



Zoo Atlanta

800 Cherokee Ave SE
Atlanta, GA 30315

Eric Hall, Vice President, Facilities and Construction

Facilities and Construction Department

RFPinfo@zooatlanta.org

Request for Proposals

To Provide

Construction Management at Risk Services

Zoo Atlanta – Lower Zoo Renovation - Phase 1A

Solicitation Issue Date: November 17, 2025

Response Submission Deadline: December 17, 2025, 3:00pm ET

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I. Request for Proposal

Construction Management at Risk Services For Zoo Atlanta

1. General Project Information

a. General Information

- i. The Atlanta Fulton County Zoo, dba: Zoo Atlanta (ZA) is soliciting Construction Manager at Risk services to renovate the existing Lower Zoo habitat and guest viewing areas. The purpose of this Request for Proposal (RFP) is to obtain relevant information, credentials, qualifications, and experience from interested firms to allow ZA to select a qualified Construction Manager at Risk (CMAR) who will work as part of the team with ZA, the Owner's Representative, and the Architect to construct the Project: The Lower Zoo Renovation – Phase 1A.

b. Project Background:

- i. Zoo Atlanta is located adjacent and directly South of historic Grant Park at 800 Cherokee Avenue in Atlanta, Georgia. Grant Park is owned by the City of Atlanta; however, Zoo Atlanta is run independently and privately but resides on public land for which it holds a lease agreement with City of Atlanta.
- ii. Zoo Atlanta is seeking to provide an environment which fosters better animal welfare, promotes safety, and elevates guest experience of the Lower Zoo.

c. Project Description:

1. The Project: the Lower Zoo Renovation – Phase 1A, is located on Zoo Atlanta grounds and is presently consists of habitat, outdoor animal keeper space, and guest viewing areas.
2. The Project will be a renovation of approximately 7,500 SF.
3. The Project is in the early design stage, but is anticipated to include the following:
 - a. An elevated guest path from main zoo corridor into habitat viewing building.
 - b. Indoor and outdoor habitats for several different species
 - c. Animal holding areas
 - d. Animal Shift Chutes
 - e. Keeper Working Areas
4. See Supplemental Information section for project presentation materials.
5. The Architect is currently in concept design.
6. ZA has engaged the services of an Owner's Representative.

d. Project Delivery Method

- i. The project delivery method will be Construction Management at Risk (CMAR) with Guaranteed Maximum Price (GMP).

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- ii. The project will be delivered with a team approach. The CMAR will work with the owner, their design firm, and consultants, in a team approach, to construct the Project.

e. Project Budget

- i. The Stated Cost Limitation (SCL) for the project will be approximately \$5,500,000 in value. This is an “all-in” SCL including design and consultant fees, owner provided materials, and CMAR fees and construction costs. At present, Zoo Atlanta has secured the funds for the project.

f. Project Schedule

- i. Construction for the project is tentatively planned to begin mid Q3 2026 with completion of the project and anticipated date of opening on Q4 2027.

g. MWBE Requirements

- i. Minority Vendors – In recognition of the need for increased opportunities for qualified minority, female and disadvantaged enterprises, ZOO ATLANTA is committed to promoting the participation of such businesses in its contractual relationships that relate to the operations of the Zoo. Accordingly, Operator should make good faith outreach efforts to utilize minority, female-owned, or disadvantaged-owned subcontractors and suppliers throughout the contract life (whether for capital expenditures or operating purchases), to the extent of their availability in the Atlanta marketplace. Operator should work towards achieving a participation rate of 35% of the total amount expended in these categories. The procurement goal is not, and should not be construed as a numerical quota, and submissions or proposals solicited and received by ZOO ATLANTA will not be evaluated against any numerical quotas.
- ii. Must meet Zoo Atlanta’s diversity and inclusion initiative by providing minimum MWBE/DBE participation of 35% of total project cost or better.
- iii. The Firm may also accomplish this requirement by a combination of Tier 1 and Tier 2 spending.
- iv. The Firm will need to supply MWBE/DBE certification for selected contractors within the GMP document.

h. Sales Tax Exemption Reporting

- i. The Zoo arranged a special allowance with the State of Georgia to waive sales tax on purchased tangible property as it relates to our construction projects through 12/31/2026. Any sales tax paid by the Zoo can be refunded as long as the remitting vendor waives their rights to a future refund on those invoices.
- ii. Zoo Atlanta will ask the contractor to submit material receipts for any purchases throughout the project to be submitted for reimbursement. These can be included in the monthly pay applications.

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i. Required Bonds and Insurance

- i. Contractor shall procure and maintain for the duration of this Contract, and for three (3) years thereafter, at its sole cost and expense, such insurance as will fully protect it and Zoo Atlanta, Zoo Atlanta's appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers from incidents, accidents and claims for personal injury, bodily injury, and property damage which may arise from or in connection with the performance of the Work and for the Contractor's professional liability (errors and omissions) under this Contract, whether such Work are performed by the Contractor, its agents, representatives, employees, or by any subcontractor or any tier directly employed or retained by either.
- ii. The following is the minimum insurance coverage and limits that the Contractor must maintain. If the Contractor maintains broader coverage or higher limits than those shown below, Zoo Atlanta requires and shall be entitled to all coverage and for higher limits maintained by the Contractor. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to Zoo Atlanta.
- iii. Minimum scope and limit of insurance:
 1. Zoo Atlanta reserves the right to modify these requirements, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other circumstances.
 2. *Workers' Compensation and Employer's Liability Insurance* - Workers' Compensation Insurance in compliance with the applicable Workers' Compensation Act(s) of the state(s) wherein the work is to be performed or where jurisdiction could apply in amounts required by statutes. Employer's Liability Insurance, with limits of liability of not less than \$1,000,000 per accident for bodily injury or disease.
 3. *Commercial General Liability Insurance*, including contractual liability insurance, products and completed operations, personal injury, bodily injury, property damage and advertising injury, and any other type of liability for which this Contract applies with limits of liability of not less than \$1,000,000 each occurrence / \$2,000,000 policy aggregate for personal injury, bodily injury, and property damage. Commercial General Liability Insurance shall be written on an "occurrence" form.
 4. *Automobile Liability Insurance* with limits of liability of not less than \$1,000,000 per accident for bodily injury and property damage. Insurance shall include all owned, non-owned and hired vehicle liability.
 5. *Umbrella Insurance* with limits of liability excess of Employer's Liability Insurance, Commercial General Liability Insurance, and Automobile Liability Insurance in the amount of not less than \$3,000,000.
 6. *Contractors' Pollution Legal Liability Insurance and/or Asbestos Legal Liability Insurance* applicable to the work to be performed with limits not less than \$2,000,000 per occurrence or claim/ \$2,000,000 policy aggregate. Insurance policy shall not contain lead-based paint or asbestos exclusions. If

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the services involve mold identification/remediation, the Contractors' Pollution Liability policy shall not contain a mold exclusion, and the definition of Pollution shall include microbial matter, including mold.

7. *Professional (Errors and Omissions) Liability Insurance* - Insurance appropriate to the Contractor's profession with limits of liability of not less than \$3,000,000 per occurrence or claim / \$3,000,000 policy aggregate. Coverage shall be sufficiently broad to respond to the duties and obligations as is undertaken by Contractor in this Contract. The policy shall be amended to include independent contractors providing professional services on behalf of or at the direction of the Contractor. The definition of Contractual Liability shall be amended to state that liability under a contract of professional services is covered. The Contractor shall ensure that coverage under this policy continues for a period of thirty-six (36) months after completion of services.
8. *Cyber Liability Insurance* – Cyber Liability Insurance will be waived for this project.
9. *Fidelity Bond/ Crime Insurance* covering Contractor and Zoo Atlanta in the sum of not less than \$100,000.
10. *Builders Risk Insurance* - On all Projects with a total cost of \$1,000,000 or greater, Contractor shall procure Builders Risk Insurance & subcontractor default insurance including coverage for the Work, on a replacement cost basis, providing the perils included on a Special Form property policy, including, but not limited to, the perils of fire, lightning, explosion, windstorm, terrorism, flood and earthquake (including sinkholes and subsidence), strike, riot, civil commotion, vandalism and malicious mischief, insuring the buildings, structures, machinery, equipment, facilities, fixtures and other properties constituting a part of the Work and property of Others. In connection with any claims made under the Builder's Risk Insurance provided under this Subparagraph, Contractor shall be responsible for paying the first \$10,000.00 (in covered expenses), or \$25,000 (in covered expenses for flood or earthquake loss) paid as a deductible under the policy. Should Contractor fail to pay such amounts within thirty (30) days of Zoo Atlanta request Zoo Atlanta may withhold such amounts from any payments owed Contractor.
11. Other Insurance Provisions
 - a. The aforementioned insurance policies shall contain or be endorsed to contain, the following provisions:
 - b. A provision that coverage afforded under such policies shall not expire, be canceled or altered without at least sixty (60) days prior written notice to Zoo Atlanta.
 - c. Workers' Compensation and Employer's Liability and Property insurance policies shall contain a waiver of subrogation in favor of Zoo Atlanta, its appointed and elected officials, departments,

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- agencies, boards, commissions, its officers, agents, employees and volunteers.
- d. Commercial General Liability, and Umbrella Liability insurance policies shall include an appropriate endorsement making Zoo Atlanta, its appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers Additional Insureds under such policies.
 - e. Automobile Liability Insurance shall provide adequate provisions for vicarious liability of Zoo Atlanta, its appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers.
 - f. A copy of these endorsements shall be provided to Zoo Atlanta.
- iv. *Claims – Made Policies* - If Professional (Errors and Omissions) Liability Insurance is written on a claim- made coverage form:
- 1. The retroactive date must be shown, and this date must be before the execution date of Contract or the beginning of Contract Work.
 - 2. Insurance must be maintained, and evidence of insurance must be provided for at least three (3) years after completion of Contract Work.
 - 3. If coverage is canceled or non-renewed and not replaced with another claims-made policy form with a retroactive date prior to the contract effective date, or start of work date, the Contractor must purchase extended reporting period coverage for a minimum of three (3) years after completion of contract work.
 - 4. A copy of the claims reporting requirements must be submitted to Zoo Atlanta for review.
- v. *Self-Insured Retentions* - Self-insured retentions must be declared and approved by Zoo Atlanta's Risk Manager. The Risk Manager may require the Contractor to purchase coverage with a lower retention or provide financial proof of its ability to pay losses and related investigations, claim administration, and defense expenses within the retention.
- vi. *Certificates of Insurance and Verification of Insurance Coverage* -
- 1. Contractor shall furnish Zoo Atlanta with original Certificates of Insurance, Additional Insured, Waiver of Subrogation, and Amendatory Endorsements. All certificates and endorsements are to be received and approved by Zoo Atlanta's Risk Manager before Work commences. However, failure to obtain the required documents prior to the Work beginning shall not waive the Contractor's obligation to provide them.
 - 2. Zoo Atlanta reserves the right to require complete, certified copies of all required insurance policies, including endorsements, required by these specifications, at any time.
- vii. *Primary Coverage* - For all claims related to this Contract, the Contractor's insurance coverage shall be primary coverage as respects Zoo Atlanta, its appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers. Any insurance or self-insurance maintained by Zoo

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Atlanta's appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers shall be excess of Contractor's insurance and shall not contribute with it.

- viii. *Subcontractors* – Contractor shall require and verify that all Subcontractors maintain insurance and coverage requirements meeting all the requirements stated herein.
- ix. *Surety Bonds* –
 1. If Required by Contract, Contractor shall provide the following Surety Bonds:
 - a. Bid bond
 - b. Performance bond
 - c. Payment bond
 - d. Maintenance bond
 2. The Payment Bond and the Performance Bond shall be in a sum equal to the contract price. If the Performance Bond provides for a one-year warranty, a separate Maintenance Bond is not necessary. If the warranty period specified in the contract is for longer than one year a Maintenance Bond equal to 10% of the contract price is required. Bonds shall be duly executed by a responsible corporate surety, authorized to issue such bonds in the State of Georgia and secured through an authorized agent with an office in the State of Georgia.
- x. *Insurance and Bonding Companies: Forms and Financial Ratings* - All the insurance and bonds herein specified shall be written on a form acceptable to Zoo Atlanta and all companies providing insurance required by this Contract must meet the minimum financial security requirements of Best's Rating not less than A and Best's Financial Size Category not less than Class XXX.
- xi. *Contractor's Property Insurance* - The Contractor assumes sole responsibility for loss or damage to its property and hereby releases Zoo Atlanta, its appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers from loss or damage to Contractor, its agents, representatives, employees and volunteers, or by any subcontractor for property including tools, equipment, goods, machinery, materials and supplies.

j. Taxes, Fees, Code Compliance

The CM shall be responsible for the payment of any required taxes or fees associated with the GMP contract. The CM shall also be responsible for compliance with all applicable codes and statutes. All installation and construction work shall be done by sub-contractors licensed in the State of Georgia.

2. Scope of Services

- a. CMAR to collaborate with the Owner, Architect, and consultants, in a team approach, to construct the Project. CMAR will participate in the Preconstruction phase for the project as a critical, integrated team member.
- b. All services listed are to be completed by the Firm and/or its sub-contractors.

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- c. Preconstruction services to include, but may not be limited to:
 - i. Participation in bi-weekly OAC Meetings through a preconstruction and value engineering phase.
 - ii. Provide cost estimates for the Schematic, Design Development, and Construction Document phases.
 - iii. Perform constructability review.
 - iv. Perform LEED constructability review to ensure target sustainability goals are met.
 - v. Provide plan for sustainability initiatives including waste recycling, reduced waste materials methods, sourcing for local materials, sourcing for recycled materials, etc.
 - vi. Provide assessments for alternative methods, materials, and approaches to reduce cost and enhance value; also known as value engineering.
 - vii. Creation and management of a bidding and construction schedule.
 - viii. Generate a Guaranteed Maximum Price (GMP) within the SCL.
 - ix. Assemble procurement packages for trades to competitively bid.
 - x. Administer pre-bid conferences for subcontractor trades.
 - xi. Review and analyze subcontractor qualifications.
 - xii. Select subcontractors based on best value provided to the owner and using input from the owner and design professional.
 - xiii. Validate compliance of subcontractor bids with project scope and review with the owner and design professional in detail, making changes as needed.
- d. Construction Services to include, but may not be limited to:
 - i. Commence work upon receipt of Notice to Proceed (NTP) and execution of GMP change order.
 - ii. Obtain all required permits.
 - iii. Provide and maintain schedule for submittals and shop drawings.
 - iv. Review submittals and shop drawings, and administer submittal, distribution, and revision of these documents with the project team.
 - v. Issue Requests for Information as needed to the design team and track the status of these in a log provided to the project team.
 - vi. Maintain LEED tracker to ensure potential change-orders or other field adjustments do not prevent the sustainability goal from being met.
 - vii. Maintain sustainability tracker to quantify the results of initiatives defined during preconstruction including: the quantity of waste diverted from landfill, quantity of recycled or local materials sourced, etc.
 - viii. Review subcontractor applications for payment for accuracy before issuing applications for payment to the design professional for review.
 - ix. Participate in commissioning plan and activities, if applicable.
 - x. Administer OAC meetings with the architect and owner, including updating and issuing schedules, logs, and minutes.
 - xi. Coordinate the scheduling of the work with ongoing Zoo operations.
 - xii. Undertake new construction in accordance with the construction documents approved by the owner.

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- xiii. Perform Punchlist review with subcontractors prior to Punchlist review with design professional and owner.
- xiv. Provide typical project management services during construction.
- xv. Complete the work by Q4 2027.
- xvi. Obtain a certificate of occupancy from the authority having jurisdiction.
- xvii. Conduct owner-training in newly installed systems, as required.
- xviii. Provide Record Drawings and all other required close-out documents at the completion of construction (closeout documents must be received prior to release of retainage).
- xix. Provide complete cost accounting at the completion of the project.
- xx. Provide warranty services for one-year after the project is accepted by the owner.

3. RFP Schedule of Events

a. Posting of Bid Advertisement	11/17/25	
b. Deadline for submission of Proposal	12/17/25	3:00PM
c. Notification of Shortlisted Firms	1/21/26	
d. Pre-interview Site Tour Meeting for finalists	1/28/26	1:00PM-3:00PM
e. Deadline for submission of Questions (Shortlisted Firms)	1/30/26	3:00 PM
f. Owner posts answers to Questions	2/4/26	
g. Owner interviews finalist firms	2/17/26	
h. Owner to complete interview evaluation and notify firm chosen	2/23/26	

4. Questions and Requests for Clarification

- a. Questions about any aspect of the RFP, interview, or the Project, shall be submitted in writing via e-mail to:

Vice President of Facilities and Construction: Eric Hall

RFPinfo@zooatlanta.org

The deadlines for submission of questions relating to the RFP are shown in the “RFP Schedule of Events”. All questions must be submitted prior to the deadline and no further questions will be reviewed after the deadline has passed. Only questions submitted by shortlisted firms will be reviewed post shortlisting and no pre-proposal questions will be entertained. Responses to questions will be emailed accordingly. See Restriction of Communication section for further information on communication protocols.

5. Pre-interview Site Tour Meeting

- a. Zoo Atlanta will host a mandatory Pre-interview site tour meeting to discuss and review the site location and surrounding area logistics. Firms are limited to no more than **2 attendees**. Shortlisted firms must attend the Pre-Interview Site Tour Meeting to remain eligible for the interview and selection phase.

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6. Proposal Review Criteria

- a. The Owner reserves the right to reject any and all RFP submissions at the Owner's sole discretion.
 - b. Criteria for Evaluation of Proposals
- 20% Factor Technical Expertise of firm demonstrating the capabilities necessary to complete a project of this size, complexity, and type. Firm's apparent suitability to provide services for project, including firm's apparent fit to the project type and/or needs of the Owner, and any special or unique qualifications for the project, current and projected workloads, the proximity of office to project location, and services offered by the firm.
- 20% Factor Previous Track Record and History of the firm including level of quality of the services of the firm to previous customers, customer's statements of that quality, the firm's ability to meet established time requirements, the firm's response to project needs during design and construction, the firm's control of design schedule, quality and budget. The Owner will use references from stakeholders of the Owner's choosing from previous projects of the finalists, among other information as necessary.
- 20% Factor Firm's competitive cost of services and approach to cost control for the duration of the project.
- 20% Factor Firm's ability and approach to meet the Small Disadvantaged, MWBE owned firms' participation requirement of the Proposed Project Team.
- 10% Factor Firm's Sustainability Approach to the Project. Includes methods for: utilizing local or recycled materials, avoiding excessive construction material waste, recycling waste construction materials, utilizing low-carbon-footprint building materials, etc.
- 10% Factor Added Value of the Firm. How the Firm will have a unique and innovative approach to the Project which is set-apart from the other competitive bidders.

7. Preparation of Proposal / Deliverables

- a. Proposal Requirements
 - i. Title Page / Cover Letter
 1. Title page shall show "Request for Proposal for Construction Management at Risk Services"
 2. Title page shall include the following information:
 - a. Firm's name and address
 - b. Contact Person's name, title, address (if different from firm's address), telephone number, and email address.
 - c. Date of Proposal
 - ii. Table of Contents
 - iii. Technical Proposal
 1. Proposed Services

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- a. Define the proposed services plan that defines the services you intend to provide for each phase of this Project as described in this RFP:

- i. Pre-Construction Phase services.
 - ii. Construction Phase services.

2. Personnel/Resumes

- a. Provide for each of the personnel indicated in the Organizational Chart provided above current resumes highlighting education, work history, length of tenure with the firm, relevant project experience, percentage of the person's time to be committed to this project, and work location during each phase of the Project.
- b. Identify the individual who, from project start to finish, will be the leader of your construction team and the principal point of contact between your firm and the Owner, the Architect, and other consultants. Provide detailed information on the qualifications of this individual and the direction, authority, and management tools that will be provided to the individual by the firm. This individual's competence, his/her leadership, and his/her ability to achieve customer satisfaction will be heavily considered in the selection of a construction management firm.

3. Approach to Project – Provide the following:

- a. Brief description of Firm's approach to the following:
 - i. Overall management of the Project.
 - ii. Tracking the cost for the work and maintaining an appropriate contingency fund to ensure Project budget is not exceeded.
 - iii. Cost estimating and life cycle costing during pre-construction and construction phases.
 - iv. Guaranteed Maximum Price (GMP) development and contingency management.
 - v. Preparation of front-end scoping/bid packages.
 - vi. Assessment of alternate options for cost savings.
 - vii. Performance of constructability reviews and value engineering.
 - viii. Onsite construction supervision.
 - ix. Final start-up, occupancy, and close-out.
- b. Brief description of Firm's quality control plan for reviewing "biddability" and "constructability" and how it will be implemented.
- c. Description of the work sequencing, phasing process, construction scheduling, and site logistics the Firm proposes to minimize disruption and ensure operations are maintained throughout construction. Be sure to note the number of bid categories and bid phases Firm anticipates for this Project.

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- d. Description of the bidding strategy, process for reviewing competitive bids with the Owner and phased bid administration.
- e. Description of Scope of work to be self-performed and how such work will be priced competitively.
- f. Detailed examples demonstrating Firm's ability to attract multiple qualified and competitive trade contractor bids.
- g. Brief description of approach to sub-consultant coordination.
- h. List examples where Firm has been successful in attracting local contractors to participate.
- i. Description of approach to meeting or exceeding the MWBE/DBE participation requirement.
- j. Change order management and procedures. Due to the nature of the work being executed as a GMP project, how will you manage the subcontractors to mitigate price increases?
- k. Description of Firm's proposed approach to site logistics, including but not limited to laydown, materials storage/movements, deliveries, staff parking, etc.
- l. Description of Firm's proposed general safety program including training, hazard identification and inspection. Be sure to include Firm's safety record for the last three years.
- m. Description of the plan for establishing and maintaining positive, professional relationship with all Project stakeholders and how Firm intends to foster open and productive communications with the Owner, its Architectural Firm, Consultants and Project stakeholders.
- n. Description of the approach to owner furnished contractor installed scope and provide examples from previous projects.
- o. Description of the approach to collaborating with Owner direct vendors (Security, IT, AV, etc.) and provide examples from previous projects.
- p. Description of the approach to sustainability initiatives including waste recycling, reduced waste materials methods, sourcing for local materials, sourcing for recycled materials, etc.
- q. To demonstrate Firm's understanding of the scope and complexity of the work, description of potential constraints and risks anticipated for this Project and Firm's plan for addressing these issues and maintaining progress.
- r. Description of any other information that demonstrates Firm's and/or assigned CM's ability to successfully meet the requirements of this RFP.
- s. Any information that may serve to differentiate the firm from other firms in suitability for the project. Suitability may include, but is not limited to, the firm's fit to the project and/or needs of the Owner, any special or unique qualifications for the project, current and projected workloads, the proximity of office to project location, and

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any techniques or methodologies offered by the firm that may be particularly suitable for this project type.

iv. Past Performance

1. Provide examples of three to five most recent relevant projects your firm has performed as a CM At-Risk or General Contractor, especially related to projects similar in scope and size. Please include any prior experience with similar animal care, animal habitat, and scenic rockwork as well as outdoor construction projects. Include the following information:
 - a. Project name, location and dates during which services were performed
 - b. Project delivery method (CMAR, CMGC, etc.)
 - c. Brief description of the project, including description of building(s) in scope and square footage(s), site area, description of athletic fields in scope, if applicable. Include photographs.
 - d. List the individuals who served as the Project Executive/Director, Project Manager, Superintendent, and Cost Estimator on the projects. Please note whether these individuals are still employed with your firm and proposed for the Project team.
 - e. Clearly describe which of your referenced projects were delivered using the staff proposed for the Lower Zoo Renovation – Phase 1A project. Staff members proposed by respondents must be used to deliver the project. Staff changes proposed by the selected CMaR will only be permitted by expressed permission of ZA.
 - f. Indicate those projects where an architect, engineering consultant, and contractor served a client as a team.
 - g. Owner's stated satisfaction in design and service of your firm and/or reference
 - h. Owner's current contact information
 - i. Architect's current contact information
 - j. Project GMP amount, planned substantial completion date, final cost and actual substantial completion date
 - k. Include the total quantity of change orders and net total cost increase of change orders to the project.
 - l. Summarize the actual schedule performance relative to the initial project schedule.
 - m. Provide detailed information on your firm's experience with construction protocols that may be unique to Zoos/Aquariums.

v. References

1. *Financial References* - Provide two (2) financial and/or credit references to provide information on your current financial stability.
2. *Past Project References* – The firm provided within the proposal and the contact information for the clients and consultants from prior work examples. The Owner reserves the right to contact those past clients/consultants as references.

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vi. Cost Proposal

1. *Services Cost Proposal* - Comprehensive cost proposal identifying all costs associated with providing CMAR services as identified in this RFP. The Cost Proposal must provide line-item detail and include any anticipated increases in costs. This is not inclusive of construction costs except where otherwise noted below.
2. *Cost Control Strategy* - Detailed description of Firm's cost control strategy (e.g. phasing, change orders, etc.).
3. *Incidental Expenses* - The Firm will bear ultimate responsibility for incidental (out of pocket) expenses. Set forth in the Proposal the basis for each type of incidental expense.
4. *Contract Items* - Unless otherwise agreed upon, the final contract will be based on the A133-2019 Standard Form of Agreement between Owner and Construction Manager as Constructor, as modified for this project. Enclose your fee structure per this document including reimbursable expenses, General Condition items, overhead and profit percentage of GMP construction cost, and any proposed supplemental conditions. Include a summary of all items that will be included in the General Conditions.
 - a. General Conditions must be given as a not to exceed amount with a breakdown of schedule of values.
5. *Known Hard Cost Proposal* -
 - a. Proposed Fee, provided as a percent of cost of work.
 - b. Proposed design coordination contingency must be included.
6. *Insurance Costs* - All Insurance costs must be provided as a percent of work, with a breakdown of what insurances are being included.

vii. MWBE

Disclose how the Firm will achieve the Owner's diversity and inclusion initiative by providing minimum MWBE/DBE participation of 35% or better.

viii. Conflicts of Interest Statement

Disclose any actual, apparent, direct, indirect or potential conflicts of interest that may exist with respect to Firm, management or employees of Firm or other persons relative to the services to be provided. If Firm does not have any conflicts of interest, Firm must include a statement to that effect in the Proposal.

ix. Proprietary Information Statement

Provide a statement that nothing contained in the Proposal submitted to the Owner in response to this RFP is proprietary. All proposals shall become the property of the Owner once submitted.

8. Submittal Procedures for Proposals

- a. Submit an electronic PDF copy of your proposal via link or attachment by the date and time listed in the Schedule of Events, to RFPinfo@zooatlanta.org. All information should pertain to one of the categories listed and have direct relevance to this project. Please verify that your attachment and/or link is usable/viewable before sending. Zoo Atlanta cannot accept

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- any file larger than 25 MB. If the RFP submittal is larger than 25 MB, please deliver submittal via secured link (i.e. SharePoint/Dropbox).
- b. Digital file name shall match the following format: *FirmName_CMAR_Lower Zoo Renovation-Phase1A_ProposalForZooAtlanta.PDF*.

9. Proposal Review and Shortlist Notification

- a. The Selection Committee will evaluate all proposals and determine a shortlist of firms to be interviewed. Selections will be qualifications based.
- b. ZA reserves the right to award the contract to the most qualified firm based on proposal submission and forego the shortlist and interview process.
- c. Short-listed firms will be notified by email and invited to an interview with the Selection Committee to present their qualifications in more detail. The email will include detailed instructions, to include the final date/time and location of the interview, and the information that will be requested of the interviewing teams.

10. Presentation and Interview Information

- a. Interview Format
 - i. The interview will last a total of 60 minutes (5 minutes for setup, 30 minutes for the presentation, 20 minutes reserved for questions and answers and the last 5 minutes for knock down). The Selection Committee will consist of representatives of ZA, their Architect, and any additional representatives deemed necessary by ZA.
 - ii. The Firm is allowed no more than **4 attendees** for their interview. No remote attendance is permissible, even in emergencies.
 - iii. The interview is exclusively conducted in-person.
 - iv. The presentation may involve flip charts, boards, or electronic presentations (such as PowerPoint) along with the oral presentation.
 - v. At the conclusion of the interview, please email a PDF of the presentation to RFPinfo@zooatlanta.org. Email must be received by ZA by 5:00pm on the day of interview. Zoo Atlanta cannot accept any file larger than 25 MB. If the presentation is larger than 25 MB, please deliver submittal via secured link (i.e. SharePoint/Dropbox).
 - vi. Questions regarding interview logistics may be submitted to RFPinfo@zooatlanta.org.

b. Interview Requirements

- i. The intent of the formal interview process is to provide the Selection Committee with in-depth information from the firm to make a final selection of the best-suited firm for the contract award. Firms should focus their presentations on the detailed plan for managing the construction, cost, schedule, and quality on the project and any unique characteristics or services the firm offers; and the firm's concepts or plans for the division of the project into separate packages for award. Firms are discouraged from reviewing general company history and past experience previously submitted in Statements of Qualifications and/or Project Proposals unless this information is particularly relevant to the presentation. All key personnel

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should be present at the interview including, at a minimum, the project superintendent, project manager, and project executive.

- c. Final Evaluation and Notification of Contract Award
 - i. Final evaluations will be made based upon the Qualifications, Proposal, and Final Interview.
 - ii. Zoo Atlanta will notify, on or before the date provided in the Schedule of Events, the successful proposing firm by email and contract negotiations may commence.

III. Supplemental Information to RFP

Construction Management at Risk Services For Zoo Atlanta

1. Additional Terms and Conditions to the RFP

- a. *Restriction of Communication* - From the issue date of this RFP solicitation until a successful proposer is selected and the selection is announced, proposers are not allowed to communicate about this solicitation or this Project for any reason with any members of the Selection Committee or the Owner except for submission of questions as instructed in the RFP, or during the proposer's conference/site visit (if applicable), or during the interview, or as provided by any existing work agreement(s). For violation of this provision, the Owner reserves the right to reject the proposal of the offending proposer.
- b. *Submittal Costs and Confidentiality* - All expenses for preparing and submitting responses are the sole cost of the party submitting the response. The Owner is not obligated to any party to reimburse such expenses. All submittals upon receipt become the property of the Owner.
- c. *Award Conditions* - This request is not an offer to contract or a solicitation of bids. This request and any proposal submitted in response, regardless of whether the proposal is determined to be the best proposal, is not binding upon the Owner and does not obligate the Owner to procure or contract for any services. Neither the Owner nor any party submitting a response will be bound unless and until a written contract mutually accepted by both parties is negotiated as to its terms and conditions and is signed by the Owner and a party containing such terms and conditions as are negotiated between those parties. The Owner reserves the right to waive non-compliance with any requirements of this RFP and to reject any or all proposals submitted in response. Upon receipt and review of responses, the Owner will determine the party(s) and proposal that in the sole judgment of the Owner is in the best interest of the Owner (if any is so determined), with respect to the evaluation criteria stated herein. The Owner then intends to conduct negotiations with such party(s) to determine if a mutually acceptable contract may be reached. The Owner reserves the right to reject any and all RFP submissions at the Owner's sole discretion.
- d. *Small and Minority Business Enterprise* - The Owner encourages all MBE, WBE and SBE to compete for contracts to provide goods, services, and construction, and encourages contractors to solicit MBE, WBE and SBE in procuring subcontractors and suppliers. This desire on the part of the Owner is not intended to restrict or limit competitive bidding or to increase the cost of the work. The Owner supports a healthy free market system that seeks to include responsible businesses and provides ample opportunity for business growth and development.
- e. *Statement of Agreement* - With submission of a proposal, the Proposer agrees that he/she has carefully examined the Request for Proposal (RFP), and the Proposer agrees that it is the

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Proposer's responsibility to request clarification on any issues in any section of the RFP with which the Proposer disagrees or needs clarified. The Proposer also understands that failure to mention these items in the proposal will be interpreted to mean that the Proposer is in full agreement with the terms, conditions, specifications and requirements in the therein.

- f. *Construction Agreement* - The contract for services will be based upon the A133-2019 Standard Form of Agreement between Owner and Construction Manager as Constructor. The CMAR will be required by this contract, as may be finally agreed upon with the Owner. This is a value-based selection based on qualifications, proposed cost, and ability to meet Project schedule. Provide any exceptions to the provided Standard Agreement. Offerors must specifically identify each proposed modification using the format below.

No.	Section #, Paragraph #, Title and Clause	Modification Proposed and Reason	Proposed Contract Provision to be Substituted
1			
2			

- g. *Non-Collusion* – In submitting their proposal the Firm certifies that they have not, either directly or indirectly, entered into action in restraint of free competitive bidding in connection with this proposal submitted to Zoo Atlanta or their designee.
- h. *Equal Employment Opportunity* - Zoo Atlanta is an equal opportunity employer and does not discriminate in employment on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, political affiliation, sexual orientation, marital status, disability, genetic information, age, membership in an employee organization, retaliation, parental status, military service, or other non-merit factor.
- i. *Obligation to Maintain Confidentiality* – The Contractor may be provided, have access to or become aware of Personally Identifiable or Protected Identification or other Confidential Information. The Contractor agrees not to disclose the Information to third- parties without the prior written approval of Zoo Atlanta's Risk Manager and not to make use of the Information other than as needed to perform the Work. The Contractor further agrees that it will only disclose the Information to its personnel on a need-to-know basis solely for the performance of the Services.

All Confidential Information as well as other documents, data and information provided to the Contractor by Zoo Atlanta is and will remain the property of to the extent that it was the property of Zoo Atlanta at the time it was provided to the Contractor.

Confidential Information shall be returned to Zoo Atlanta by the Contractor within five (5) business days of the completion of the Work under this Contract. The Contractor shall keep copies of the Confidential Information except that the Contractor may retain one copy of

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the Working Papers as required by law, regulation, professional standards or reasonable business practice. If requested by Zoo Atlanta, an officer of the Contractor will certify in writing that, to the best of his/her knowledge, information and belief, all Confidential Information and all copies thereof (except for one copy of the Working Papers) have been delivered to Zoo Atlanta.

- j. *Use of Premises* - The Contractor shall confine its apparatus, material and the operations of its workers to limits/requirements indicated by law, ordinances, permits, codes and any restrictions of Zoo Atlanta, and shall not unreasonably encumber the premises with its materials or supplies.
- k. *Protection of Work, Property, and Persons* - The Contractor shall adequately protect its own property from damage, will protect the Zoo Atlanta's property from damage or loss, and will take all necessary precautions during the progress of the Work to protect all persons and the property of others from injury or damage. The Contractor shall take all precautions for the safety of employees, and shall comply with all applicable provisions of Federal, State and local safety laws, building codes and any restrictions of Zoo Atlanta to prevent accidents or injury to persons on, about, or adjacent to the premises where work is being performed.

The Contractor shall erect and properly maintain at all times as required by the conditions, service and work, all necessary safeguards for the protection of its employees, the Contractor's employees, and the public, and shall post signs warning against potential hazards.

- l. *Indemnity* - To the extent permitted by law, Contractor agrees to protect, defend at its own expense, indemnify, save and hold harmless Zoo Atlanta, Zoo Atlanta's appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers from and against all losses, damages, costs and expenses-including reasonable attorney's fees, and from and against all liability, awards, judgments and decrees, of whatever nature for any and all damage to property of others and of the parties hereto, and their appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers of the party hereto, arising or in any way growing out of any of the acts or omissions or negligence whether of the Contractor, the Contractor's appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers, subcontractor, or of any tier of the subcontractor, the tier' appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers in connection with the performance of the services and work under this Contract.

In the State of Georgia for Engineering, Architectural and Land Surveying Services:

To the extent permitted by law, Contractor agrees to indemnify, hold harmless, insure or defend Zoo Atlanta, its appointed and elected officials, departments, agencies, boards, commissions, its officers, agents, employees and volunteers from and against liability or

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claims for damages, losses or expenses to the extent caused by or resulting from the negligent, reckless or intentionally wrongful conduct of the Contractor and any other persons employed by or entity utilized by the Contractor in the performance of this Agreement.

2. Forms

- a. *Certification Form* – This form must be included in the response to RFP. Those firms which neglect to submit the form with their proposal will be rejected from the selection process.
- b. *WMBE Form* – This form must be included in the response to RFP. Those firms which neglect to submit the form with their proposal submission will be rejected from the selection process.

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Exhibit "A"

Certification Form

I, _____, being duly sworn, state that I am _____ (title) of _____ (firm) and hereby duly certify that I have read and understand the information presented in the attached proposal and any enclosure and exhibits thereto.

I further certify that to the best of my knowledge the information given in response to the request for proposals is full, complete, and truthful.

I further certify that the proposer and any principal employee of the proposer have not, in the immediately preceding five years, been convicted of any crime of moral turpitude or any felony offense, nor has had their professional license suspended, revoked, or been subjected to disciplinary proceedings.

I further certify that the proposer has not, in the immediately preceding five years, been suspended, or debarred from contracting with any federal, state or local government agency, and further, that the proposer is not now under consideration for suspension or debarment from any such agency.

I further certify that the proposer has not in the immediately preceding five years been defaulted in any federal, state, or local government agency contract, and further, that the proposer is not now under any notice of intent to default on any such contract.

I acknowledge, agree, and authorize, and certify that the proposer acknowledges, agrees, and authorizes, that Zoo Atlanta may, by means that Zoo Atlanta deems appropriate, determine the accuracy and truth of the information provided by the proposer and that Zoo Atlanta or their agents may contact any individual or entity named in the Statement of Qualifications for the purpose of verifying the information supplied therein.

I acknowledge and agree that all of the information contained in the Statement of Qualifications is submitted for the express purpose of inducing the Owner to award a contract.

A materially false statement or omission made in conjunction with this proposal is sufficient cause for suspension or debarment from further contracts, or denial of rescission of any contract entered into based upon this proposal thereby precluding the firm from doing business with, or performing work for, Zoo Atlanta. In addition, such false statement or omission may subject the person and entity making the proposal to criminal prosecution under the laws of the State of Georgia or the United States, including but not limited to O.C.G.A. §16-10-20, 18 U.S.C. §§1001 or 1341.

Signature

Sworn and subscribed before me

This _____ day of _____, 20____.

NOTARY PUBLIC

NOTARY SEAL

My Commission Expires: _____

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Exhibit "B"

Project Team Composition Form

List all major team firms. For each firm indicate the percentage of services/fees to be rendered by each proposed firm and the Minority-Owned Business Enterprise (MBE) and Woman-Owned Business Enterprise (WBE) status, if applicable.

% Service/

<u>Firm Name</u>	<u>Fee</u>	<u>MBE</u>
------------------	------------	------------

a. Applying Firm:

b. Associated Firm:

c. (include other consultants, as appropriate)

d.

e.

This certifies that the percentage of services/fees appropriate for each discipline and firm listed above have been discussed with, and are acceptable to, the respective firms.

Date:

Signature and Title of Applying Firm Officer

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Exhibit "C"

Proposal Submission Checklist – Lower Zoo Renovation Phase 1A (CMAR RFP)

This checklist is intended to help proposers confirm that their submission to Zoo Atlanta is complete and compliant with all RFP requirements.

I. Administrative Requirements

- Submission Deadline:** Proposal submitted electronically by **3:00 PM ET, December 17, 2025** to RFPinfo@zooatlanta.org.
 - File Format:** One (1) PDF file, properly formatted, under 25MB (or via approved upload link if larger).
 - File Name Format:** *FirmName_CMAR_LowerZooRenovation-Phase1A_ProposalForZooAtlanta.PDF*
 - Contact Information:** Title page includes firm name, address, contact person, phone, and email.
 - Certification Form (Exhibit A)** signed and notarized.
 - MWBE/DBE Participation Form (Exhibit B)** completed and signed.
 - Conflict of Interest Statement** included.
 - Proprietary Information Statement** included.
 - Acknowledgment of Addenda** (if any) included.
 - Proposal submitted before cutoff time verified.**
-

II. Technical Proposal Components

- Cover Letter / Title Page**
- Table of Contents**
- Proposed Services Plan:**
 - Preconstruction Phase services (cost estimating, VE, constructability, scheduling, sustainability).
 - Construction Phase services (site coordination, quality control, schedule management, LEED tracking, commissioning, closeout).
- Project Approach:**
 - Management plan and cost tracking process.
 - GMP and contingency management plan.
 - Construction sequencing, phasing, and logistics plan.
 - Bid strategy, trade coordination, and subconsultant engagement.
 - Change order management and cost control measures.
 - Safety program summary and three-year safety record.
 - Sustainability and waste management strategy.
- Personnel and Resumes:**
 - Organizational chart showing project leadership and key staff.
 - Resumes for all key personnel (Project Executive, PM, Superintendent, Estimator).
 - Roles, time commitments, and office locations for each.
- Past Performance / Relevant Experience:**
 - 3–5 CMAR projects of similar scope and complexity.

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- Include description, size, delivery method, and photos.
- Indicate if key proposed staff worked on referenced projects.
- Include GMP amount, completion dates, final cost, schedule performance, and change order summary.
- References: Owner and Architect contacts with email and phone.

Financial References: Two (2) current references or letters of good standing from financial institutions.

III. Cost Proposal Requirements

- Comprehensive Cost Proposal** identifying:
- CMAR preconstruction fee and construction phase fee (% of cost of work).
 - General Conditions (itemized and not-to-exceed).
 - Overhead and Profit (Fee) percentages.
 - Insurance and bond cost breakdowns.
 - Proposed design coordination contingency.
- Cost Control Strategy** narrative outlining methods for estimating, phasing, and change order management.
- Incidental Expenses** listed with basis for each type (e.g., travel, printing, etc.).
- Acknowledgment of AIA A133-2019 Form** and any proposed modifications identified in table format per RFP instructions.
-

IV. MWBE / DBE Requirements

- MWBE/DBE Participation Plan:** Describes strategy to achieve **35% minimum participation**.
- List of Anticipated MWBE Subcontractors / Vendors.**
- Breakdown by Tier (Tier 1 and Tier 2)** to demonstrate compliance.
- Joint Venture Documentation** (if applicable).
-

V. Supplemental Requirements

- Statement of Agreement:** Confirms review and acceptance of RFP terms and conditions.
- Non-Collusion Statement** included.
- Equal Employment Opportunity Statement** included.
- Insurance Compliance:** Evidence or acknowledgment of ability to meet required coverage levels.
- Bonding Capacity:** Letter or proof of surety bonding capacity (if requested).
- Acknowledgment of Confidentiality and Communication Restrictions.**
-

Reminder: Incomplete or late proposals, or those missing required forms (Certification Form or MWBE Form), will be **rejected without review**.



REVITALIZING THE ORKIN CHILDREN'S ZOO: PROPOSED NEW GOLDEN LION TAMARIN & MIXED SPECIES SLOTH HABITAT

August 25, 2025

All information in this presentation is to be treated as
confidential



The Orkin Children's Zoo

Opened 2002



- Reshaped a critical section of the Lower Zoo
- Set in motion additional investment in larger KIDZone area
- Offers Orkin high visibility in one of the Zoo's most popular areas



- Brazilian Outpost Golden Lion Tamarin Habitat
- Base Camp Discovery Education Cabins

The Orkin Children's Zoo

Opened 2002



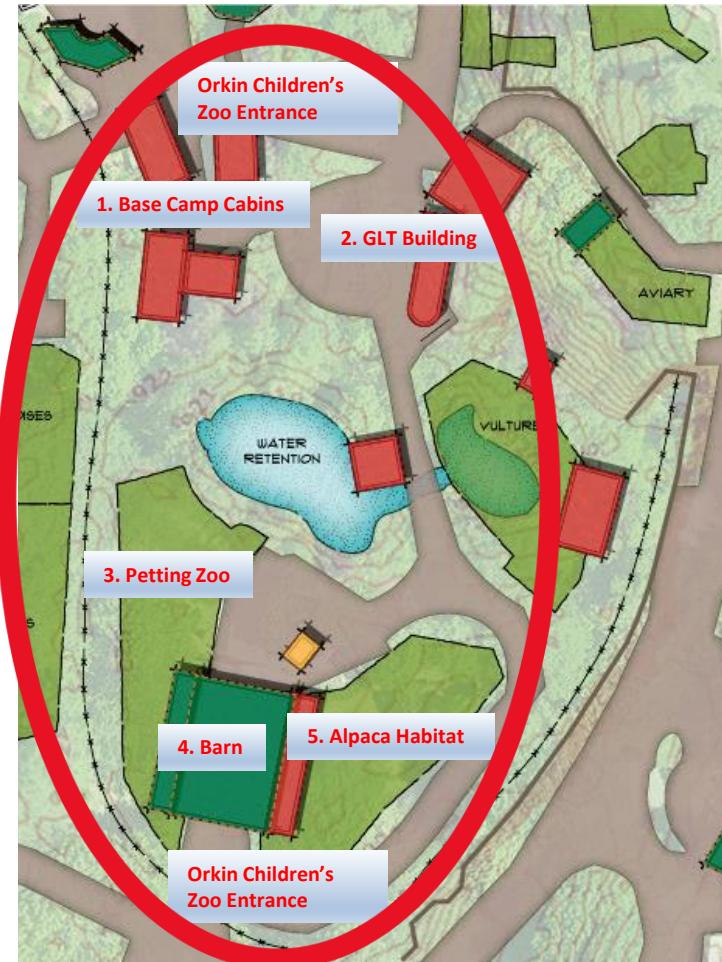
- Petting Zoo
- Barn
- Alpaca Habitat



Current Orkin Children's Zoo

The \$1.3 million gift in 2000 funded:

1. Base Camp Discovery Cabins for Education Programs
2. Golden Lion Tamarin (GLT) Habitat/Building
3. Petting Zoo
4. Barn
5. Alpaca Habitat (originally Kangaroo Habitat)



Current Golden Lion Tamarin Habitat



- Golden Lion Tamarins (GLT) have been a longtime guest favorite and represent a nearly **three-decade conservation success story** through the Zoo's signature partnership with the Golden Lion Tamarin Association in Brazil.
- Replacing the aging GLT building is **critical to ensure animal welfare** and to meet updated standards Zoo Atlanta and the Association of Zoos and Aquariums (AZA) have set for engaging and immersive habitats.
- The current state of the building poses a **potential risk to Zoo Atlanta's AZA accreditation in December 2025** unless firm plans, funding and a timeline are in place to replace it.
- Due to safety concerns in its current state for both animals and Keepers, **we no longer house GLTs in this building.**
- Despite the importance of GLTs to our animal population and conservation strategy, **we currently have just two aging GLTs** and do not have appropriate facilities to breed them or bring in additional GLTs.

State of Current Golden Lion Tamarin Building

- The GLT Building is rotting from excessive moisture wicking into it from outside.
- The wooden structural framing would all need to be replaced.
- This repair cost would exceed the current value of the building.



State of Current Golden Lion Tamarin Building



State of Current Golden Lion Tamarin Building

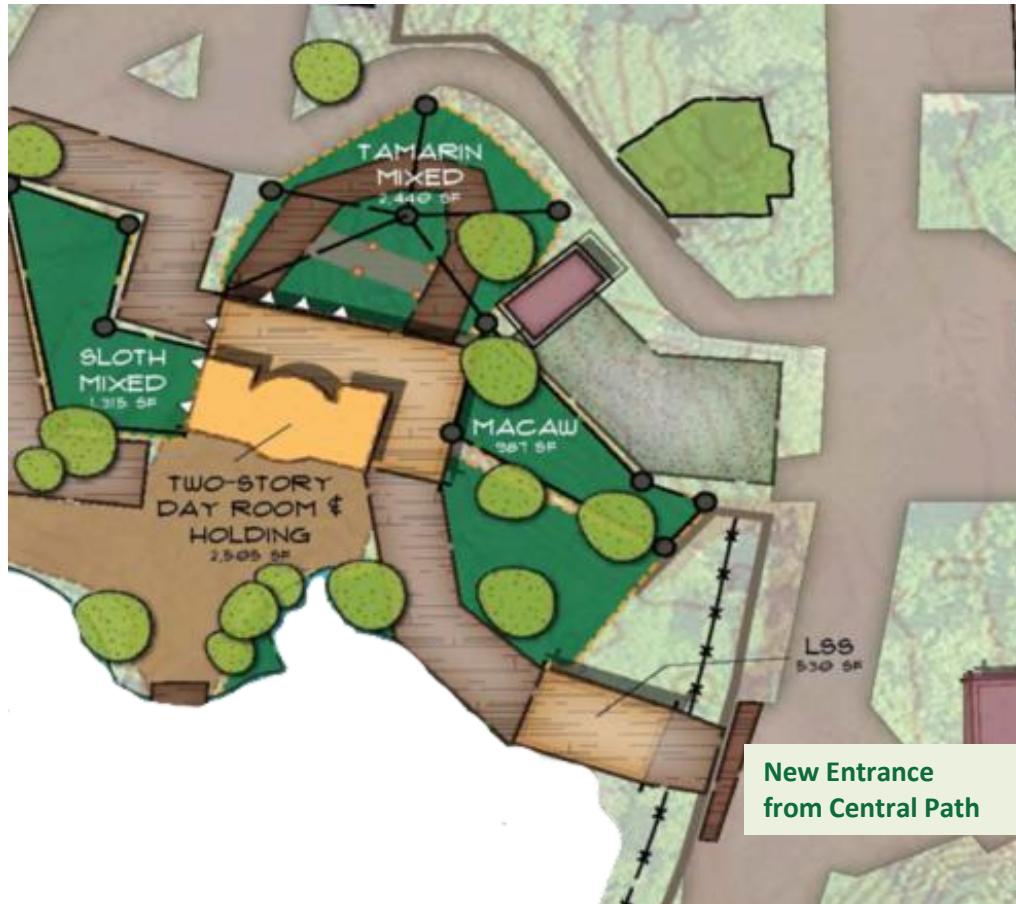


Proposed Golden Lion Tamarin Habitat

- Plans call for an **engaging new treehouse concept that would highlight both GLTs and sloths**, one of the Zoo's most beloved species.
- Rebuilding this structure will bring **new life and energy to the Orkin Children's Zoo** section of the Zoo and connect it to the Zoo's central path.
- The new habitat will allow guests to enter on an elevated walkway on the Zoo's central path, with a **prominent new branding opportunity for Orkin**.
- Sloths will join GLTs, as well as critically endangered macaws, in an **immersive mixed-species habitat** that will **drive increased visitation** to the area.
- The new facility will enable us to better showcase Zoo Atlanta's **major conservation commitment to GLTs** and the Golden Lion Tamarin Association in Brazil.
- The sloth indoor holding area will be designed to allow guests to interact with these slow-moving and extremely popular mammals as part of an **educational, revenue-generating Sloth Wild Encounter opportunity**.



Proposed Golden Lion Tamarin & Sloth Habitat



New Elevated Guest Path

- Connects the Zoo's central (Spine) path to the new 2 story GLT/Sloth day room

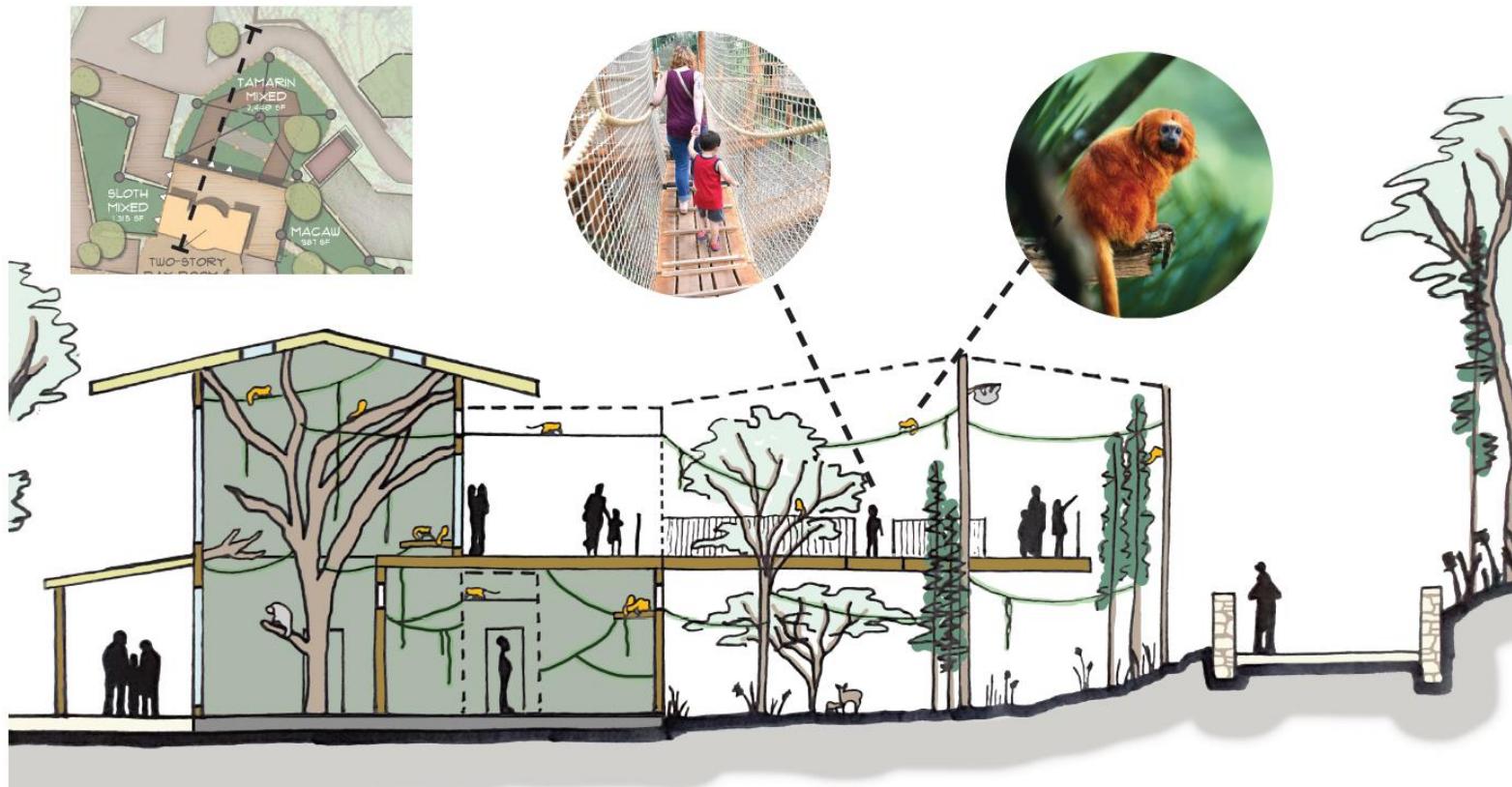
GLT / Sloth Building

- Lower-level interior: approx. 55' x 32'
- Upper-level interior: approx. 40' x 17'
- Upper-level exterior deck: 15' wide on the North and West side, connected to boardwalk

Habitats

- 30' maximum height each
- Macaw Habitat: approx. 55' x 16'
- GLT Habitat: approx. 55' x 56'
- Sloth Habitat: approx. 54' x 33' (open top)

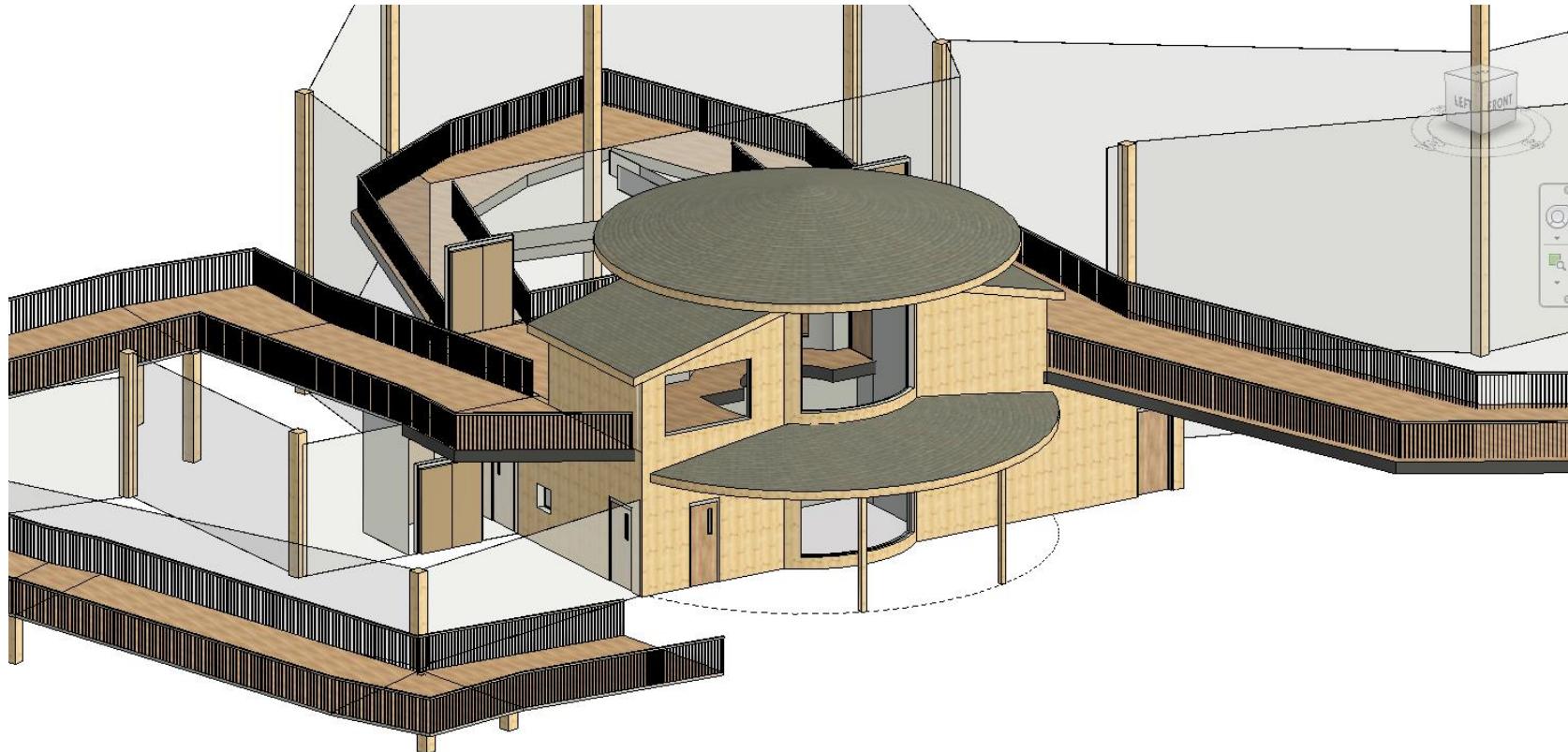
Proposed Golden Lion Tamarin Habitat



Proposed Golden Lion Tamarin Habitat



Proposed New Golden Lion Tamarin Habitat & Dayroom





Conceptual View of Brand-New Proposed Entrance from Central Path (approx. 13'6" x 8')



TESSERE

Concept of New Sign to Replace Existing Sign at Entrance to GLT Habitat (approx. 13'6" x 5')

Proposed Golden Lion Tamarin Habitat Proposed Schedule

Q2 2025	June-July	Site & Utility Survey Update COMPLETED
Q4 2025	Oct	Finalize Contract for Design Work
	Nov	Construction Manager Public Posting & RFP Process Begins
Q4 2025	Nov – Jan	Schematic Design (2.5 Months)
Q1 2026	Jan - March	Construction Manager RFP Process Completed & Onboarded
	Feb	Construction Manager Schematic Design Estimate (3 weeks)
Q2 2026	Apr– June	Design Development (2.5 Months)
	June	Urban Design Commission Submission
Q2 2026	June	Construction Manager Design Development Estimate (3 weeks)
Q3 2026	June – Oct	Construction Documents (5 Months)
Q3 2026	Sept	Demo & Land Disturbance Plan Review & Permit
Q4 2026	Oct	Demo & Land Disturbance Bidding & Guaranteed Maximum Price
Q4 2026	Nov-Dec	Construction Kickoff – Demo, Mass Grading (2 Months)
		Building Bidding & Guaranteed Maximum Price
		Building Permit & Final Value Engineering (2 Months)
		Zoo Presents Agreement to AFCRA for Approval
Q1 2027	Jan	Building Construction Starts (10-12 months)
Q4 2027	Nov-Dec	Construction Substantial Completion

Existing Conditions Plan

