



**Milwaukee County Zoological Gardens
MASTER PLAN 2012-2013
Request For Proposals (RFP)
For
Professional Services as Prime Consultant
To Provide
Planning and Design Services for Developing the Master Plan
Project No.: Z600-11440
August 20, 2012**

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- Zoo Map
- PGAV Milwaukee County Zoo Master Plan Pre-Planning Analysis Report
- Matrix of Cross Function Relations of Issues Identified in the PGAV Analysis Report
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DEPARTMENT OF ADMINISTRATIVE SERVICES

Patrick Farley, Acting Director

Milwaukee County



Milwaukee County Zoo Master Plan 2011-2013

Request for Proposals (RFP)

Part I : Invitation And Participation Requirements

August 20, 2012

To: All Interested Consultants

Subject: Request for Proposals (RFP) To Provide Professional Services as Prime Consultant for Master Planning.

Project Name: Milwaukee County Zoo Master Plan 2011-2013

Project Location: Milwaukee County Zoological Gardens
10001 W. Bluemound Rd., Milwaukee, Wisconsin

Project No.: Z600-11440

Project Owner: Milwaukee County (Managing Agencies : DAS & Zoo)

Contacts: **Philip T. Hung**, Managing Architect
(DAS - Project Manager) – (414) 278-4847
Director. Chuck Wikenhauser, Dr. Bruce Beehler,
Milwaukee County Zoological Gardens

Section A - Introduction:

This Request for Proposal (RFP) for master planning services for future developments at Milwaukee County Zoological Gardens is authorized by the Director of Administrative Services for Milwaukee County in conjunction with Milwaukee County Zoological Gardens (Zoo), and in collaboration with the Zoological Society of Milwaukee. These three entities are hereafter collectively referred to as "Owner".

This master plan began in 2011 with Master Plan initial analyses to identify goals and strategies for developing an in-depth master plan for the future development of the Zoo. The current effort shall build on the findings of the initial analyses and provide master-planning services stated in this RFP information packet.

This Master Plan development is further divided into Stage 1 and Stage 2 below:

Stage 1 shall be an exploratory effort involving the conceptual development of multiple solution options for various master plan elements and issues.

Stage 2 shall be a synthesizing process combining elements selected from Stage 1 solutions into a cohesive overall plan for the Zoo grounds and facilities.

Owner may award contracts for the two stages to a single consultant or to two consultants. These contracts shall be awarded sequentially either in two unrelated executions, or in two related executions with one being the initial contract and the other being a change order.



Section B - Proposal Content and Submission:

1. **Proposal Submission Deadline:** 2 PM, Thursday, September 21, 2012.

2. **Proposal Submittals Recipient:**

Philip T. Hung

Milwaukee County DAS – AE&ES

2711 W. Wells Street, 2nd floor, Milwaukee, WI 53208

3. **Proposal Contents and Format:**

A. Contents and Order of proposal

1) Front cover page containing the following information/texts:

Title : **Proposal for Professional Services as Prime Consultant**

Milwaukee County Zoological Gardens Master Plan 2011-2013

10001 W Bluemound Rd., Milwaukee, Wisconsin

Project number : Z600-11440

For: **Milwaukee County DAS & Zoological Gardens”**

By: **Consultant’s name, address, phone number & fax number**

Date of proposal

- 2) **Table of Contents:** Include a clear identification of the material by section and by page number.
- 3) A letter signed by the **respondent** to the PROJECT MANAGER, briefly stating the proposing consultant’s understanding of the services to be provided and a positive commitment to perform the services as defined in the RFP. Indicate the number of addenda received, if any. The letter shall be two pages long or less.
- 4) **Organization Description:** A description of the organization submitting the proposal. Include the name, legal status (corporation, partnership, etc.), professional registration / certification.
- 5) **Sub-Consultants:** Indicate the names and addresses of any sub-consultants and/or associates in the proposed team. State the capacity they will be used in and the approximate percentage of the total services they will provide.
- 6) **DBE Participation:** This project requires a participation goal of 17% by one or more businesses certified by Milwaukee County as Disadvantaged Business Enterprises. However, the enlisting of such businesses shall be a joint effort with Owner after a respondent is selected to be the consultant designate but prior to the award of the contract.
Respondent is required to list the services for DBE participation.
- 7) **Proof of Equal Opportunity Employer:** The Consultant shall be an Equal Opportunity Employer. Proof is required in that section of the Proposal.
- 8) **Fee Proposal:** (More information on to follow.) In order to expedite the Agreement award process, each finalist is to completely fill in and include the attached Stipulated (Lump Sum) Standard Prime Consultant Agreement for Professional Services for Stage 1 services (do not include Stage 2 Services). Include all insurance forms as required per the agreement.
- 9) **Stage 1 Proposal:**



- a) **Services, task and activities:** For each of the Master Plan Stage 1 elements and options described in Part II list the tasks and activities which shall be the required minimum services plus all additional efforts deemed necessary by the respondent for achieving the planning objectives.
 - b) **Fee Proposal Breakdown for Stage 1 Services:** On a page containing the project title and the submitting firm's name, as well as the page title: **Fee Proposal Breakdown for Stage 1 Services**, enter the line items breakdown of the proposed fee according to the services, tasks and activities listed in a) above and other itemized fees not listed therein.
 - c) **Constant Effort:** Provide a detailed breakdown (spreadsheet format) of the direct hours by task, position, and person to complete Stage 1 of the project as described in this RFP information packet.
 - d) **Schedule for Stage 1 Services :** Provide a bar chart format schedule indicating the sequence, timeline, and relationship of services, tasks and activities listed in a) above for the completion of Stage 1 Master Plan.
- 10) **Stage 2 Proposal:**
- a) **Services, task and activities:** For each of the Master Plan Stage 2 elements described in Part II list the tasks and activities which shall be the required minimum services plus all additional efforts deemed necessary by the respondent for achieving the planning objectives.
 - b) **Fee Proposal Breakdown for Stage 2 Services:** On a page containing the project title and the submitting firm's name, as well as the page title: **Fee Proposal Breakdown for Stage 2 Services**, enter the line items breakdown of the proposed fee according to the services, tasks and activities listed in a) above and other itemized fees not listed therein.
 - c) **Constant Effort:** Provide a detailed breakdown (spreadsheet format) of the direct hours by task, position, and person to complete Stages of the project as described in this RFP information packet.
 - d) **Schedule for Stage 2 Services:** Provide a bar chart format schedule indicating the sequence, timeline, and relationship of services, tasks and activities listed in a) above for the completion of Stage 2 Master Plan.
- 11) **Qualifications Statements:**
- a) Zoo planning experience: List all Zoo planning projects and information on locations, sizes, target improvement budgets, year work completed and contacts
 - b) Non-zoo recreation facilities planning projects: List all planning projects for recreation facilities, such as amusement parks and multi-facilities cultural complexes and information on locations, sizes, target improvement budgets, year work completed and contacts.
 - c) Stand alone zoo exhibit planning experience: List all planning and or design of stand alone zoo exhibits projects and information on locations, sizes, target improvement budgets, year work completed and contacts.
 - d) Stand alone non-zoo recreation facilities planning experience: List all planning and or design of stand-alone non-zoo recreation facility projects and information on locations, sizes, target improvement budgets, year work completed and contacts.
 - e) Professional capacity of organization: Indicate the size of professional staff and the median size of the professional staff within the last 5 years



- f) Organizational characteristics: Indicate the median length of employment among the staff and the average length of employment among the lower half of the staff.
 - g) Individual qualifications: State in details the qualifications of the respondent, and those of subconsultants if any.
 - h) Where appropriate, indicate the qualifications applicable to Stage 1 services, and those applicable to Stage 2 services.
 - i) Provide resumes of individuals who will be assigned to this project,
 - j) Include materials of (3) sample projects in a bond 8-1/2x11 document illustrating the quality of work to be expected for the Milwaukee Zoo project.
- B. Submission format and requirements:
- 1) **Document Format:** Bind all items a single 8-1/2" X 11" document, except sample project materials, which shall be in a separate volume.
 - 2) **Order of Components:** Proposals shall respond to each component as listed in subsection 3-A - Proposal Content, in the order as shown and in the form or format as requested. Each response shall include the component title and a complete answer. Response to a component by referenced to other parts of the Proposal shall be rejected.
 - 3) **Copies required:** Ten (10) hardcopies and Ten (10) CD's (electronic files).
 - 4) **Submission Format:** Submitted all required copies of the Proposal in a single sealed envelope or flat box. Each envelope or box shall be identified with the submission date, RFP number, project number and title, and name and address of the submitting party. An envelope or a box not properly identified, or received after the time and date as noted above shall be reject
4. **Site Visits:**
- A. **Proposal preparation visits:** Site visits during proposal preparation are encouraged but not required.
 - B. **Interview preparation visits:** All finalists invited to interviews are required to visit the Zoo. Upon receipt of an invitation, a finalist shall contact the Project Manager to arrange for a visit.

Section C – Presentation, Interview

Time, Date and Place: See RFP and Consultant Selection Schedule below

1. **Contents:**
 - A. Sample projects and other materials as determined by the candidate.
 - B. Explanation of the Master Planning approaches, processes, methodologies that will be applied to this project and other pertinent information.
 - C. Project team communication flow chart: Present a flow chart showing how all project team members, including the client (Owner) will work together and communicate with each other to ensure a well coordinated planning process.
2. **Format:** Open, with questions and answers section.

Section D – Proposal/Presentation Evaluation & Consultant Selection Criteria



1. **Consultant or Consultants Selection Process:** The consultant will be selected in a 2-step process. Step 1 will be proposal evaluation. At the conclusion of Step 1, one or more finalist will be invited to Step 2 which will be an in person presentation and interview. At the conclusion of Step 2, one or more consultant will be selected.
2. **Consultant or Consultants for the 2-stage Master Plan Professional Services:** At the discretion of the Owner, a single consultant or two (2) separate consultants may be selected for the 2 stages of the Master Plan Professional Services.
3. **Subconsultants Evaluation and Acceptance:** Owner reserves the right to evaluate subconsultants proposed by a prime consultant and to reject any or all with or without reasons before or after the final selection decision.
4. **DBE participation:** Upon the selection of the consultant, Owner shall joint the prime consultant in a cooperative effort to select DBE firms for participating this project. The selection of DBE participants shall be finalized within two (2) weeks of the selection of the prime consultant designate. Signed commitments between the prime consultant and the DBE participants shall be submitted to the Project Manager no later than one (1) week there after. Any failure to reach the participation goal shall be a cause for termination of contract. Respondents are encouraged to contact the following agency to receive a list of certified DBE firms:
Community Business Development Partners (C.B.D.P.): (414) 278-5248
6. **Proposal Grading Criteria: Total = 100 points**
 - A. Responsiveness to and compliance with proposal contents and format requirements: 20 points
 - B. Zoo planning experience: 20 points.
 - C. Non-Zoo recreation facilities planning experience: 10 points
 - D. Stand alone zoo exhibit planning-design experience: 10 points
 - E. Stand alone non-zoo recreation facilities planning-design experience: 5 points
 - F. Organization capacity and characteristics : 5 points
 - G. Qualifications of individuals: 10 points
 - H. Utilization of subconsultants: 5 points – based on appropriate level of involvement
 - I. Plan to utilize DBE firms: 5 points
 - J. Qualify of sample projects: 10 points
7. **Presentation and Final Evaluation: Total = 100 points**
 - A. Clarity of presentation and ability to effectively communicate with the client: 25 points
 - B. Content of presentation and understanding of the nature of the project: 25 points
 - C. A demonstration of extraordinary insights for projects of this type and specification for this particular project: 20 points
 - D. Answers to interview questions: 15 points
 - E. Fee proposal and understanding of the weight of various service components: 15 points
8. **Proposal/Presentation Evaluation Team:** A team consisting of Owner representatives will evaluate the proposals, conduct the interviews and select the consultant(s).

Section E – RFP & Consultant Selection Process and Schedule



August 20, 2012: Issuance of RFP.
September 10, 2012: Last day for questions.
September 21, 2012: Proposals due.
September 26, 2012: Selection of finalists and issuance of invitations to interviews
October 3 or 4, 2012: Interviews of finalists and selections decision.

Section F - Caveat:

1. Owner reserves the right, in its sole discretion, to reject any or all proposals, issue addenda, request clarification, waive technicalities, alter the nature and / or scope of the proposed project, request submittal, and / or discontinue this process.
2. Owner shall be responsible for oral interpretations that commit the Owner to the influence of the outcome of the proposal, given by Owner employees, representatives, or others.
3. All respondents shall use this RFP and its attachments as the sole basis for the proposal.
4. The issuance of a written addendum and the pre-submission meeting are the only official method through which interpretation, clarification or additional information given.
5. Proposals will not be opened in public.
6. This is a RFP, not a bid. Therefore, Owner is not bond to accept the lowest fee for professional services as the basis in selecting a Consultant.
7. All costs for preparing a proposal, attending the selection interview if required, or supplying additional information requested by Owner, is the sole responsibility of the submitting party. All materials submitted will not be returned.
8. All questions regarding this RFP shall be directed in writing by September 10, 2012 to:

Philip T. Hung

*Milwaukee County DPW – AE&ES
2711 W. Wells Street, 2nd floor,
Milwaukee, WI 53208*

(414) 278-4847, Fax: (414) 223-1266

Email : Philip.Hung@milwcnty.com

Sincerely,

Philip T. Hung, Managing Architect



RFP PART II : PROJECT SCOPE **(Attachment A to Contract Agreement)**

INTRODUCTION AND BRIEF HISTORY

The Milwaukee County Zoo (Zoo), in partnership with the Zoological Society of Milwaukee (ZSM), and through the management of Milwaukee County Department of Administrative Services is requesting proposals from interdisciplinary consulting teams with expertise in zoo site master planning, exhibit design, visitor attractions, revenue generation, architecture, landscape architecture, engineering, sustainability, and capital and operational cost estimating to develop a Comprehensive Master Plan for the Zoo. The Master Plan will serve as a baseline and guide for the development of Zoo capital improvements over the next ten years.

The Zoo, a department of Milwaukee County, is one of the leading family attractions in the State of Wisconsin with 1.3 million visits per year, has served the community since 1892, and is accredited by the Association of Zoos and Aquariums (AZA). In partnership for over 100 years with the Zoological Society of Milwaukee (with a membership base of over 50,000 families), the Zoo serves as a center for animal exhibition, care, and management; wildlife conservation; conservation education; and visitor attractions. The Zoo generates more than \$100 million and 1,300 jobs in the metropolitan area every year.

The Zoo moved to its current location in 1958, and most of the original major buildings on this site were completed during the 1960's. Since then, two capital improvement campaigns were successfully completed in partnership with ZSM.

In 1985, the Zoo and ZSM developed a \$26 million private/public partnership Capital Improvement Plan. The planned improvements were completed within budget by 1995. Major accomplishments of this plan included a new Visitor Welcome Center, the Apes of Africa Center, the renovations of the Aviary, the renovations of the Primates of the World, the renovations of the Aquatic and Reptile Center, the addition of the Dairy complex at Heritage Farm, the additions of underwater viewing at Seals and Polar Bears, a new Wolf Woods, and the construction of what is now the Sea Lion/Seal presentation theater.

In 1997, a draft Zoo Master Plan was developed and served as a guideline for a \$29 million Capital Improvement Plan completed in partnership with ZSM. This plan allowed major renovations of what are now Big Cat Country, Family Farm, Macaque Island, the Spider Monkey exhibit, Wolf Woods, and the Giraffe exhibit, and new construction of the Animal Health Center, the Education Center, Lakeview Plaza, and the Gathering Place.

In 2011 the Zoo and ZSM began the development of a new Master Plan by contracting with Peckham, Guyton, Albers & Viets, Inc. (PGAV), to complete an analysis for the upcoming Master Plan. This Master Plan Initial Analysis was completed in 2012, and the results are attached.

The overall objective of this project is to translate the goals and strategies outlined in the Master Plan Initial Analysis into a comprehensive Zoo Master Plan. The Master Plan will address the entire Zoo, with an emphasis on Zoo facilities and areas that were not modified in the 1985 and 1997 plans. This plan will also address the major changes in facilities, infrastructure and internal traffic patterns that will result from the reconstruction of the Zoo Highway Interchange.

A team consisting of representatives from the three partnering organizations will direct the work of the consultant.



The Master Plan development will be conducted in two stages as described in detail below.

STAGE 1

A. Master Plan Stage 1 Scope

Stage 1 planning shall seek to achieve the overall Master Plan objectives by developing the following five (6) categories:

1. Animal Exhibits

Propose eight (8) major animal exhibits most feasible for development in the foreseeable future. At least 3 of the proposed exhibits must be new - the others may be redevelopment or replacement of existing exhibits. (A proposed new underwater hippo exhibit is already designed, and is not included in these numbers.) For each exhibit, provide the following:

- a) Objectives for the proposed exhibit.
- b) The species and number of animals.
- c) Footprint of exhibit, support areas, public areas
- d) Location options.
- e) Lump sum estimate of total development cost and cost base reference information.
- f) Reasons for the proposed exhibit.

2. Non-Animal (Exhibit) Attractions

Propose three (3) non-animal (exhibit) attractions that may be suitable additions to the Zoo in the foreseeable future. For each attraction, provide the following:

- a) Objectives for the proposed attraction and its target customers.
- b) Description of attraction
- c) Description of equipment, if any and names of manufacturer if applicable.
- d) Facility requirements – building, sizes, support facilities etc.
- e) Operational requirements
- f) Location options.
- g) Lump sum estimate of total development cost and cost base reference information.
- h) Economic model.

3. Revenue-generating Centers - New, Redevelopment or Replacement

Propose five (5) revenue-generating centers (including, but not limited to, merchandise, concessions, and group sales) that may be suitable for development in the foreseeable future. These "centers" may be new, redevelopment or replacements. For each "center", provide the following:

- a) Objectives for the proposed revenue-generating centers and its target customers.
- b) Type of merchandise or food service to be offered
- c) Size of facility.
- d) Location options.
- e) Relation to exhibits or other attractions.
- f) Lump sum estimate of total development cost and cost base reference information.
- g) Economic model.

4. Star Exhibits Nexus and Zoo Layout Options

Propose three (3) options to enhance visitor experiences by bringing into prominence, existing and new "star" exhibits, to create "nexuses" or themes for coordinated presentations of the Zoo to guide the development of overall layout options for the entire Zoo. Each layout shall be developed in conjunction with potential alterations of existing



circulation patterns being considered for this Master Plan. For each scheme, provide the following:

- a) Identify the star exhibits, existing and future, which are the focal point of visitor experience.
- b) Establish the conceptual relations that form the alignment.
- c) Define the visitor experience enhancement offered by the layout scheme.
- d) Determine the physical relations needed to articulate the alignment
- e) Define how other exhibits and attractions are alignment with the star exhibits.
- f) Determine how roadways and other ground elements will be impacted.
- g) Illustrate the layouts with diagrams and annotations.

5. Circulation Enhancement Options

Propose three (3) options for improving circulation and wayfinding. For each scheme, provide the following as applicable:

- a) Relations to star exhibit alignment, other attractions, revenue centers, food service facilities, restrooms and Zoo layout schemes.
- b) How the scheme enhances wayfinding, and intuitively guides visitors to all exhibits along efficient routes.
- c) Alterations to roadways.
- d) Alterations to vehicle traffic routes.
- e) Relations to forested areas.
- f) Alterations to entry arrangements.
- g) Alterations to exit arrangements.
- h) Alterations to parking arrangements.
- i) Pedestrian bypasses.
- j) Rest areas improvements.
- k) Small group gathering areas.
- l) Shading provisions.
- m) Lump sum estimate of total development cost and cost base reference information for new constructions if applicable.
- n) Illustrate the layout with diagram and annotation

6. South and West satellite properties Reconfiguration Options Address Impacts of I-94 Zoo Interchange Replacement in 2015-2016

Major changes planned by the Wisconsin Department of Transportation (Wis DOT) for the intersection of I-94, I-894, and State Hwy 45, and the associated roadways, will result in significant loss of parking spaces, severely restrict the functionality of the Zoofari conference Center at the northeast corner, affect access to Zoo, and potentially necessitates replacement facilities for Bird Winter Quarters and Horticultural Shops at existing or new locations. Information about the configuration of the new Zoo Interchanger obtainable from Wis DOT shall be fully analyzed for addressing the impacts of the Interchange project on the Zoo and the potential solutions to mitigate these impacts. Propose three (3) implication scenarios and solution options to include the follow items at a minimum:

- a) Impacts on existing parking capacity and configurations as well as replacement facilities such as a parking structure or other solutions.
- b) Impacts on Zoofari Conference Center and potential mitigation solutions.
- c) Potentials for combining a parking structure with facilities to replace the Zoofari Conference Center and to host another cultural venue.



- d) Second Zoo entrance through Bliffert property on the northwest corner or at another access point.
- e) Impacts on the South yard and potential mitigation solutions.
- f) Impacts on Bird Winter Quarters and potential mitigation solutions.
- g) Impacts on Horticultural Shops and potential mitigation solutions.

B. Stage 1 Minimum Planning Services

The consultant shall, at a minimum, perform the following tasks:

1. Gather and analyze pertinent information and data: Consultant shall collect all information and data required to perform work of this stage, including but not necessarily limited to the information and data described elsewhere in this RFP; reference materials listed on the cover of this RFP; ideas, concepts and or design Owner may develop separately and present to the consultant; as well as information obtained by additional on-site surveys, interviews and or meetings.
2. Initial brainstorming sessions with Owner: Minimum of (1) 1-1/2-hour long sessions for each category of master plan elements list above.
3. Interim reports: Minimum of one (1) report for each option of each category. Each report shall consist of a minimum of one (1) graphic illustration and one (1) written report.
4. Review of Owner comments on Interim reports: All comments by Owner on the interim reports shall be thoroughly reviewed and analyzed for improvements to the master plan solution.
5. Final presentation and review: Minimum of (1) presentation for each category of master plan elements listed above.
6. Final report: Following the final presentation and upon incorporation of comments and/or revisions requested by the Owner, consultant shall submit final report as stated in deliverable requirements.

C. Stage 1 Minimum Deliverables Requirements

The consultant shall, at a minimum, submit the following deliverables:

1. **Interim Option Solutions:** Submit solutions for each option of each category of the master plan elements listed in "Stage 1 Master Plan Elements" above. Each solution submittal shall include but not necessarily be limited to one (1) graphic illustration and one (1) written report. Format shall be ten (10) hardcopies and one (1) electronic copy.
2. **Final Option Solutions:** Submit solutions for each option of each category of master plan elements listed in "Stage 1 Master Plan Elements" above. Each solution submittal shall include but not necessarily be limited to one (1) graphic illustration and one (1) written report. Format shall be ten (10) hardcopies and one (1) electronic copy.

D. Stage 1 Schedule

The following is a tentative schedule for the execution of Stage 1 of the Master Planning process. The final schedule shall be developed jointly with the selected consultant during contract award and/or in the first week of project execution:

October 08, 2012:	Commencement of Work
October 22, 2012 to October 26, 2012:	Brainstorming Sessions
November 12, 2012 to November 16, 2012:	Interim Report and Presentation
January 07, 2013 to January 11, 2013:	Final Presentation
January 31, 2013:	Final Submittals Due



STAGE 2

A. Master Plan Stage 2 Scope

Stage 2 will consist of an in-depth development of Owner-selected Stage 1 development options, each to a level that will allow an accurate assessment of the capital and annual operating costs (including utilities, personnel, maintenance, etc.), and the completion of a comprehensive Zoo Master Plan composed of major elements listed below:

1. Overall Nature and Purpose of the Final Master Plan Product

- a) **A conceptual design of the entire Zoo:** The final product shall be a cohesive physical design of the entire Zoo encompassing all existing and proposed elements such as buildings, outdoor venues, roads, vegetation areas, major landscape elements, graphic elements, utilities improvement schemes, communication network improvement concepts, etc.
- b) **An implementation manual for future actions:** The final product shall also be an actionable plan with information on development costs and timelines for implementation of various proposed developments in stages.
- c) **An interpretative presentation of the design concept and implementation approaches:** The final product shall present the ideas, findings and solutions etc. in media and formats that will most appropriately illustrate items a) and b) above in an easy to understand and cohesively structured body of materials.

2. Animal Exhibits

Develop five (5) exhibits to include the following for each exhibit:

- a) Design a conceptual floor plan including animal exhibit areas, visitors' area, animal holding areas and support areas in approximate sizes and configurations.
- b) For a new facility, design a conceptual elevation of the front of the building to illustrative its possible appearance.
- c) Design a conceptual layout plan for each exhibit including animal exercise areas, viewing frontage, major props.
- d) Line item estimates of development costs including costs of building structure/envelope, MEP systems, exhibits, major equipment and operations.

3. Non-Animal (Exhibit) Attractions

Develop two (2) non-animal (exhibit) attractions to include the following for each attraction.

- a) Design a conceptual layout plan for equipment, buildings, operation areas, visitor entry areas, visitor exit areas and other related areas.
- b) List of major equipments.
- c) List of operation requirements.
- d) Usage/visits projection.
- e) Line item estimates of development costs including costs of building structure/envelope if any, MEP systems if any, major equipment, and operations.
- f) Economic model showing the threshold of financial sustainability and potential profit.

4. Revenue (Retail) Centers

Develop three (3) "centers" to include the following for each center.

- a) Design a conceptual floor plan for merchandise display areas, entrance, cashier areas and storage areas.
- b) For each center in a new building, design a footprint of the building
- c) For a new facility, design a conceptual elevation of the front of the building to illustrative its possible appearance.
- d) List of operation requirements.



- e) Sales/visits projection.
- f) Line item estimates of development costs including costs of building structure/envelope if any, MEP systems and operations.
- g) Economic model showing the threshold of financial sustainability and potential profit.

5. Star Exhibits Nexus and Zoo Layout

Develop a Zoo layout plan based on a selected star exhibits nexus to include the following

- a) Star exhibits locations and identifications.
- b) Design a visitors' path to easily lead to these star exhibits from various entry points.
- c) Identify and illustrate architectural, landscape and or graphic elements that may assist in the discovery of the path and the nexus or theme.
- d) Identify the less popular exhibits between the star exhibits and potential for "discovery" visits.
- e) Illustrate architectural, landscape and or graphic elements that may enhance the discovery of the less visible exhibits.

6. Circulation Enhancement Scheme

Develop a circulation and wayfinding improvement scheme to include the following, as applicable:

- a) Relations to locations of star exhibit alignment, other attractions, revenue centers, food service facilities and restrooms.
- b) How the scheme enhances wayfinding, and intuitively guides visitors to all exhibits along efficient routes.
- c) Alterations to roadways, including design concept.
- d) Alterations to vehicle traffic routes, including design concept.
- e) Relations to forested areas, including design concept.
- f) Alterations to entry arrangements, including design concept.
- g) Alterations to exit arrangements, including design concept.
- h) Alterations to parking arrangements, including conceptual plan.
- i) Pedestrian bypasses, including locations and design concepts.
- j) Rest areas improvements, including locations and design concepts.
- k) Small group gathering areas, including locations and design concepts.
- l) Shading provisions, including locations and design concepts.
- m) Line item estimates of cost of each improvement and the total development cost.

7. South and West satellite properties Reconfiguration Scheme to Address Impacts of I-94 Zoo Interchange Replacement in 2015-2016

Develop impact mitigation solutions chosen by Owner from Stage 1 as follow:

- a) A replacement parking solution including type, capacity, location and cost.
- b) A solution to a new use for existing Zoofari Conference Center and a replacement conference and meeting facility; include costs of these solutions.
- c) As may be adopted by Owner, identify the location and footprint of a parking structure with facilities to replace the Zoofari Conference Center and to host another cultural venue; and determine the cost of the parking structure (only).
- d) As may be adopted by Owner, identify the second Zoo entrance including location, traffic flows and development costs.
- e) As may be adopted by Owner, identify the solutions for maintaining the functions of the South yard.
- f) As may be adopted by Owner, identify the solutions for maintaining the functions provided at Bird Winter Quarters.



g) As may be adopted by Owner, identify the solutions for maintaining the functions provided at Horticultural Shops.

8. Total Development Cost

An overall assessment of the capital and annual operating costs of all proposed developments for the entire Zoo combining the individual assessments from their respective development proposals.

9. Implementation Proposal

Propose a multi-phase scheme for implementation of the projects contained in the Master Plan. The scheme shall begin in the year 2014 and span 10 years. Project construction shall be distributed as evenly as possible to equalize their financial requirements, operational impacts and publicity effects.

B. Stage 2 Minimum Planning Services

The consultant shall, at a minimum, perform the following tasks:

1. Gather and analyze pertinent information and data: Consultant shall collect all information and data required to perform work of this stage, including but not limited to the information and data mentioned elsewhere in this RFP; reference materials listed on the cover of this RFP; ideas, concepts and or design Owner may develop separately and present to the consultant; as well as information obtained by additional on-site surveys, interviews and or meetings.
2. Initial brainstorming sessions with Owner: Minimum of (1) 1-1/2-hour sessions for each category of the stage 2 master plan elements listed above.
3. Interim reports: Minimum of one (1) report for each venue of each category of elements. Each report shall consist of deliverables indicated in the "Deliverable Requirements" statement.
4. Review of Owner comments on Interim reports: All comments by Owner on the interim reports shall be thoroughly reviewed and analyzed for improvements to the master plan solution.
5. Final presentation and review: Minimum of (1) presentation each for each category of master plan elements list above.
6. Final report: Following the final presentation and upon incorporation of comments and or revisions requested by the Owner, consultant shall submit final report as stated in deliverable requirements.

C. Stage 2 Minimum Deliverable Requirements

The consultant shall at a minimum submit the following deliverables; hardcopy deliverables shall be a total of 10:

1. **Interim Venue Solutions:** Submit solution for each venue of each category of master plan elements listed in "Stage 2 Master Plan Elements" above. Each solution report shall consist of a minimum of one (1) layout plan and one (1) written report. Format shall be ten (10) hardcopies and one (1) electronic copy.
2. **Interim Overall Zoo Design Concept:** Submit a minimum of one (1) graphic product illustrating the overall design concept for the entire Zoo as well as the ideas, major elements, anticipated visitor experiences, projected operational efficiency etc. that constitute the concept; and a minimum of one (1) written report explaining the concept.
3. **Final Over all Master Plan Product:** A minimum of one (1) hardcopy for each of the following components, as well as visuals such as graphic illustrations, maps, charts,



perspective renderings, PowerPoint presentations and written reports in media to be selected jointly by the consultant and Owner.

- a) **Overall Design Concept for the Zoo:** A minimum of one (1) comprehensive site plan illustrating the overall design concept, a minimum of one (1) analytical site plan each illustrating an idea that governs the overall design of the Zoo, a minimum of one (1) written explanation of the overall design concept and the governing ideas, and other illustrations that may enhance the understanding of the concept.
- b) **Final Venue Solutions:** Submit solutions for each venue of each category of master plan elements listed previously. Each solution report shall consist of a minimum of one (1) layout plan, one (1) elevation if applicable, two (2) 3-dimensional illustrations and one (1) written report.
- c) **Total Development Cost:** Tabulation of all development costs (capital and operational) and their sum total in a format to be determined jointly by the consultant and Owner.
- d) **Implementation Plan:** A prioritized implementation strategy and schedule of the major additions and renovations. Submit one (1) bar chart or similar diagram laying out the projects, their respective year of implementation and construction budget, one (1) illustrated schedule showing the same information with graphic enhancements such as pictures of animals corresponding to the proposed facilities, and a written report explaining the schedule.
- e) **Owner Provided Attachment Materials:** Owner may provide materials that are not part of this Master Plan but may guide future planning efforts. Such materials, if provided, shall be bond to the final report and made part thereof, or be referenced, as to be determined by Owner.

D. Stage 2 Schedule

The following is a tentative schedule for the execution of Stage 2 of the Master Planning process. The final schedule shall be developed jointly with the selected consultant during contract award and/or in the first week of project execution:

January 28, 2013 to January 31, 2013:	Commencement of Work
February 18, 2013 to February 22, 2013:	Brainstorming Sessions
March 18, 2013 to March 22, 2013:	Interim Report and Presentation
April 15, 2013 to April 19, 2013:	Final Presentation
April 30, 2013:	Final Submittals Due

End of RFP Part II