REQUEST FOR QUALIFICATIONS

AQUIFER STORAGE AND RECOVERY (ASR) WELLS AND WATER PRODUCTION WELLS

WELL DRILLING AND INSTALLATION/ TESTING OF INFRASTRUCTURE
CONSTRUCTION MANAGER AT RISK SERVICES

PROJECT NO. WS85010054

MAYOR
GREG STANTON

CITY COUNCIL

DISTRICT NO. 1 – THELDA WILLIAMS
DISTRICT NO. 2 – JIM WARING
DISTRICT NO. 3 – DEBRA STARK
DISTRICT NO. 4 – LAURA PASTOR

DISTRICT NO. 5 – DANIEL VALENZUELA
DISTRICT NO. 6 – SAL DICICCIO
DISTRICT NO. 7 – MICHAEL NOWAKOWSKI
DISTRICT 8 – KATE GALLEGOS

CITY MANAGEMENT

CITY MANAGER   ED ZUERCHER
CITY ENGINEER   KINI L. E. KNUDSON, PE
REQUEST FOR QUALIFICATIONS

AQUIFER STORAGE AND RECOVERY (ASR)
WELLS AND WATER PRODUCTION WELLS

WELL DRILLING AND INSTALLATION/ TESTING OF INFRASTRUCTURE
CONSTRUCTION MANAGER AT RISK

PROJECT NO. WS85010054

The City of Phoenix is seeking two qualified Construction Manager at Risk (CMAR) firms to provide design phase services and complete well drilling and casing installation as well as all infrastructure construction services for both ASR wells and production wells within the City of Phoenix. This will include any well head treatment facilities determined necessary. There is a total of 21 Wells that will be completed in Two Phases. For the first phase, the City plans to design and construct 10 wells before 2021. Each firm will be given 5 wells to construct. The estimated construction cost for the 10 wells is $47,000,000. Phase Two is planned to begin in 2020.

SECTION I - PROJECT BACKGROUND

The City plans to install 4 production wells and 6 ASR wells for this project. The production capacity anticipated for the wells will be between 1,000 and 1,800 gpm. Water pumped from the wells will be used to supplement potable customers throughout Phoenix.

The goal of these wells is to augment Phoenix’s potable water resources during times of long-term water shortages, emergency outages, and meeting potable system demand balancing.

Components of the wells include:
- Well with sounding tube
- Monitor well (ASR wells only)
- Pump, column pipe/tube assembly, and motor for the wells (including monitor wells);
- Piping from the existing distribution line to the new well (Source line for ASR wells only);
- Arsenic or nitrate treatment system (Production wells only);
- Water flush lubrication system;
- Pump and motor for the well;
- Ancillary equipment related to the well (flow-meter, pressure sustaining valve, bypass valve, and pressure transducer);
- Instrumentation and connections to Supervisory Control and Data Acquisition (SCADA) system to fully automate the well;
- Electrical power feed to all new equipment;
- Chlorination system and piping;
- If ASR well, dechlorination system and piping;
- Pump to waste system to sewer; and
- Piping to distribution main
SECTION II – SCOPE OF WORK

The Construction Manager at Risk will begin with the design firm in an agency support role for design phase services and will hold the construction contract with the City for construction of the project. At some point prior to construction, the CMAR will assume the risk of delivering the project through a Guaranteed Maximum Price (GMP) contract. The CMAR will be responsible for construction means and methods, and will be required to solicit bids from prequalified subcontractors to perform the work using the City’s subcontractor selection process. The CMAR may also compete to self-perform limited amounts of work.

A. Design phase services by the CMAR include the following:
   - provide detailed cost estimating and knowledge of marketplace conditions;
   - provide project planning and scheduling;
   - provide for construction phasing and scheduling that will minimize interruption to City operations;
   - provide alternate systems evaluation and constructability studies;
   - advise City on ways to gain efficiencies in project delivery;
   - provide long-lead procurement studies and initiate procurement of long-lead items;
   - assist in the permitting processes;
   - participate with the City in a process to set goals for local and SBE participation and implement the local and SBE process;
   - select subcontractors/suppliers for this project (see “Subcontractor Selection Plan” attached as Exhibit “A”);
   - protect the owner’s sensitivity to quality, safety, and environmental factors; and
   - advise City on choosing green building materials.

B. Construction phase services by the CMAR may include:
   - drill and construct the wells;
   - construct the infrastructure for the wells;
   - coordinate with various City of Phoenix departments, other agencies, utility companies, etc.;
   - arrange for procurement of materials and equipment;
   - schedule and manage site operations;
   - bid, award, and manage all construction related contracts while meeting City bid requirements including local and SBE participation goals;
   - provide quality controls;
   - obtain all necessary permits for construction
   - bond and insure the construction;
   - address all federal, state and local permitting requirements;
   - deal with owner issues; and
   - maintain a safe work site for all project participants.

SECTION III – SMALL BUSINESS ENTERPRISE (SBE) REQUIREMENTS

Only firms whose physical business is located within the Phoenix Metropolitan Statistical Area (Maricopa County) are eligible to meet SBE contracting goals, which will be set prior to the construction phase of each project. Final goals will be set during the design phase of each project and will be based on SBE subcontractor availability.
SECTION IV - PRE-SUBMITTAL CONFERENCE

A pre-submittal conference will be held on March 16, 2017 at 10:00 am to 12:00 pm local time, at Phoenix City Hall, Conference Room Assembly Room B located at 200 West Washington Street 1st Floor Phoenix, Arizona. At this meeting, staff will discuss the scope of work, general contract issues and respond to questions from the attendees. As City staff will not be available to respond to individual inquiries regarding the project scope outside of this pre-submittal conference, it is strongly recommended that interested firms send a representative to the pre-submittal conference.

SECTION V - STATEMENT OF QUALIFICATIONS EVALUATION CRITERIA

Two firms will be selected through a qualifications-based selection process based on the following criteria:

A. General information (15 points)
   1. Provide a general description of the firm 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 contractor licenses held by the firm and the key personnel who will be assigned to this project. Provide the contractor license number. Reference the appropriate licenses held, if needed. In order to be considered for this project, the contractor must hold the correct license as deemed appropriate by the Arizona Registrar of Contractors prior to submitting a Statement of Qualifications (SOQ) for this project in accordance with Arizona Revised Statute §32-1151.
      b. Identify the location of the firm’s principal office and the home office location of key staff on this project.
      c. Identify any contract or subcontract held by the firm or officers of the firm, which has been terminated within the last five years. Identify any claims arising from a contract which resulted in litigation or arbitration within the last three years. Briefly describe the circumstances and the outcomes.
      d. 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.

B. Experience and qualifications of the firm (20 points)
   1. Identify at least three comparable projects 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 (include project successes)
      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)

2. List of all City of Phoenix projects where the firm provided CMAR, agency construction management, or general construction services in the last five years, either completed or ongoing.

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

1. For each key person identified, list their length of time with the firm and at least two 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 construction cost and final construction cost
d. Construction dates
e. Project owner
f. Reference information (two current names with telephone numbers per project)

2. List any proposed consultants, including key staff names and the experience and qualifications of these individuals.

D. Understanding of the project and approach to performing the required services (30 points)

1. Identify and discuss the major issues your firm has identified on this project and how you intend to address those issues (schedule, engineering, and operations). Describe how resolving issues impacted the overall performance of the well system (i.e., Cost savings? Did it benefit the operators?)

2. Describe how you intend to implement this subcontractor selection plan including your recommendations for subcontractor trades to be selected by qualifications only versus qualifications and bids; and discuss the benefit that your subcontractor selection plan provides to the project.

3. Describe your firm’s project management approach and team organization during design and construction phase services. Describe systems used for planning, scheduling, estimating, and managing construction. Briefly describe your firm’s experience on quality control, dispute resolution, and safety management.

E. Overall evaluation of the firm and its perceived ability to provide the required services (10 points)

Overall evaluation of the firm’s capability to provide the required services as determined by the selection panel members. No additional submittal response is required.
SECTION VI - SUBMITTAL REQUIREMENTS

Firms interested in this project should submit a Statement of Qualifications (SOQ). Submittal requirements are as follows:

ALL FIRMS MUST BE REGISTERED IN THE CITY’S VENDOR MANAGEMENT SYSTEM PRIOR TO SUBMITTING A PROPOSAL. FOR NEW FIRMS - THE CITY WILL SEND AN EMAIL TO YOUR FIRM WITH A VENDOR NUMBER WITHIN TWO DAYS OF SUBMITTING THE REQUEST. THE VENDOR NUMBER NEEDS TO BE INCLUDED ON THE COVER OF THE STATEMENT OF QUALIFICATIONS OR ON THE BID PROPOSAL PACKAGE/ENVELOPE. INFORMATION ON HOW TO REGISTER WITH THE CITY IS AVAILABLE AT:

https://www.phoenix.gov/finance/vendorsreg

☑ Cover Letter: Clearly display the firm name, vendor number, project title, and project number on the cover of the SOQ and submittal package.

☑ Evaluation Criteria: Address the SOQ evaluation criteria and include a project organizational chart.

☑ Additional Content: Resumes and other information may be included (content shall be included within the permitted maximum page limit).

☑ Submittals:

- Clearly display the firm name, vendor number, project title, and project number on the cover of the SOQ and submittal package.
- Submittals must be placed in the depository located in the reception area on the 6th Floor of Phoenix City Hall by the submittal due date/time.
- All submittals must be addressed to:

  Kini L.E. Knudson, PE, City Engineer  
  City of Phoenix  
  200 West Washington Street, 6th Floor  
  Phoenix, AZ 85003-1611  
  c/o Ellen Pimental Contracts Specialist

- Provide 7 copies of the Statement of Qualifications.
- A maximum of 10 pages is permitted to address all content in the SOQ submittal (maximum page limit includes cover letter, evaluation criteria and all additional content).
- Submit the Statement of Qualifications by 12:00 noon, local time, on Thursday, March 30, 2017
- Paper Size shall be 8½ " x11"
- Font size may not be less than 10 point
- Each side of a page containing cover letter, evaluation criteria and additional content will be counted toward the maximum page limit noted above
- Pages that have project photos, charts and/or graphs will be counted towards the maximum page limit noted above
- Front and back covers, Table of Contents pages, and divider (tab) pages will NOT be counted toward the maximum page limit noted above, unless they include cover letter, evaluation criteria and additional content that could be considered by the selection panel.
Note: All pages exceeding the specified maximum page limit will be removed from the submittal and not considered in evaluating a submitted SOQ.

GROUNDS FOR DISQUALIFICATION:
Please be advised that the following will be grounds for disqualification, and will be strictly enforced:

- Receipt of submittal after the specified cut-off date and time.
- Too few copies of the submittal.
- Deposit of submittal in the wrong location.
- Violating the “Contact with City Employees” policy contained in this RFQ.

SECTION VII - SELECTION PROCESS AND SCHEDULE

The successful firm/s will be selected through a qualifications based selection process. Interested firms will submit a Statement of Qualifications (SOQ). A Selection Panel will evaluate each SOQ according to the criteria set forth in Section V above. The City will select a firm based on the SOQ’s received; no formal interviews will be conducted. The City may conduct a due diligence review on the firm(s) receiving the highest evaluation.

The City expects to create a final list of at least three, but not more than five firms for this project. The City will enter into negotiations with the selected firm and execute a contract upon completion of negotiation of fees and contract terms for City Council approval.

The following tentative schedule has been prepared for this project.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOQs due</td>
<td>March 30, 2017</td>
</tr>
<tr>
<td>Selection Notification</td>
<td>Late April, 2017</td>
</tr>
<tr>
<td>Scope Meeting</td>
<td>TBD</td>
</tr>
</tbody>
</table>

If the City is unsuccessful in negotiating a contract with the best-qualified firm, the City may then negotiate with the next most qualified firm until a contract is executed, or the City may decide to terminate the selection process. Once a contract is executed with the successful firm, the procurement is complete.

The firm selected for this project will be notified directly by the City. Notification to all other firms on the status of a selection on this project will be posted on the City of Phoenix Street Transportation Department “Recent Awards by Project Number” website:


SECTION VII – GENERAL INFORMATION

Citywide Capital Improvement Projects. Consulting and contractor services supporting the City’s Capital Improvement Projects are procured under the authority of the City Engineer, currently located within the Street Transportation Department (STR). Design and Construction Procurement coordinates the citywide consulting and construction contracting procurement processes.

Planholder Lists. All firms who download the Request for Qualifications packet for this project from the “Current Opportunities” webpage will be listed on the project’s Planholder List. This report is available within the project folder. The website address is:
Firms receiving a copy of the Request for Qualifications (RFQ) through any other means must download the RFQ from the City webpage and register as a planholder for the project.

Changes to Request for Qualifications. **Any changes to this Request for Qualifications will be in the form of a Notification Letter.** The City of Phoenix shall not be held responsible for any oral instructions. Notification Letters are available within the project folder. The address is:

[http://phoenix.gov/streets/procurement/current-opportunities](http://phoenix.gov/streets/procurement/current-opportunities)

It shall be the responsibility of the registered RFQ holder to determine, prior to the submittal of the Statement of Qualifications, if Notification Letters have been issued. Registered RFQ holders may refer to the webpage or call the Contract Specialist (listed below) in order to ascertain if Notification Letters have been issued for this project.

Alternate Format. For more information or a copy of this publication in an alternate format, contact the Contract Specialist (listed below) - Voice or 602-256-4286 – TTY. Requests will only be honored if made within the first week of the advertising period.

Release of Project Information. The City shall 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 receive prior written approval from the City.

City Rights. The City of Phoenix 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.

Contact with City Employees. Beginning on the date the RFQ is issued and until the date the contract is awarded or the RFQ withdrawn, all persons or entities that respond to the RFQ, including their authorized employees, agents, representatives, proposed partner(s), subcontractor(s), joint venture(s), member(s), or any of their lobbyists or attorneys (collectively the Proposer), will refrain from any direct or indirect contact with any person (other than the designated Contract Specialist) who may play a part in the selection process, including members of the evaluation panel, the City Manager, Assistant City Manager, Deputy City Managers, Department heads, the Mayor and other members of the Phoenix City Council. As long as the RFQ solicitation is not discussed, Proposers may continue to conduct business with the City and discuss business that is unrelated to this RFQ solicitation with City staff.

Proposers may discuss their proposal or the RFQ solicitation with the Mayor or one or more members of the Phoenix City Council, provided such meetings are scheduled through the Contract Specialist (listed below), conducted in person at 200 West Washington, Phoenix, Arizona 85003, and are posted as open meetings with the City Clerk at least twenty-four (24) hours prior to the scheduled meetings. The City Clerk will be responsible for posting the meetings. The posted notice shall identify the participants and the subject matter, as well as invite the public to participate.

This policy is intended to create a level playing field for all Proposers, assure that contracts are awarded in public, and protect the integrity of the selection process. **OFFERORS THAT VIOLATE THIS POLICY WILL BE DISQUALIFIED.**

Conflict of Interest. The City reserves the right to disqualify any Proposer on the basis of any real or apparent conflict of interest that is disclosed by the proposal submitted or any other data
available to the City. This disqualification is at the sole discretion of the City. Any Proposer submitting a proposal herein waves any right to object now or at any future time, before any body or agency, including but not limited to, the City Council of the City of Phoenix or any court.

**Data Confidentiality.** Except as specifically provided in the Contract, the Consultant or its subconsultants shall not divulge data to any third party without prior written consent of the City.

**Legal Worker Requirements.** The City of Phoenix is prohibited by A.R.S. § 41-4401 from awarding a contract to any firm who fails, or whose subconsultants fail, to comply with A.R.S. § 23-214(A). The firm and each subconsultant shall comply with all federal immigration laws and regulations related to their employees and compliance with the stated law. The City of Phoenix retains the legal right to inspect the papers of any firm or subconsultant employee who is awarded a contract to ensure that the firm or subconsultant is complying with the law.

**Lawful Presence Requirement.** Pursuant to A.R.S. §§ 1-501 and 1-502, the City of Phoenix is prohibited from awarding a contract to any natural person who cannot establish that such person is lawfully present in the United States. To establish lawful presence, a person must produce qualifying identification and sign a City-provided affidavit affirming that the identification provided is genuine. This requirement will be imposed at the time of contract award. This requirement does not apply to business organizations such as corporations, partnerships or limited liability companies.

**No Israel Boycott.** By entering into this contract, the Engineer/Contractor certifies that they are not currently engaged in, and agrees for the duration of the Contract to not engage in, a boycott of Israel.

**Worker Background Screening.** Consultant and its subconsultants awarded a contract for this project shall perform Background Screening for all employees providing services for the project. The Background Screening provided by Consultant and subconsultants shall comply with A.R.S. § 41-4401, and all applicable laws, rules and regulations. In addition to the Background Screening performed by the Consultant and subconsultants, the City reserves the right to require the Consultant and subconsultants provide fingerprints and execute other documentation as necessary to obtain criminal justice information pursuant to A.R.S. § 41-1750(G)(4) or Phoenix City Code § 4-22.

**Badge Access Requirements.** The Consultant and subconsultants shall not be allowed to begin work in a City facility without prior completion and City’s acceptance of the required background screening; and when required, the Consultant’s and subconsultant’s receipt of and payment for a City issued badge.

**Protest Procedures.** Firms wishing to respond to disqualification or a procurement outcome may refer to The Code of the City of Phoenix Chapter 2, Article XII, Section 2-188 which governs protest procedures utilized throughout the selection process. The procedures may be reviewed through the City of Phoenix website at:

http://www.codepublishing.com/az/phoenix/

**Questions.** Questions pertaining to this selection process or contract issues should be directed to the Contract Specialist, Ellen Pimental at (602) 542-1423 or by email at ellen.pimental@phoenix.gov.
EXHIBIT A - CITY OF PHOENIX SUBCONTRACTOR SELECTION PLAN
(EXCERPT FROM CMAR DESIGN PHASE CONTRACT)

2.8 MAJOR SUBCONTRACTOR AND MAJOR SUPPLIER SELECTIONS

2.8.1 The selection of major Subcontractors and major Suppliers may occur prior to submission of a GMP Proposal. Major Subcontractors may be selected based on qualifications or a combination of qualifications and price. Subcontractors shall 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 shall 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 included in this 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 Qualification based selection of a Subcontractor(s)/Supplier(s) should only occur during the design phase to achieve maximum benefit of the subcontractors’ involvement prior to the submittal of the GMP Proposal.

2.8.2.2 The CMAR shall 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.

2.8.2.3 The CMAR must receive City approval of the selected Subcontractor(s)/Supplier(s).

2.8.2.4 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 shall 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 shall then be competitively bid to the prequalified subcontractors unless a Subcontractor or Supplier was selected pursuant to paragraph 2.8.2 above. Competitive bids may occur prior to or after the GMP Proposal(s).
2.8.3.1 The CMAR will develop Subcontractor and Supplier interest, submit the names of a minimum of three qualified Subcontractors or Suppliers for each trade in the Project for approval by the City and solicit bids for the various Work categories. The CMAR will identify the SBE Subcontractors and Suppliers and during the bidding process keep the City informed on the progress of meeting the desired SBE goals. If there are not three 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 three 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 prebid 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.

2.8.3.5 The CMAR shall request the pre-qualified subcontractors to provide a detailed bid for the services requested. The subcontractor bid, provided on the subcontractors’ letterhead, shall contain sufficient information (i.e. unit costs/amounts) to allow an evaluation of the reasonableness of bid costs. The CMAR shall receive, open, record and evaluate the bids. The apparent low bidders will be interviewed to determine the responsiveness of their proposals. In evaluating the responsiveness of bid proposals the CMAR, in addition to bid price, may consider the following factors: past performance on similar projects, qualifications and experience of personnel assigned, quality management plan, approach or understanding of the Work to be performed, and performance schedule to complete the Work. The final evaluation of Subcontractor/Supplier bids will be done with the City Representative in attendance to observe and witness the process. The CMAR will resolve any Subcontractor/Supplier bid withdrawal, protest or disqualification in connection with the award at no increase in the Cost of the Work.

2.8.4 The CMAR will be required to prepare two different reports on the subcontracting process.

2.8.4.1 Within fifteen Days after each major Subcontractor/Supplier bid opening process, the CMAR will prepare a report for the City’s review and approval identifying the recommended Subcontractors/Supplier for each category of Work. The report will provide (a) the name of the recommended Subcontractor/Supplier and the amount of the Subcontractor/Supplier bid for each subagreement, (b) the sum of all recommended Subcontractor/Supplier bids received, (c) a copy of the bids received from each subcontractor, and (d) trade work and its cost that the CMAR intends to self-perform, if any.

2.8.4.2 Upon completion of the Subcontractor/Supplier bidding process, the CMAR shall submit a summary report to the City of the entire Subcontractor/Supplier selection process. The report will indicate, by bid process, all Subcontractors/Suppliers contacted to determine interest, the Subcontractors/Suppliers solicited, the bids received and costs negotiated, and the recommended Subcontractors/Suppliers for each category of Work.
2.8.5 The approved Subcontractors/Suppliers will provide a Schedule of Values that reflects their final accepted bid proposal, which will be used to create the overall Project Schedule of Values.

2.8.6 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 such option is still available, from those who submitted Subcontractor bids for the Work affected. Once such substitute Subcontractors and Suppliers are consented to by the City, the CMAR's proposed GMP for the Work or portion thereof will be correspondingly adjusted to reflect any higher or lower costs from any such substitution.

2.8.7 Promptly after receipt of the Notice of Intent to Award, the City will conduct a pre-award conference with the CMAR and other Project Team members. At the pre-award conference, the CMAR will (a) review the nominated slate of Subcontractors and Suppliers and discuss any concerns with or objections that the City has to any nominated Subcontractor or Supplier; (b) discuss City concerns relating to any proposed self-performed Work; (c) review the CMAR's proposed Contract Price for the Work during the construction phase; (d) discuss the conditions, if any, under which the City will agree to leave any portion of the remaining CMAR Contingency within the Contract Price for the construction phase Work; (e) resolve possible time frames for the Date of Commencement of the Contract time for the construction phase Work; (f) schedule the pre-construction conference; and (g) discuss other matters of importance.