

CMAR Step II - Questionnaire

1. What is your approach to maximizing use of local subcontractors and suppliers?

PLEASE REFER TO ATTACHED QUESTIONNAIRE RESPONSE

2. Walk us through your typical subcontractor bidding and selection process.

PLEASE REFER TO ATTACHED QUESTIONNAIRE RESPONSE

3. How do you ensure Webb County is receiving maximum benefit through the CMAR process both in terms of quality and financial price?

PLEASE REFER TO ATTACHED QUESTIONNAIRE RESPONSE

4. Describe how you would work through preconstruction services (cost estimating and scheduling) to arrive at a GMP.

PLEASE REFER TO ATTACHED QUESTIONNAIRE RESPONSE

5. How do you ensure financial transparency during the project? What records and/or information will you make available for Webb County's review? How often will the records and/or information be available for review?

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6. The fairground site is currently in use by a variety of organizations such as the annual Laredo International Fair & Expo and other fundraising organizations. What is your team's experience with working on an actively operating site and how do you ensure the public's safety, security and the ability to continue to use portions of the site for public events?

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If additional space is needed to elaborate more on questions above please add additional sheet(s) as attachments to questionnaire; reference question number firm is expanding on.

LEYENDECKER CONSTRUCTION OF TEXAS, INC.
LAREDO, TEXAS

WEBB COUNTY RFQ # 2020-010
CONSTRUCTION MANAGER AT RISK FOR THE WEBB COUNTY FAIRGROUNDS
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CMAR STEP II QUESTIONNAIRE

1. What is your approach to maximizing use of local subcontractors and suppliers?

Leyendecker Construction has a multi-year reputation of using 100% local labor, local subcontractors and local suppliers. We not only strive to keep the work local but we make it a requirement for all our local subcontractors to buy locally, also. This ensures employment for many Laredoans and not just construction related jobs, but also jobs for associated service companies and retailers. The extent of the local employment impact goes well beyond the construction project site and into many other businesses by maintaining this practice throughout all of our projects. We fully understand that, as a major employer in the Laredo area, we have responsibility to keep the work locally so as to benefit the livelihood of many families in our community. This practice is amongst one of our most cherished accomplishments. The Webb County Fairgrounds Project will be no different and will eventually benefit several hundred families during the construction process, if not more.

2. Walk us through your typical subcontractor bidding and selection process.

Subcontractor/vendor bidding and selection process will be as follows:

- A) CMAR will publicly advertise for all major components of work, i.e. subcontractors and material/equipment vendors
- B) CMAR receives bids/prices on the prescribed date of the advertisement
- C) CMAR lists all bidders/vendors and their bid prices for review with County
- D) CMAR reviews all bids to assure accuracy and completeness of bid
- E) CMAR issues tabulation and rankings of all bids to County for their review and comments
- F) After discussion and agreement with the County, CMAR will re-issue final rankings on all bids
- G) CMAR will then interview and discuss, i.e. negotiate with the first ranked bidder/supplier in an attempt to reach an accord on work scope, responsibilities, and price for the specific category of work. If that attempt is not successful, CMAR will then proceed to next ranked sub/supplier for that same particular category of work, in an attempt to reach an agreement.

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3. How do you ensure Webb County is receiving maximum benefit through the CMAR process both in terms of quality and financial price?

The CMAR process is extremely advantageous for assuring quality of the entire project. It provides the CMAR and the owner a platform to select the most qualified subcontractors and vendors. This process provides the ability to review the vendors pricing breakdown to ensure that each vendor is providing the proper work elements and materials consistent with the drawings and specifications. Furthermore, the vendor's past history and experience is also scrutinized to assure their ability and capability to perform the work as prescribed in the contract documents. The CMAR and owner will participate in this process of analyzing the various vendors to the satisfaction of the owner.

Assurance for the most competitive price will be established while conducting this process for each subcontractor and vendor. The CMAR will evaluate pricing of each specific trade and compare that pricing with other similar work items to ensure that all pricing is reasonable and competitive. Those same prices will be evaluated against the pricing from similar vendors bidding on the project. Finally, the CMAR will enter into final negotiations with a selected vendor to negotiate a final price from the vendor. As a testament to our incredibly successful delivery of CMAR projects, the Texas Comptroller's Office has twice recognized one of our clients, the Laredo United Independent School District, as building the most cost efficient schools in the state. This recognition is a direct result of the ability to negotiate and control the final cost of our projects.

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4. Describe how you would work through preconstruction services (cost estimating and scheduling) to arrive at a GMP.

- A) We anticipate receiving at least three phases of completed construction documents at certain intervals of completion, i.e., 50%, 85%, final. These percentage amounts can vary, but upon award of the contract we will immediately enter into discussions with the design team to define these intervals. At each interval of completed drawings we will begin review and initial pricing of the project. At the same time we will begin to transmit requests for further information to the designers to further define our pricing. These requests will also lead to discussions with the designers to assist them in advancing to the next stage or interval of document completion. This process will quickly continue until we can arrive at a GMP (number). Upon arrival of that number we will request a final meeting with the owner and design team to discuss and clarify our GMP, i.e., overall intent and scope of the project; discussion of construction sequence; discussion of special equipment and construction methods; discussion of large buy-out items; and all other work elements which could affect pricing and schedule. These discussions will provide the owner a complete overview of the project and allow the owner to contemplate the scope of the project and consider any additional changes, revisions or additions to the project.
- B) In developing any type of realistic schedule, the first thing we must do is get the owner's input. Since we have multiple building facilities with different functions, the owner may have preferences as to which aspects of the project have priority. Once that is established then we can proceed with this. As we are developing the GMP in part A, our scheduling team will be developing the preliminary schedule for the project, based on the owner's priority. As with the development of the cost estimate the schedule will also go through various revisions as the construction documents are completed up to the 100% interval. Through this process we will encourage meetings with the owner to review the schedule and get their input at the various intervals of document completion. This process will continue until we have arrived at a completed schedule for all parties to review and comment. This process will move quickly as the design team furnishes us with the completed construction documents.

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- C) As we are proceeding with items A & B above, simultaneously we will be studying the design drawings for constructability, efficiencies, and methods. In other words, we may suggest to the owners a more efficient and cost savings method for attaining the same outcome in construction of certain elements of the buildings, i.e., more efficient ways to build something. This study will also cover certain systems of construction, i.e., foundation work, structural work, roofing systems, HVAC/Electrical work, etc. Our review is focused on achieving a better cost and completion time for this facility. Any suggestions will be discussed with the designers of record and the owner and will need to be approved by them.

This practice of reviewing constructability methods on all of our past projects has resulted in huge cost savings for project owners. For example, the final square foot cost for certain recently completed educational facilities are more competitive than new homes in south Texas. Furthermore, these educational facilities are state of the art, built to last many decades with daily high traffic usage and include complete I.T. components, large public gathering spaces, full commercial kitchens, athletic facilities, fully equipped science laboratories, auditoriums with stage areas, and agricultural buildings. These projects are usually constructed at site locations which require extensive and complex improvements including roads, utility construction, paving, and site grading. The extent and complexity of these completed projects are very similar to the proposed New Webb County Fairgrounds project.

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5. How do you ensure financial transparency during the project? What records and/or information will you make available for Webb County's review? How often will the records and/or information be available for review?

Throughout the entire process from developing the GMP; scheduling of the project; procurement of the subs/suppliers; permitting; construction phase and final completion--- the owner will be assured of day to day participation and transparency. This is the exact same process we have used with all the local/state governmental agencies in South Texas for many years. Webb County will participate in all of these items and will have full time access to all records and events to include but not limited to:

- o Development of GMP, cost data, estimates, quantities, etc.
- o Subcontractors/suppliers bids and quotes
- o Copies of all CMAR subcontracts and P.O.s' issued to vendors, suppliers and subcontractors, including prices, quantities, units, etc.
- o CMAR estimates, preliminary and final, including all units and quantities
- o All work categories, including bidding & fixed pricing of the work.
- o Daily Quality Control reports
- o Delivery receipts for materials to jobsite
- o Labor time sheets for CMAR employees
- o Daily Jobsite reports
- o Vendor/sub payables, check numbers, check amounts, etc.
- o Vendor/Sub invoices, etc.

In other words, all cost, financial, and accounting data will be available to owner at any time. And since we are a local company, all these records will reside in Webb County, during and after completion of the project, making access simple. For convenience, we will propose periodic meetings with the owner to provide updates and status on all project cost reports. Further, all our normal monthly project billings will contain many of the items listed above, i.e., all subcontractor monthly billings; major material and equipment invoices; CMAR time sheets; and all other major items that comprise the standard monthly project billing.

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- 6. The fairground site is currently in use by a variety of organizations such as the annual Laredo International Fair & Expo and other fundraising organizations. What is your team's experience with working on an actively operating site and how do you ensure the public's safety, security and the ability to continue to use portions of the site for public events.**

Leyendecker has completed many construction projects at public facilities that remain operational during construction activities. These facilities include city, county, and state government projects, elementary schools, middle schools, high schools, and college campuses with students, faculty, and administration personnel present during the entire construction process. We understand and prioritize project safety, housekeeping, traffic control, and designate lay down areas along with vehicle/equipment parking. Beyond the in house safety manual/policy and personnel that oversee safety procedures, Leyendecker employs an independent safety consultant that periodically inspects on-going project sites to ensure that job site conditions, equipment, scaffolding, subcontractors, and Leyendecker employees comply with all applicable OSHA rules and regulations. We also conduct employee background checks, including driving records, criminal history, legal complaint issues, and previous employment. Furthermore, Leyendecker adheres to a zero tolerance policy on job site smoking, alcohol consumption, use of illegal drugs, possession of firearms, and improper behavior. We do not allow any type of interaction between construction personnel and the general public. Temporary fencing and/or barricades are erected and maintained to ensure physical separation between the job site and public areas for both safety and avoidance of interaction with the general public. An independent access to the site will be created for the sole use of construction vehicles, equipment, material deliveries, and personnel.