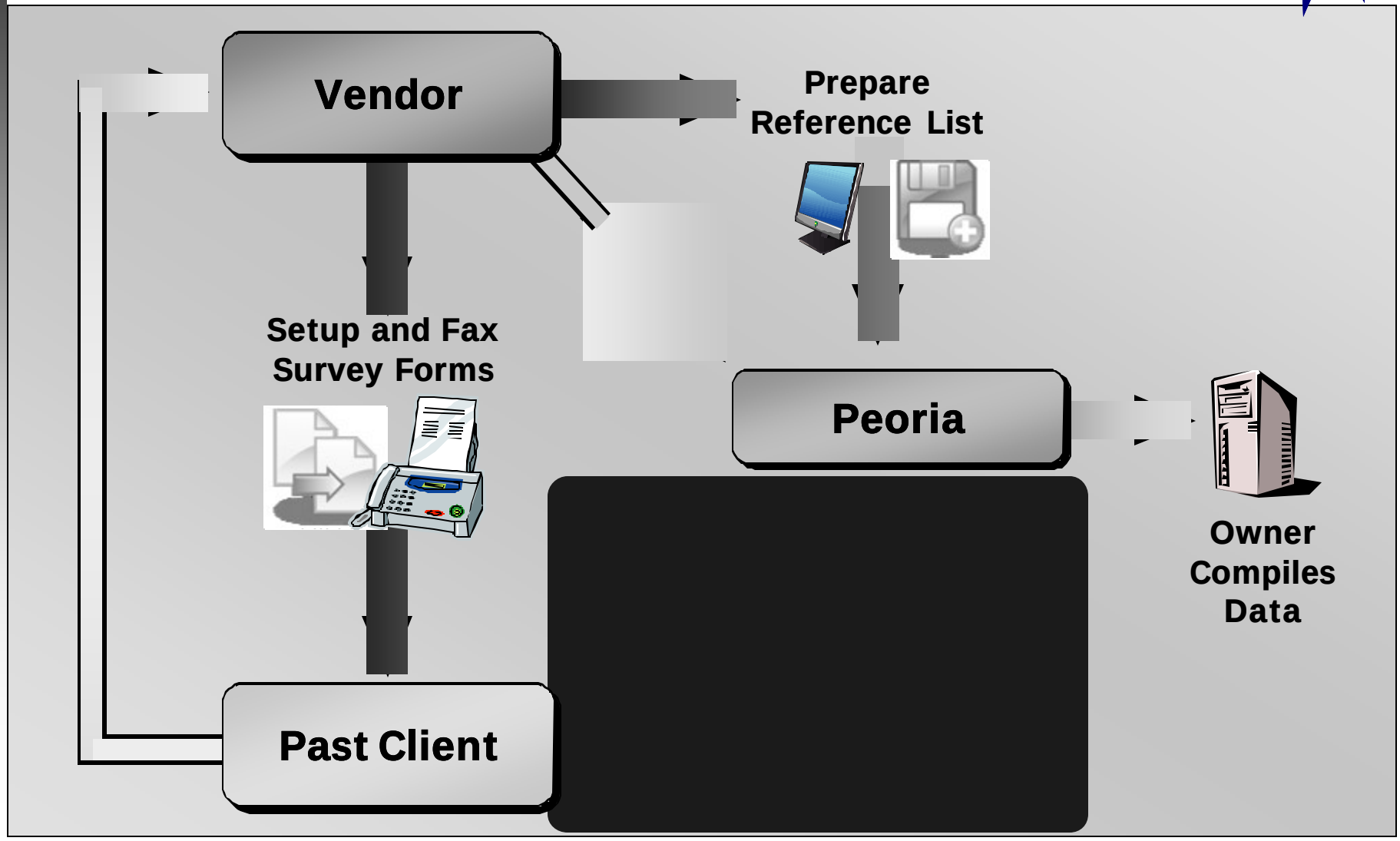
- Step 1 – Past Performance Information
- Step 2 – Submittal Documents
- Step 3 – Interview List
- Step 4 – Analysis of Data
- Step 5 – Pre Planning Phase
- Step 6 – Award
- Step 7 – Weekly Monitoring and Final Close Out Rating

PPI Process Modification

Previous PPI Process

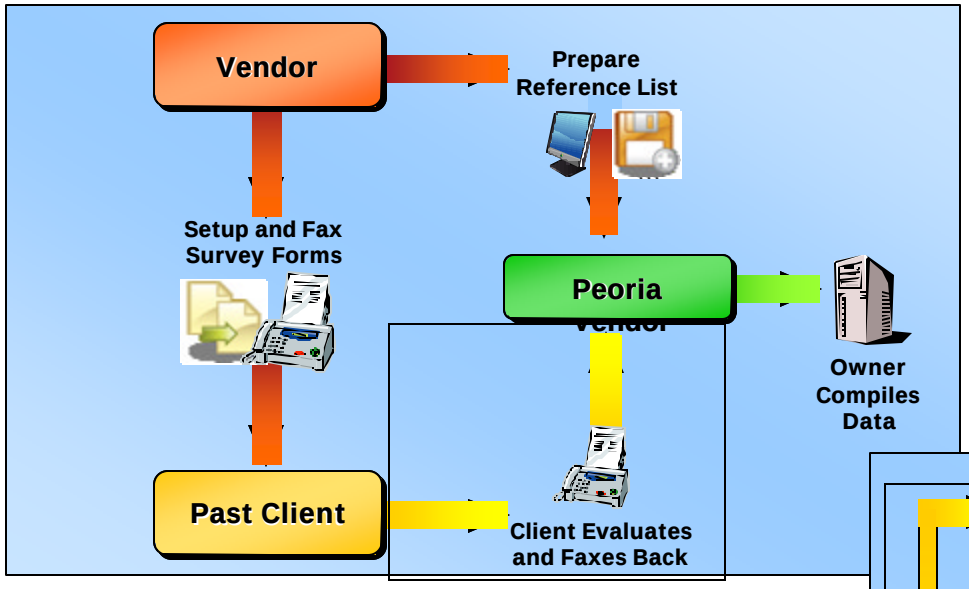


New PPI Process

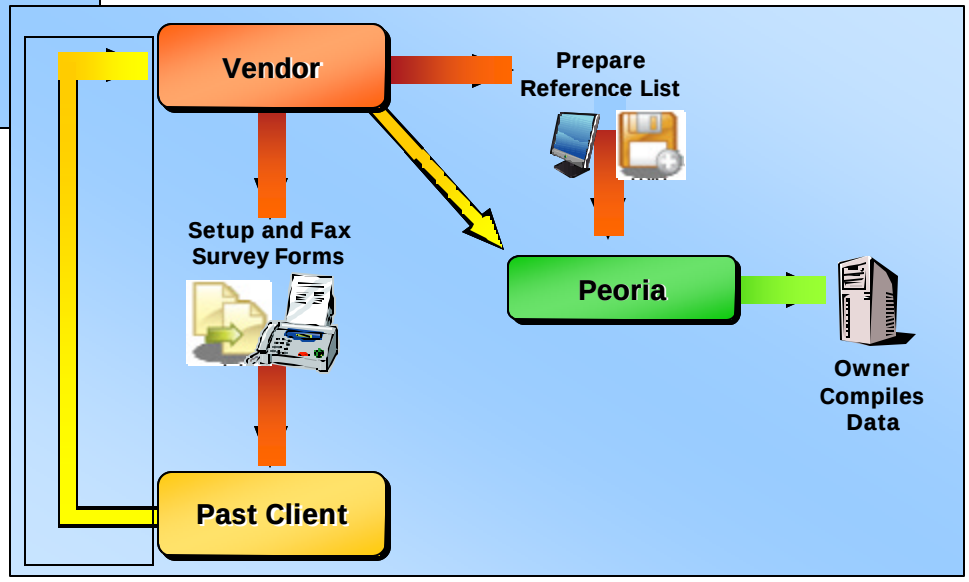


Comparison

OLD PROCESS



NEW PROCESS



Past Performance Information

- PPI will be collected on all vendors and their critical team components.
- Once the PPI is collected, it is stored in a database.
- The data collection is a one-time process (the vendor can reuse the PPI on future projects).
- Notes:
  - Additional completed projects can be added
  - Additional team members may be requested

Past Performance Information

- Past Performance Information will be collected on:
- P10-0010 (Design)
  - The Design Firm
  - The Lead Architect (Individual)
  - The Lead Interior Designer (Individual)
  - The LEED Project Coordinator(Individual)
  - The Mechanical Engineer (Individual)
  - The Electrical Engineer (Individual)

- P10-0011 (CMAR)
  - CM@Risk Contractor
  - Pre Construction Manager (individual)
  - Construction Project Manager (individual)
  - Site Superintendent (individual)
  - Estimator (individual)

Past Performance Information

- The performance of ALL components will impact the overall value of the proposal.
- The team components may not be changed/modified after the proposal is submitted.

The Reference List

Attachment 4 - Reference List and Company Profile (Construction).xls

	A	B	C	D	E	F	G	H	I
1	CODE	FIRST NAME	LAST NAME	PHONE NUMBER	FAX NUMBER	CLIENT NAME	PROJECT NAME	DATE COMPLETED [MM/DD/YYYY]	COST OF PROJECT
2	1	Kyle	Smith	458-963-8562	458-963-8563	City of Mesa	Mesa Park	5/15/2000	$36,589
3	2	George	Johnson	549-785-9654	549-785-9655	City of Mesa	Police Building 3	6/8/1999	$452,389
4	3	Phil	McGill	458-965-7852	458-965-7853	City of Mesa	Cafeteria #1	7/6/1980	$12,648
5	4	Jake	McReaken	136-621-1264	136-621-1265	ABB Warehouse	Warehouse renovation	6/2/1995	$154,893
6	5	Bob	Hardy	658-965-8965	658-965-8966	ADOT	Stapley Road Overpass	1/5/2002	$15,648
7	6	Mitchell	Adams	458-965-8523	458-965-8524	City of Gilbert	Road Renovation	5/4/2003	$4,865,923
8	7	Bill	Robinson	486-965-8523	486-965-8523	City of Phoenix	Street Light Installation	7/2/1990	$456,876
9	8	John	Grecko	486-965-8563	486-965-8563	ACG Buildings	Building 456 renovation	8/2/2003	$159,764
10									
11									

Profile | Reference List

- Only submit best past projects (Call ahead of time to make sure clients are satisfied)
- All projects must be from completed construction projects (no ongoing or substantially completed projects)
- Projects do not have to be similar to the current project

Number of Surveys

- The minimum number of past projects that will be given weighted credit for is 1 for each area.

- The maximum number of past projects that will be given weighted credit for is 25 for the firm and 10 for each individual.

Reference Information

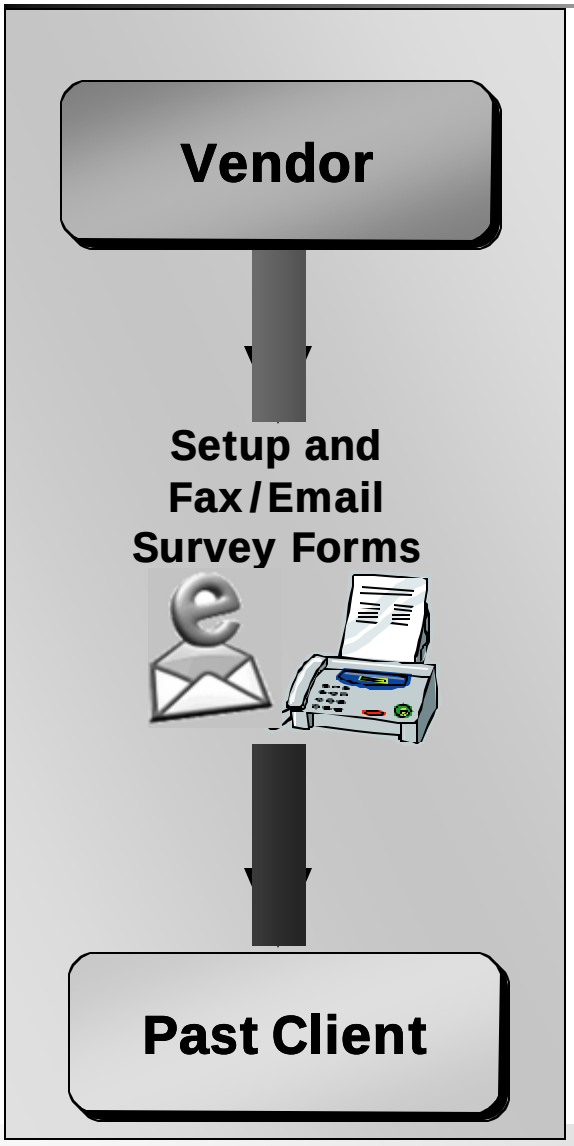
- The reference list must contain <u>different projects</u> (you cannot have multiple people evaluating the same job).

	A	B	C	D	E	F	G	H	I
1	CODE	NAME	PHONE	FAX	USER NAME	PROJECT	DATE	Cost	Type
2	1	Oscar Ortiz	555-555-6323	555-555-6323	Phoenix College	Buisness Wing C	2004	$ 150,000	DB
3	2	Tim Allen	555-555-2315	555-555-2315	Phoenix College	Buisness Wing C	2004	$ 150,000	DB
4	3	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Buisness Wing C	2004	$ 150,000	DB
5	4	Beth Everett	555-555-5412	555-555-5412	ABB Warehouse	Warehouse	2000	$ 6,500,000	DBB
6	5	Sue Anderson	555-555-3874	555-555-3874	ADOT	Loop 101 (89th Ave)	2004	$ 200,000	DBB

- You may submit multiple jobs for the same past client (must be different projects).

	A	B	C	D	E	F	G	H	I
1	CODE	NAME	PHONE	FAX	USER NAME	PROJECT	DATE	Cost	Type
2	1	Oscar Ortiz	555-555-6323	555-555-6323	LASD	Dorm Rooms	2003	$ 5,000,000	DB
3	2	Tim Allen	555-555-2315	555-555-2315	DISD	Lincoln High Renovation	2004	$ 700,000	DBB
4	3	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Caffeteria	1999	$ 40,000	DB
5	4	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Warehouse	2001	$ 7,000,000	DBB
6	5	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Admin Building	2004	$ 20,000	DB
7	6	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Engineering Wing	2004	$ 50,000	DB
8	7	Joe Smith	555-555-5656	555-555-8999	Phoenix College	Buisness Wing C	2004	$ 150,000	DB
9	8	Beth Everett	555-555-5412	555-555-5412	ABB Warehouse	Warehouse	2000	$ 6,500,000	DBB
10	9	Sue Anderson	555-555-3874	555-555-3874	ADOT	Loop 101 (89th Ave)	2004	$ 200,000	DBB

PPI / Data Collection Process



- Each team component is responsible for sending out a survey questionnaire to each reference.
- It is the vendor's responsibility to contact each reference to make sure that they complete the survey and return the form back to the vendor prior to the submittal deadline.

Survey Must Match Reference List

File Edit View Insert Format Tools Data Window Help

Save As... Paste Special... 100%

Arial 10

A4 = 23

	A	B	C	D	E	F	G	H
1	Code	Contact	Phone	Fax	Client	Project Name	Date	Cost
2	1	Rob Jones	555-555-8965	555-555-8965	Arcadia University	Recreational Field	5/2000	$200,000
3	2	Tim Kline	555-555-5654	555-555-5654	Micro Chips	Outdoor park	4/1995	$ 25,000
4								
5								

Survey Questionnaire

Survey ID **23**

To: **Judy Smith**
(Name of person completing survey)

Phone: **555-555-5646** Fax: **555-555-8979**

Subject: Past Performance Survey of: **ABC Design-Builders**
(Name of Company)

Example Survey
(Firm and Individuals)

Survey Questionnaire
(Construction Services)

		Survey ID	3
To:	Phil McGill		
	(Name of person completing survey)		
Phone:	458-965-7852	Fax:	458-965-7853

Subject: Past Performance Survey of:	ABC Contractors
	(Name of Company)
	Mark McGraw (PM), Pam Hamilton (SS)
	(Name of Individuals)

A Client is implementing a process that collects past performance information on firms and their key personnel. The information will be used to assist the client in the selection of firms to perform various projects. The firm/individual listed above has listed you as a client for which they have previously performed work on. We would appreciate your taking the time to complete this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

Client Name:	City of Mesa
Project Name:	Cafeteria #1
Project Completion Date:	7/6/1980

NO	CRITERIA	UNIT	
1	Ability to manage the project cost (minimize change orders)	(1-10)	
2	Ability to maintain project schedule (complete on-time or early)	(1-10)	
3	Quality of workmanship	(1-10)	
4	Professionalism and ability to manage (includes responses and prompt		

Use The Correct Survey

Survey Questionnaire
(Construction Services)

		Su ID	3
To:	Phil McGill		
	(Name of person completing survey)		
Phone:	45 65-7852	Fax:	458-965-7853

Subject:	Past Performance Survey of:	ABC Contractors

Contractors need to use the Construction Services survey questionnaire and Designers need to use the Design Services survey questionnaire in order to receive credit.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

Client Name:	City of Mesa
Project Name:	Cafeteria #1
Project Completion Date:	7/6/1980

NO	CRITERIA	UNIT	
1	Ability to manage the project cost (minimize change orders)	(1-10)	
2	Ability to maintain project schedule (complete on-time or early)	(1-10)	
3	Quality of workmanship	(1-10)	
4	Professionalism and ability to manage (includes responses and prompt		

Use The Correct Survey

City of Peoria
Survey Questionnaire
(Design Services)

		de	103
To:	Jodie Larson	Phone:	555-555-1234
		Fax:	555-555-4321

Subject: Past Performance Survey of: **ABC Design**

Designers need to use the Design Services survey questionnaire and Contractors need to use the Construction Services survey questionnaire in order to receive credit.

in procuring/awarding projects based on value. The firm/individual listed above has listed you as a reference for a past project they have completed. We would greatly appreciate it if you would take a few moments to complete this survey.

Rate each of the criteria on a scale of 1 to 10, with 10 representing that you were very satisfied (and would hire the firm/individual again) and 1 representing that you were very unsatisfied (and would never hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, please leave it blank.

Client Name:	**Edna Reality**	Date Completed:	**11/7/03**
Project	**Office Building Improvements**		

NO	CRITERIA	UNIT	RATING
1	Ability to meet customer expectations	(1-10)	

Don’t Forget to Add Your Fax Number#

Printed Name (of Evaluator)	Signature (of Evaluator)

Thank you for your time and effort in assisting the City of Peoria in this important endeavor.
Please fax the completed survey to: Fax # (XXX) XXX-XXXX

STATEMENT OF INTEREST AND QUALIFICATIONS

Solicitation Number: P09-0000

Materials Management
Procurement
8314 West Cinnabar Street
Peoria, Arizona 85345-6560
Phone: (623) 773-7115
Fax: (623) 773-7118

Past Performance Questionnaire
(Construction Services)

Code

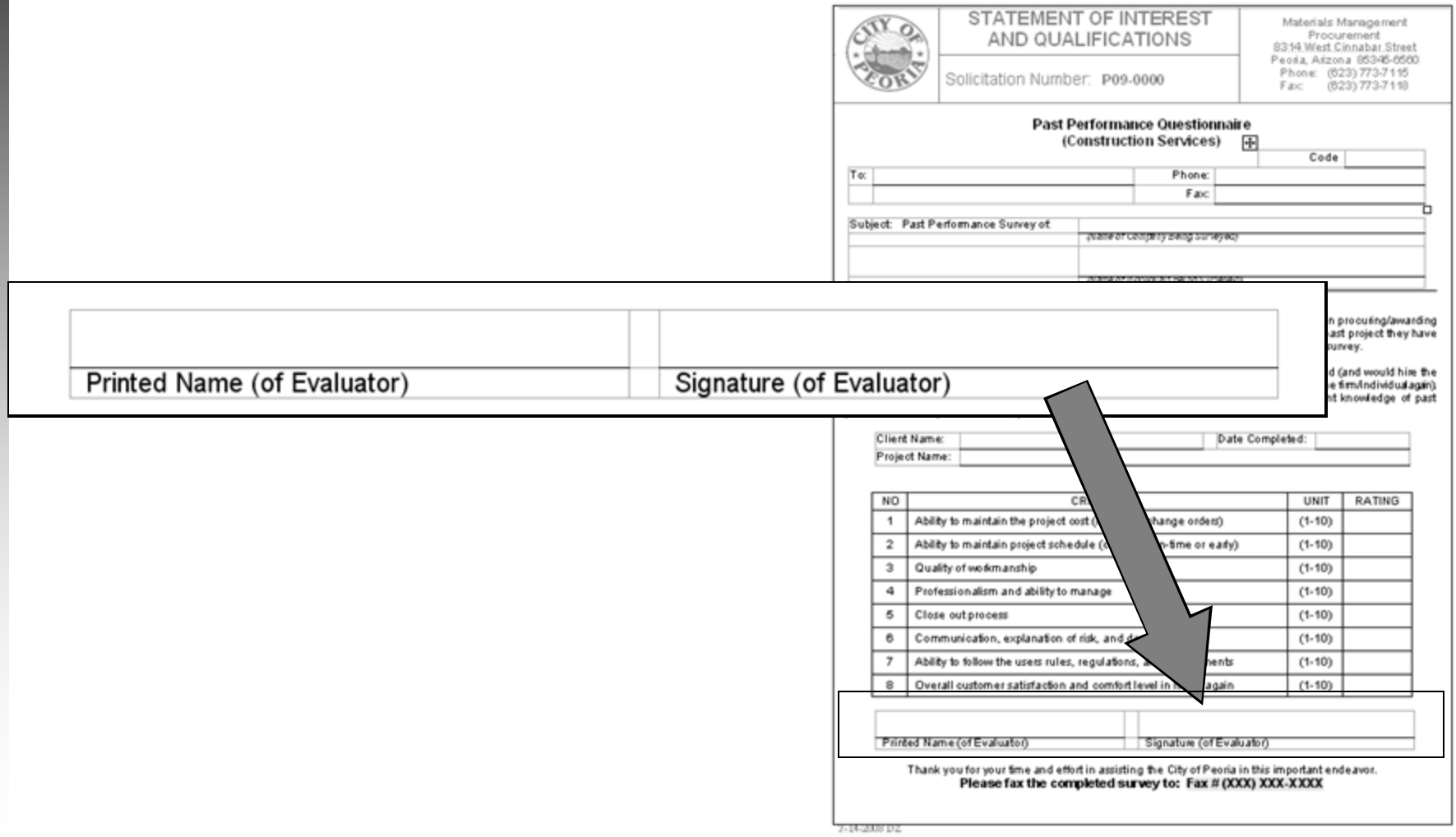
To: Phone:
Fax:

NO		UNIT	RATING
1	Ability to maintain the project	(1-10)	
2	Ability to maintain project sche	(1-10)	
3	Quality of workmanship	(1-10)	
4	Professionalism and ability to mana	(1-10)	
5	Close out process	(1-10)	
6	Communication, explanation of risk, an	(1-10)	
7	Ability to follow the users rules, regulation	(1-10)	
8	Overall customer satisfaction and comfort l	(1-10)	

Printed Name (of Evaluator) | Signature (of Evaluator)

Thank you for your time and effort in assisting the City of Peoria in this important endeavor.
Please fax the completed survey to: Fax # (XXX) XXX-XXXX

All Surveys Must Be Signed!



STATEMENT OF INTEREST AND QUALIFICATIONS

Solicitation Number: P09-0000

Materials Management
Procurement
8314 West Cinnabar Street
Peoria, Arizona 85345-6560
Phone: (623) 773-7115
Fax: (623) 773-7119

Past Performance Questionnaire
(Construction Services)

Code

To: Phone:
Fax:

Subject: Past Performance Survey of:

Printed Name (of Evaluator) | Signature (of Evaluator)

Client Name: Date Completed:
Project Name:

NO	CR	UNIT	RATING
1	Ability to maintain the project cost (hange orders)	(1-10)	
2	Ability to maintain project schedule (-time or early)	(1-10)	
3	Quality of workmanship	(1-10)	
4	Professionalism and ability to manage	(1-10)	
5	Close out process	(1-10)	
6	Communication, explanation of risk, and	(1-10)	
7	Ability to follow the users rules, regulations, ents	(1-10)	
8	Overall customer satisfaction and comfort level in again	(1-10)	

Printed Name (of Evaluator) | Signature (of Evaluator)

Thank you for your time and effort in assisting the City of Peoria in this important endeavor.
Please fax the completed survey to: Fax # (XXX) XXX-XXXX

Calculating the Overall Score

hire the firm/individual again). Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge of past performance in a particular area, leave it blank.

Client Name:	**AU University**
Project Name:	**Business Remodeling A Wing**

NO	CRITERIA	UNIT	
1	Ability to manage the project cost (minimize change orders)	(1-10)	8
2	Ability to maintain project schedule (complete on time or early)	(1-10)	10
3	Quality of workmanship	(1-10)	9
			9
			10
			9
			10
			9

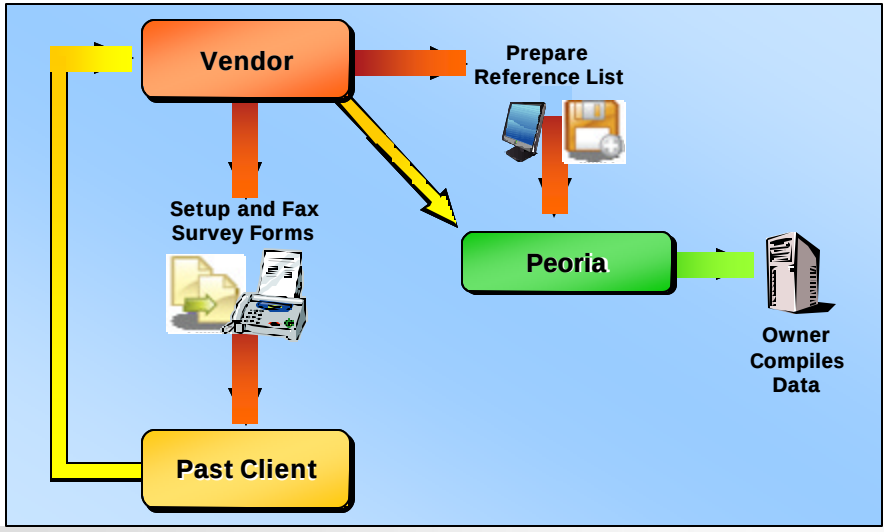
B18 fx

A	B	C	D	E	F	G	H	I	J	K	L	M
NO	**CRITERIA**		**1**	**2**	**4**	**5**	**6**	**7**	**13**	**17**	**18**	**20**
1	Ability to manage the project cost		10	10	9	10	8	9	9	10	10	10
2	Ability to maintain project schedule		10	10	9	10	10	7	9	10	10	8
3	Quality of workmanship		10	9	9	10	9	7	8	10	10	8
4	Professionalism and ability to manage		10	10	9	10	9	9	9		9	10
5	Close out process		10	9	8	10	10	6	7	8	8	8
6	Communication, explanation of risk, and documentation		10	9	8	10	9	9	9	10	8	10
7	Ability to follow the users rules, regulations and requirements		10	10	8	10	10	10	9	10	10	10
8	Overall customer satisfaction		10	10	10	10	9	8	9	10	9	9
10	Total number of different jobs		1	1	1	1	1	1	1	1	1	1
11	Total number of different customers		1	1	0	1	1	1	1	1	1	1

ecified in the
fort in assisting

Vendor/Individual Options

- Option 1: The firm or individual has no existing PPI and wishes to establish a performance line.
- Option 2: Keep existing PPI database and use without modification.
- Option 3: Keep existing PPI database, but add additional surveys to increase scores and responses.
- Option 4: The firm or individual can permanently delete existing database and start over.



Best Value Process

- Step 1 – Past Performance Information
- Step 2 – Submittal Documents
- Step 3 – Interview List
- Step 4 – Analysis of Data
- Step 5 – Pre Planning Phase
- Step 6 – Award
- Step 7 – Weekly Monitoring and Final Close Out Rating

Submittal Documents

- Attachment A – Proposal Form (1-page)
- Attachment B – Past Performance Information Form (1-page)
- Attachment C – Project Assessment Plan (3 to 4-pages for design) (4 to 5-pages for construction)

Attachment A
Proposal Form

STATEMENT OF INTEREST AND QUALIFICATIONS

Solicitation Number: P09-0000

Materials Management
Procurement
8314 West Cinnabar Street
Peoria, Arizona 85345-6560
Phone: (623) 773-7115
Fax: (623) 773-7118

ATTACHMENT A
PROPOSAL FORM

One original Proposal Form must be completed and sent to the City of Peoria. Please staple this to the original Past Performance Information form (Attachment B) and Project Assessment Plan (Attachment C).

Project Team

Name of CMAR Firm: _____

Name of Project Manager (individual): _____

Name of Site Superintendent (individual): _____

Name of Estimator (individual): _____

Name of Pre Construction Manager (individual): _____

Schedule

Project Duration (NTP-Final Payment):
Note: This date should include the total time from the Notice To Proceed to final project payment, including time to obtain permits, long lead items, complete punch list items, issue warranties, commissioning, and final payment, etc) _____ (Calendar Days)

Bonding

Individual project bonding capacity: $ _____

Total bonding capacity: $ _____

Amount of bonded contracts currently in process: $ _____

PPI Requirement

By signing the document below, the firm certifies that it has read the requirements of the PPI process and certifies that there is no collusion of any PPI data for the firm or the individuals listed above.

Name of Company _____

Printed Name of Firm Representative _____ Signature of Firm Representative _____

Phone _____ Fax _____ Date _____

Email _____

NEW

Attachment B
Past Performance Information Form

STATEMENT OF INTEREST AND QUALIFICATIONS

Solicitation Number: P09-0000

Materials Management
Procurement
8314 West Cinnabar Street
Peoria, Arizona 85345-6560
Phone: (623) 773-7115
Fax: (623) 773-7118

ATTACHMENT B
PAST PERFORMANCE INFORMATION FORM

Overview
Each critical team component is required
Appendix 1). Please complete this form an
select from one of the four options below.

PPI Option 1: The firm or individ
modifications.

PPI Option 2: The firm or individ
surveys as outline
database.

PPI Option 3: The firm or individ
new database. Th
document. The firm
process at the Cit
count 50% on any

PPI Option 4: The firm or individ
line.

PPI Option (You must select one option for each team member)

	Option 1	Option 2	Option 3	Option 4
Name of CMAR Firm:	☐	☐	☐	☐
Name of Project Manager (individual):	☐	☐	☐	☐
Name of Site Superintendent (individual):	☐	☐	☐	☐
Name of Estimator (individual):	☐	☐	☐	☐
Name of Pre Construction Manager (individual):	☐	☐	☐	☐

Project Team (The project team members listed below must match the members listed in Attachment A)

Name of CMAR Firm: _____
Name of Project Manager (individual): _____
Name of Site Superintendent (individual): _____
Name of Estimator (individual): _____
Name of Pre Construction Manager (individual): _____

PPI Option (You must select one option for each team member)

	Option 1	Option 2	Option 3	Option 4
Name of CMAR Firm:	☐	☐	☐	☐
Name of Project Manager (individual):	☐	☐	☐	☐
Name of Site Superintendent (individual):	☐	☐	☐	☐
Name of Estimator (individual):	☐	☐	☐	☐
Name of Pre Construction Manager (individual):	☐	☐	☐	☐

NEW

Attachment C
Project Assessment Plan (Design)

STATEMENT OF INTEREST AND QUALIFICATIONS

Solicitation Number: P09-0000

Materials Management
Procurement
8314 West Cinnabar Street
Peoria, Arizona 85345-6560
Phone: (623) 773-7115
Fax: (623) 773-7119

PROJECT ASSESSMENT PLAN TEMPLATE

This template must be used.

SECTION 1 – MAJOR RISKS AND SOLUTIONS

You may add/delete additional rows, but do not exceed page limit. (Section 1 & 2 cannot exceed 2 pag

Risk 1:
Solution:

Risk 2:
Solution:

Risk 3:
Solution:

Risk 4:
Solution:

Risk 5:
Solution:

Risk 6:
Solution:

Risk 7:
Solution:

Risk 8:
Solution:

Risk 9:
Solution:

Risk 10:
Solution:

7-14-2008 D-2

STATEMENT OF INTEREST AND QUALIFICATIONS

Solicitation Number: P09-0000

Materials Management
Procurement
8314 West Cinnabar Street
Peoria, Arizona 85345-6560
Phone: (623) 773-7115
Fax: (623) 773-7119

PROJECT ASSESSMENT PLAN TEMPLATE

This template must be used.

SECTION 2 – VALUE ADDED OPTIONS

You may add/delete additional rows, but do not exceed page limit. (Section 1 & 2 cannot exceed 2 pages combined)

Item 1:
Impact: Cost (%) _____ Schedule (Days) _____

Item 2:
Impact: Cost (%) _____ Schedule (Days) _____

Item 3:
Impact: Cost (%) _____ Schedule (Days) _____

Item 4:
Impact: Cost (%) _____ Schedule (Days) _____

Item 5:
Impact: Cost (%) _____ Schedule (Days) _____

7-14-2008 D-2

NEW

Attachment C
Project Assessment Plan (CMAR)

STATEMENT OF INTEREST AND QUALIFICATIONS

Solicitation Number: P09-0000

Materials Management
Procurement
8314 West Cinnabar Street
Peoria, Arizona 85345-6560
Phone: (623) 773-7115
Fax: (623) 773-7119

PROJECT ASSESSMENT PLAN TEMPLATE
This template must be used.

SECTION 1 – MAJOR RISKS AND SOLUTIONS
You may add/delete additional rows, but do not exceed page limit. (Section 1 & 2 cannot exceed 2 pag

Risk 1:
Solution:

Risk 2:
Solution:

Risk 3:
Solution:

Risk 4:
Solution:

Risk 5:
Solution:

Risk 6:
Solution:

Risk 7:
Solution:

Risk 8:
Solution:

Risk 9:
Solution:

Risk 10:
Solution:

7-14-2008 D-2

STATEMENT OF INTEREST AND QUALIFICATIONS

Solicitation Number: P09-0000

Materials Management
Procurement
8314 West Cinnabar Street
Peoria, Arizona 85345-6560
Phone: (623) 773-7115
Fax: (623) 773-7119

PROJECT ASSESSMENT PLAN TEMPLATE
This template must be used.

SECTION 2 – VALUE ADDED OPTIONS
You may add/delete additional rows, but do not exceed page limit. (Section 1 & 2 cannot exceed 2 pages o

Item 1:
Impact: Cost (%) Schedule (Days)

Item 2:
Impact: Cost (%) Schedule (Days)

Item 3:
Impact: Cost (%) Schedule (Days)

Item 4:
Impact: Cost (%) Schedule (Days)

Item 5:
Impact: Cost (%) Schedule (Days)

7-14-2008 D-2

STATEMENT OF INTEREST AND QUALIFICATIONS

Solicitation Number: P09-0000

Materials Management
Procurement
8314 West Cinnabar Street
Peoria, Arizona 85345-6560
Phone: (623) 773-7115
Fax: (623) 773-7119

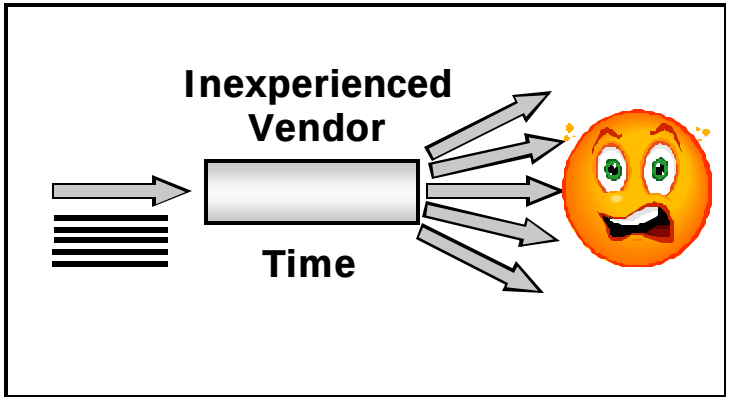
PROJECT ASSESSMENT PLAN TEMPLATE
This template must be used.

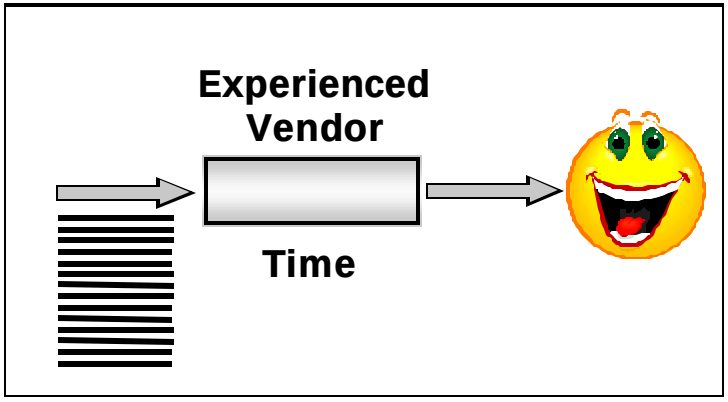
SECTION 3 – SUBCONTRACTOR SELECTION PLAN
You may add/delete additional rows, but do not exceed page limit (1-page maximum)

NEW

Project Assessment Plan

- The PA Plan provides the vendor with an opportunity to differentiate themselves from their competitors.
- The City of Peoria is looking to hire a vendor that can minimize the greatest amount of risk to the City.
- All vendors have a certain level of vision, but highly experienced vendors should have the greatest vision.





PA Plan Format

- The PA Plan must **NOT** have **ANY NAMES** (such as contractor names, personnel names, project names, product names, or company letterhead). The PA / VA Plans will be evaluated “blind” in order to minimize any bias.
- **Design** -The PA Plan must NOT exceed 4 pages (2 pages for Risks and Value Added / 1-2 pages for Project Duration Schedule)
- **CMAR** - The PA Plan must NOT exceed 5 pages (2 pages for Risks and Value Added / 1 page for Subcontractor Selection Plan / 1-2 pages for Project Duration Schedule)
- The PA Plan template must be used (vendors cannot modify the template) (i.e. do not change font size, font color, add graphics, etc)
- Do not include brochures or marketing information!
- No graphics or pictures allowed.

PA Plan - Section 1
Major Risks and Solutions (Both)

- Section 1 of the PA Plan is used to identify potential risks that may be encountered on the project.

- Risk is anything that impacts time, money, quality, or satisfaction. Risks can include things that you control and things that you do not control.

- The vendor should clearly address the following items:
  - Identify the major risks that are unique to this project
  - Explain why the risk is a risk
  - Address how the risk impacts time, money or satisfaction
  - Identify solutions to avoid / minimize the risk

- The risk/solution should be non-technical and contain no marketing

Things to Avoid

- **Marketing data:**
  - *Our company is known worldwide as a leader in quality construction.*
  - *We will use our long history to make sure the project is a success.*
  - *We will use state-of-the-art process to make it a success.*

- **Technical data:**
  - *The roofing system we propose has 200% elongation and 600psi tensile strength.*
  - *The product will pass the ASTM-568a test.*
  - *A 50-year system will reduce water by 17,500 gallons per foot.*

- **Transferring risk back to client:**
  - *We will work with the owner to resolve issues*
  - *We will have team meetings / partnering meeting with the owner*

- **General risks and/or general solutions:**
  - *Safety and security is the biggest risk*
  - *We will plan ahead to coordinate activities*
  - *We will plan ahead to get permits*
  - *We will order material early in the project*

Example of Risk

Risk: Concrete Escalation

- **RA Plan 1**
  - The owner can be assured all risks associated with material escalations will be eliminated because we offer the benefit of an experienced project team that includes the most detailed, prequalified and extensive list of subcontractors and suppliers, from around the world.

NO MARKETING INFORMATION

- **RA Plan 2**
  - The cost of concrete has been rising drastically. Since this project requires a substantial amount of concrete, cost is a risk. To minimize this risk, we have secured and signed a contract with a local concrete manufacturer to prevent any increase in cost during the duration of this project.

Example of Risk
Risk: Noise from Demolition

- **<u>RAVA Plan 1</u>**
  - We will work with the user to minimize the impact of noise from demolition.

- **<u>RAVA Plan 2</u>**
  - We have planned to demolition during off hours and weekends. This will have a slight impact on our cost (less than 1%), but we feel the impact to customer satisfaction justifies this. We will also install rubber sheets on the floors to diminish noise and vibrations. Both solutions can be done within your budget.

Example Risk: There is a lack of overall physical and visual access to the park site, this can create an unsafe environment.

- Solution 1- Create a design theme that will physically and visually enhance access through signage and imagery

- Solution 2- The park site is currently walled off at 93rd Drive. By

Solution 2 shows the vendors ability to think like the owner and identify potential issues that can be minimized during the design stage. There was the risk that the city could be creating a park that would attract illicit behavior. Solution 2 stated how these problems would be minimized

Example of Solutions
Risk: Getting water to the site

- **RAVA Plan 1**
  - Coordination with [water company] is critical. We will coordinate and plan with [water company] as soon as the award is made to make sure that we get water to the site to irrigate the fields.

- **RAVA Plan 2**
  - We will coordinate and schedule the water with [water company]. However, based on past experience there is a high risk they will not meet the schedule. We will have temporary waterlines setup and ready to connect to the nearby fire hydrant to irrigate until [water company] is ready. We will also have water trucks on-site if there is problems with connecting the lines. Both solutions can be done within your budget.

Evaluating Risks
"Quality" vs "Quantity"

Major Risk Items

Risk 1:	Disruption of library staff
Solution:	We can identify the shelves we will be working on in advance
Risk 2:	A 2950 lumen lamp is not as bright as a 3150
Solution:	We will use a 3150 lamp
Risk 3:	The existing ballasts are hazardous materials
Solution:	We can dispose of them
Risk 4:	The existing lamps are hazardous materials
Solution:	We can dispose of them

Major Risk Items

Risk 1:	There are sprinkler pipes and heads only 12" above the light fixtures we will be retrofitting. If a head gets hit with a ladder, conduit, or lamp, it is possible that the sprinkler could go off and damage the books on the shelves.
Solution:	We have contacted a sprinkler contractor that will provide us with plastic sprinkler head guards. We will install these guards in the areas we will be working in.

Do Not Write An Essay!

404 Permitting Can Impact the Cost and Schedule

- The Phase 1 design will include contacting the Master Planned Community developer/engineer to determine if the WTP site was included in there Master Planned Community 404 delineation and permit. If the WTP site wash was delineated as Waters of the U.S. and is not an allowable disturbance under the Master Planned Community permit, the site will be designed to the 404 wash limits. If the WTP sit was not included in the Master Planned Community 404 delineation, a separate WTP site delineation will be prepared and submitted to the U.S. Army Corps for review. If the WTP delineation results in the wash determined as Waters of the U.S. a Nation Wide Permit 39-Commercial and Intuitional developments is applicable. The site plan layout will account for design constraints under the NWP39 requirements. This case may result in recoverable site area by designing storm drain facilities to convey the wash (or portion of the wash) bisecting the site. If the WTP site wash is not documented as Waters of the U.S. the 404 wash disturbance requirements will not apply. This case may result in recoverable site area by designing storm drain facilities to convey the wash bisecting the site.

PA Plan - Section 2
Value Added Options (Both)

- Section 2 of the PA Plan is used to identify potential Value Added Options that the Vendor feels may apply to this project.

- Value Added Options may:
  - Increase/Decrease cost
  - Increase/Decrease project duration
  - Increase/Decrease quality
  - Increase/Decrease customer satisfaction
  - Increase/Decrease maintenance

- All Value Added Options must clearly address why the item adds value to the client, or why it should be considered.

- The City will accept/reject VAO prior to award

Value Added Options

Must Explain Why It Adds Value

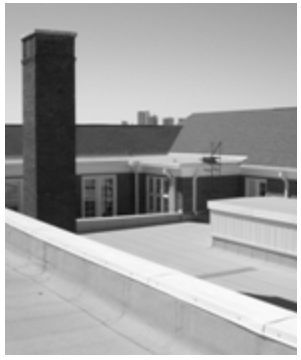
- *Deduct 10% if you substitute the T-2 system for the T-3. The T-2 system is 5% less brighter.*

- *If we change the adhered EPDM to 2-ply peel and stick, it would raise our cost by 25%. This is a new system and as far as I know has not been installed in Minneapolis. This would be an experimental roof, and we would not want our reputation damaged if problems arise.*

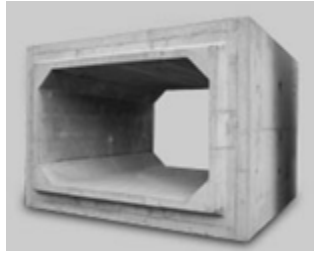
- *Perform storm drain work to allow roadway to remain open. Reduce traffic to one lane each way or reduce to single lane with flagman. Slows production for work one lane at a time. Increase schedule by 25 days and 1% cost savings*

Value Added Options
Must Explain Why It Adds Value

- *The building requires three different types of roofing systems (asphalt, shingles, and single-ply). For an additional 5%, we can use one high-performing manufacturer to provide and warranty all three systems. There is no additional impact to schedule, but the Client will have one company providing the warranty on the entire building.*

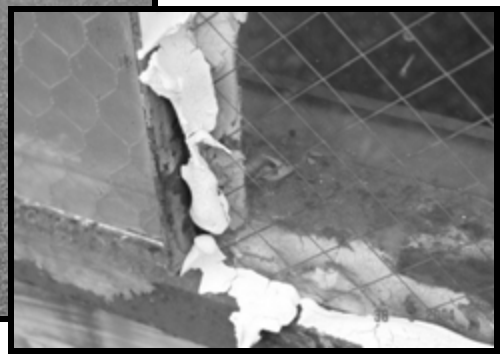


- *The current design calls for a substantial number of cast-in-place box culverts. This requires us to create forms (which may be difficult in specific locations), and then we will have to wait for the concrete to cure. If we can use pre-cast culverts we can save approximately 10% and reduce overall schedule by 5%. Pre-cast culverts can be made to the same requirements as the cast-in-place culverts.*



Value Added Options

Must Explain Why It Adds Value



- Reroofing this building will not stop all water leaks. The majority of the leaks are caused by cracks in the parapet walls, broken/missing glass, and poor caulking. For an additional $20K and 3 weeks in schedule we can replace and repair all of these items.

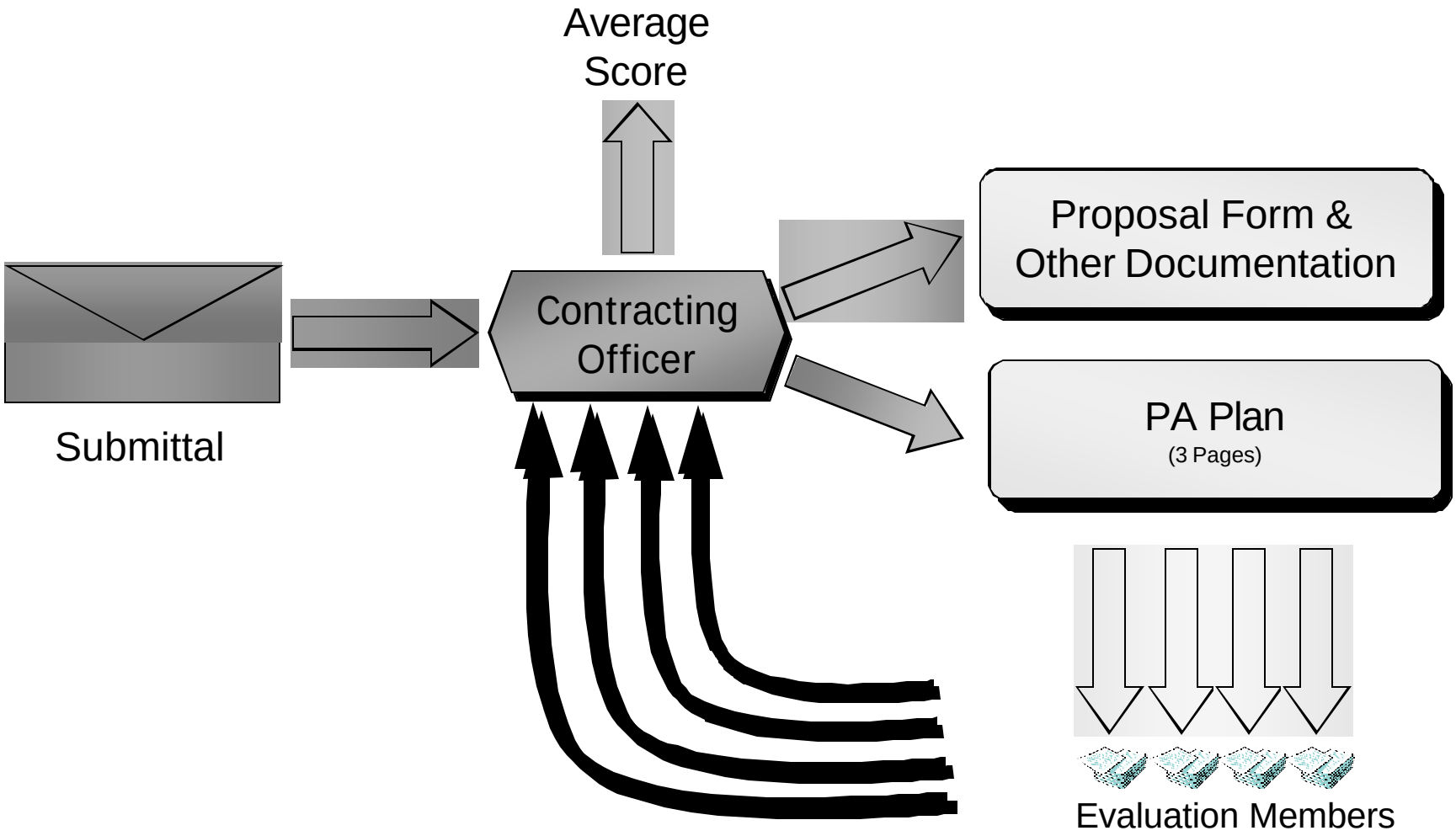
PA Plan - Section 3
Subcontractor Selection Plan (CMAR only)

- 1-page Subcontractor Pre-Qualification plan describing your subcontractor pre-qualification process as required per ARS 34-603
- The document shall NOT contain any names or information that can be used to identify who the Vendor is.
- Try to differentiate yourself from the competitors
- Avoid marketing or common statements
  - *We have a list of best vendors*
  - *We will review the subcontractors experience*
  - *We will select the best-value / best price*
  - *We will prequalify subcontractors*

Project Duration Schedule - Section 4 Subcontractor Selection Plan (Both)

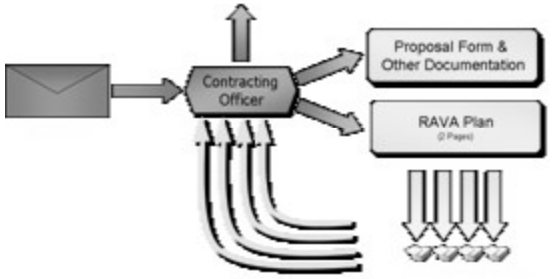
- 1-2 page Project Duration Schedule
  - (Design) Provide a Gantt style project duration schedule for design only that address the traditional design phases of program validation, SD, DD, and CDs as well as City of Peoria permitting, GMP preparation, and Council Approval(s). Firms should assume a design start date of February 1, 2010.
  - (CMAR) Provide a detailed Gantt style Project Schedule, which clearly conveys milestones, preconstruction activities, permitting processes, City approval process, construction and project close-out (assume a pre-construction services phase Award date of February 1, 2009) (1-2 pages, 8.5 X 11 only).
- The document shall NOT contain any names or information that can be used to identify who the Vendor is.
- All submittals including the project schedule must be 8 ½ X 11 black ink only, no graphics or pictures.

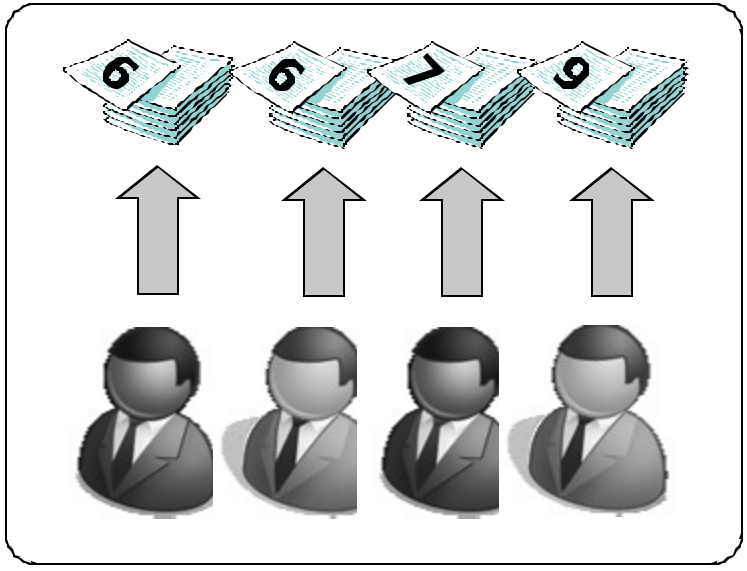
How The Submittal Process Works



Rating Process

- Evaluation committee shall not receive any PPI or proposal information
- Evaluation Committee shall only receive coded PA Plans
- Evaluation Committee will rate the plans individually (not a group rating)
- Plans will be rated comparatively based on one another (no preset criteria)





Example Rating Sheet

Project Assessment Plan Rating Sheet

<< PROJECT >>

Instructions:

The risk assessment plan should not contain any names or products that may be used to identify who the contractor is.

Plans that contain any technical terms, any means and methods (unless it affects the performance in a significant manner), or any material technical descriptions should receive low ratings.

Criteria are rated on a scale of 1-10, with 10 being the best and 1 being the worst. All plans should start from an average (or 5 rating) and go up and down depending on the relative value. If a pla
aver
shou

NO	CRITERIA	Firm 1	Firm 2	Firm 3	Firm 4	Firm 5
1	**Risk Assessment Evaluation** (Ability to identify and minimize potential risk unique to this project)					
2	**Value Added Option Evaluation** (Ability to add value to the project in terms of time, money, or quality)					
3	**Subcontractor Selection Plan Evaluation** (Plan on selecting high performing subcontractors)					

By si
man
too.
othe

Name: _____ Date: _____

Signature: _____

PA Plan Summary

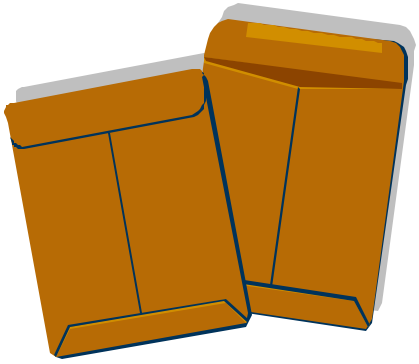
- The PA Plan is 4 pages maximum for Design
- The PA Plan is 5 pages maximum for CMAR
- The PA Plan must NOT contain any names.
- The PA Plan becomes part of the final contract.
- The PA Plan provides a high performing vendor an opportunity to prove their expertise & prove they are not a commodity.
- You <u>must</u> use the attached PA Plan Template
- The vendor should identify major risks to <u>this</u> project and unique solutions that minimize the risks. You are the expert...minimize risk (cost, time, quality)

SOQ Requirements

1. Attachment A – Proposal Form
   - (1 Page / Name okay)

2. Attachment B – Past Performance Information Form
   - (1 Page / Name okay)
   - If you are modifying your PPI, you must also follow the process in Appendix 1

3. Attachment C – Project Assessment Plan
   - Risks and Value Added (2 Pages / No Names!!!)
   - Subcontractor Plan (1 Page) - CMAR Only
   - Project Schedule (1-2 Pages)



Best Value Process

- Step 1 – Past Performance Information
- Step 2 – Submittal Documents
- Step 3 – Interview List
- Step 4 – Analysis of Data
- Step 5 – Pre Planning Phase
- Step 6 – Award
- Step 7 – Weekly Monitoring and Final Close Out Rating

Interview

- The City will interview all of the critical individuals proposed on this project (and may ask for additional individuals if necessary)
- The City will interview the individuals separately and as a group
- Generally, interview times should last 15 minutes per individual.
- A standard set of questions will be generated and asked to each individual. The City reserves the right to clarify any answers (or ask additional questions to clarify an answer). The City may request clarification of statements made in the vendors PA Plan.

Interview

- All proposed team members MUST be available for interview on the date specified in the solicitation. No substitutes or proxies will be allowed. Individuals who fail to attend the interview will not be given a score which may jeopardize the firm's competitiveness.

Best Value Process

- Step 1 – Past Performance Information
- Step 2 – Submittal Documents
- Step 3 – Interview List
- Step 4 – Analysis of Data
- Step 5 – Pre Planning Phase
- Step 6 – Award
- Step 7 – Weekly Monitoring and Final Close Out Rating

Criteria & Weights

- Pass/Fail = All requirements in proper format
- 45 Points = Interviews
- 35 Points = Project Assessment Plan
- 20 Points = PPI

Modeling

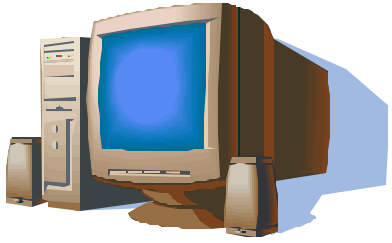
- The City will use a Linear Relationship Model (LRM) to assist them in analyzing and prioritizing the data.

- The LRM works by:
  - Identify the best score for a criteria
  - Divide each vendors score by the best score
  - Multiple by weighting factor

- Example:

	PA Plan Score	LRM Points
Vendor A	7.2	29.3
Vendor B	8.6	35.0
Vendor C	6.1	24.8

Best Score	8.6
Weight	35%



Prioritization

- The City will analyze all of the collected data and identify the potential best value.

NO	CRITERIA	FIRM A	FIRM B	FIRM C
1	Interview Rating	7.2	5.8	5.9
2	PA Plan Rating	7.7	7.9	5.6
3	Overall 1-10 Average	9.3	9.3	9.9
4	Overall Number of Surveys Average	11	11	9

NO	PAST PERFORMANCE ANALYSIS	FIRM A	FIRM B	FIRM C
1	CM@R Firm (#)	9.2	9.2	10
2	CM@R Firm (1-10)	25	25	21
3	Project Manager (1-10)	9.9	9.2	10
4	Project Manager (#)	6	10	10
5	Site Supervisor (1-10)	9.2	9.5	9.7
6	Site Supervisor (#)	8	10	4
7	Preconstruction Manager (1-10)	8.5	9.8	9.9
8	Preconstruction Manager (#)	7	4	6
9	Estimator (1-10)	9.7	8.8	9.8
10	Estimator (#)	8	4	4

Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

Step 5 – Pre Planning Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating

Technical vs Non-Technical

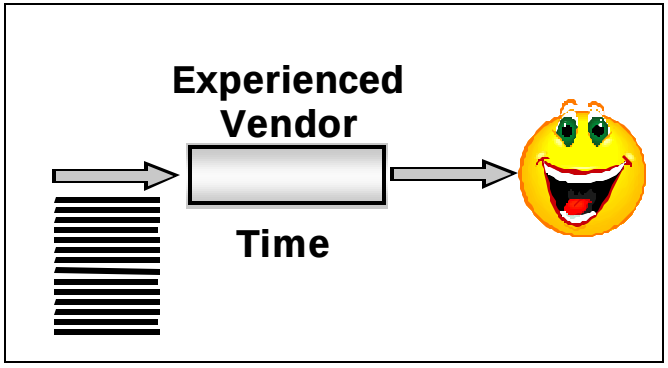
Step 1	– Past Performance Information	Non-Technical
Step 2	– Submittal Documents	Non-Technical
Step 3	– Shortlist	Non-Technical
Step 4	– Interview	Non-Technical
Step 5	– Analysis of Data	Non-Technical
Step 6	– Pre Planning Phase	Technical
Step 7	– Award	
Step 8	– Weekly Monitoring and Final Close Out Rating	

Pre Planning Phase

- Performed by only **1** firm (the potential best-value)

- The objective is for the firm to:
  - Preplan the project
  - Minimize risk before the project begins
  - List of all risks that the firm does not control, along with a plan to minimize the risk
  - List of all client actions / tasks that the firm requires from the client (name, due date)
  - Coordinate / preplan the project before the project begins

- The Client does not want to be surprised after award is made. If the Client is surprised, this will impact the firms final rating.



Pre Planning Stage

- Step 1: Pre Award Kick Off Meeting
  - Watch a detailed tutorial of Pre Award Phase
  - Review all vendor risks and City concerns
- Step 2: Pre Award Period
  - Preplan project
  - Coordinate
  - Minimize all risk
  - Identify risk that vendor does not control
- Step 3: Pre Award Final Meeting
  - Review the Pre Award Document
  - Not a Q&A meeting

Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

Step 5 – Pre Planning Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating

Contract Award

- Upon successful completion of Pre Award Phase, the City will proceed to issue an Award

- Final award requires Council Approval

Best Value Process

Step 1 – Past Performance Information

Step 2 – Submittal Documents

Step 3 – Interview List

Step 4 – Analysis of Data

Step 5 – Pre Planning Phase

Step 6 – Award

Step 7 – Weekly Monitoring and Final Close Out Rating

Weekly Reporting System

- Excel Spreadsheet that tracks only unforeseen risks on a project
- Client will setup and send to vendor once Award/NTP issued
- Vendor <u>must</u> submit the report every week (Friday).
- Vendors final project rating will be impacted by the accuracy and timely submittal of the WRS
- The report does not eliminate or replace any traditional weekly reports / progress meetings
- Report allows the vendor to track and document all client decisions or risks outside of the vendors control. The report also allows the City to document the performance of every project.

Final Rating

- After the project is complete, the client will evaluate the project.
- The Final Rating will be heavily impacted by:
  - Change orders
  - Project delays
  - Poor quality
  - Owner surprises
  - Complaints
  - Ability to accurately fill out and submit weekly repo

- Final rating will be used to modify each critical team components PPI score by 50%
- Projects that take longer than 1-year to complete, will get yearly reviews until project is complete.

50% Modification

NO	CRITERIA	Ven 2	Current Project	Ven 2
1	Ability to manage the project cost	9.8	5.0	7.4
2	Ability to maintain project schedule	9.8	5.0	7.4
3	Quality of workmanship	9.8	5.0	7.4
4	Professionalism	9.8	5.0	7.4
5	Close out process	9.7	5.0	7.4
6	Ability to communicate	9.8	5.0	7.4
7	Ability to follow the users rules	9.8	5.0	7.4
8	Overall customer satisfaction	9.8	5.0	7.4
9	Total number of different jobs	18		18
10	Total number of different customers	17		17

4	Professionalism	9.6	7.4	9.7	9.7
5	Close out process	9.3	7.4	9.5	9.5
6	Ability to communicate	9.4	7.4	9.4	9.5
7	Ability to follow the users rules	9.7	7.4	9.4	9.8
8	Overall customer satisfaction	9.9	7.4	9.7	9.8
9	Total number of different jobs	19	18	18	20
10	Total number of different customers	19	17	18	17

Summary of Process

Schedule – P10-0010 (Design)

■ Submittals Due	September 23, 2009
■ Notification of Shortlist	October 15, 2009
■ Interviews	October 23, 2009
■ Pre Award Meeting	December 4, 2009
■ Council Award	January 19, 2010

Schedule – P10-0011 (CMAR)

■ Submittals Due	September 24, 2009
■ Notification of Shortlist	October 29, 2009
■ Interviews	November 6, 2009
■ Pre Award Meeting	December 31, 2009
■ Council Award	January 19, 2010

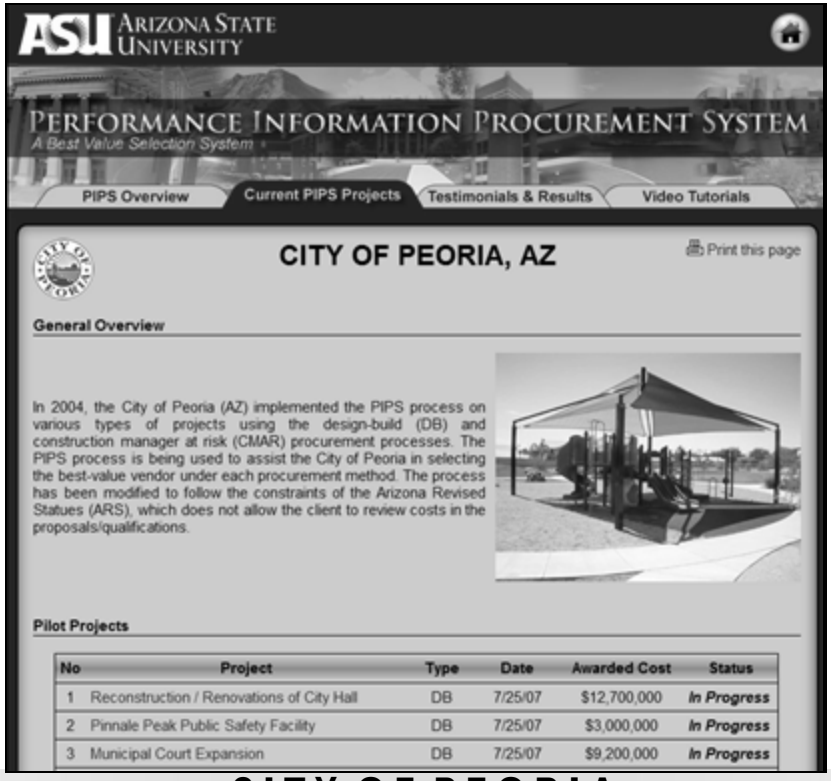
PIPS Website

W W W . P B S R G . C O M

Click on “PIPS”

Click on “City of Peoria”

Select “2009 Best Value Project List”



ASU Arizona State University

PERFORMANCE INFORMATION PROCUREMENT SYSTEM

A Best Value Selection System

PIPS Overview | Current PIPS Projects | Testimonials & Results | Video Tutorials

CITY OF PEORIA, AZ

Print this page

General Overview

In 2004, the City of Peoria (AZ) implemented the PIPS process on various types of projects using the design-build (DB) and construction manager at risk (CMAR) procurement processes. The PIPS process is being used to assist the City of Peoria in selecting the best-value vendor under each procurement method. The process has been modified to follow the constraints of the Arizona Revised Statues (ARS), which does not allow the client to review costs in the proposals/qualifications.

Pilot Projects

No	Project	Type	Date	Awarded Cost	Status
1	Reconstruction / Renovations of City Hall	DB	7/25/07	$12,700,000	*In Progress*
2	Pinnale Peak Public Safety Facility	DB	7/25/07	$3,000,000	*In Progress*
3	Municipal Court Expansion	DB	7/25/07	$9,200,000	*In Progress*

Comments / Questions

Athena Bonner

[athena.bonner@peoriaaz.gov]