

**Slow Sand Filter Improvements  
Using General Contractor/Construction Manager  
(GC/CM) Alternative Contracting Procedure**

Responses to PRC Questions

July 24 2014

# PRC Question #1: Timeline

*Why does it take 10 months to complete the last 10% of design?*

The design could be completed more quickly; however, the schedule incorporates schedule float and time to allow the City to better manage its cash flow. In addition, the schedule anticipates a spring start of construction due to winter weather conditions in Walla Walla.

Finally, the City anticipates that plant design packages will be completed in stages following MACC negotiations with the civil site work package completed so that construction can start in spring 2016. The specific packaging of work will be cooperatively developed with the GC/CM.

## PRC Question #2: Funding

a. *What is the likelihood of the funding gap to be secured by SRF and PWTF?*

The City is optimistic that it will receive additional SRF funding. The City's project was the second highest scored project in the state, and the City has received assurances from DOH that the City should have no problems securing a second round of funding. Funding from the PWTF will serve as a backup to SRF funding with City-issued bonds as the final backup.

b. *Are there any funds available as a result to the historical significance of "brick valve house" building?*

The valve house is not currently a designated significant historical structure but is undergoing historical review. Therefore, the outcome of the building is still to be determined. Funds are available for this, whatever the outcome, as part of the SRF funding.

## PRC Question #3: General Risk

*Please clarify the risks associated with funding the project and how such risks may exacerbate or be mitigated by the GC/CM delivery method?*

The City does not anticipate any difficulty in obtaining additional SRF funding based on the SRF ranking of the Project and on the City's discussions with DOH.

Nonetheless, if the ultimate project cost is greater than the budgeted amount, SRF funding might not be able to cover the full cost of the Project. GC/CM contracting allows early input from the contractor on the projected cost, providing time to make design adjustments to bring the cost back in line with the budget.

## **PRC Question #4: MCCM/ECCM/Heavy Civil**

*a. Please clarify if MCCM or ECCM will be used and why or why not?*

At this time, the City does not plan to use MCCM because there does not appear to be a significant benefit from doing so since the mechanical aspects of the work are relatively straightforward.

The City believes there would be a benefit from using ECCM because the telemetry / SCADA work will be phased (off-site vs. on-site) and, due to the integration required, there would be a benefit from having a single contractor involved in the design / planning and installation. However, at this time it is uncertain whether or not the total telemetry / electrical work will total more than \$3M. Therefore, a final decision regarding this matter will be made following selection of the GC/CM contractor and preparation of their 30% estimate in order to obtain their input on this matter.

*b. Do you plan to use the Heavy-Civil alternative available for GC/CM?*

No.

# PRC Question #5: Internal Capacity

a. *Pat Tangora has been identified as the PM for Brown and Caldwell (Owner's Advisor) along with Robert Bingham. Attachment C does not list any GC/CM projects for Pat Tangora. Please provide her GC/CM experience as reflected in the staff and consultant biographies.*

*Pat's GC/CM and CM at Risk experience includes:*

- City of Everett WPCF Phase A Expansion (GC/CM – owner's advisor)
- Pierce County Chambers Creek WWTP (GC/CM – owner's advisor/designer)
- King County Brightwater Project (GC/CM, DB, and DBB – independent oversight)
- City of North Las Vegas Water Treatment Plant (CM at Risk -- delivery)
- Seattle Public Utilities Windermere, Genesee and North Henderson CSO Projects (GC/CM – management review)

## PRC Question #5 (Cont'd.)

*b. Clarify further the role of the GC/CM Advisor (Brown and Caldwell) in the design and construction phases?*

Up through 30% design, Brown and Caldwell (BC) will primarily be assisting the City with the procurement of the GC/CM contractor.

Subsequently during design, BC will work with the design engineer, the City, and the selected GC/CM contractor to help facilitate the GC/CM aspects of the design and buy-out process, which will include facilitating cost reconciliations, advising on ECCM procurement if implemented, advising on phasing, reviewing GC/CM submittals specifically related to the GC/CM process, advising the City during MACC negotiations, and responding to City questions and requests for support as they arise. During construction, BC will continue its advisory role related to GC/CM implementation and will assist with project close-out to meet RCW 39.10 requirements.

## PRC Question #5 (Cont'd.)

c. *Please clarify your GC/CM consulting team's experience specifically and exclusively providing GC/CM consulting services to owners?*

Consulting Team members have exclusively provided advisory services to owners (No Design) on the following GC/CM Projects:

- City of Everett WPCF Phase A Expansion
- City of Everett WPCF Phase C Expansion
- Tacoma Green River Water Treatment Plant
- Bellingham Post Point Wastewater Treatment Plant
- Seattle Public Utilities Windermere, Genesee and North Henderson CSO Projects (management review)

# PRC Question #5 (Cont'd.)

*d. Clarify if any City staff have GC/CM experience or participated in the GC/CM training?*

The City has been reviewing GC/CM and other delivery options for the Project for several years. This review has included reviewing available literature and on-line information but has not included formal certified training.

We have engaged Brown & Caldwell to advise the City on GC/CM implementation recognizing that will be the first time the City has implemented this delivery method. The principle reason Brown & Caldwell was hired was because of their experience helping other water / wastewater utilities implement their first GC/CM projects.

The City does plan to have Nathan Black, the City's project engineer recently hired for this Project, participate in GC/CM training. Nathan has had experience working on a school project in Oregon delivered using CM/GC.

# PRC Question #6: MACC

*Please explain your MACC negotiation strategy for the phased work?*

Our project team has successfully assisted with MACC negotiations for 6 GC/CM projects ranging from \$5M to over \$200M. Several of these projects have included multiple construction packages and some form of phasing, specifically Pierce County, Bellingham, and Brightwater.

For this Project, an early package for off-site telemetry could be bid and awarded prior to MACC negotiations per RCW 39.10.370 in lieu of ECCM. Again, a final decision regarding which strategy to employ will be made after selection of the GC/CM contractor.

# PRC Question #7: Local Businesses

*a. Are there qualified contractors in your geographic area that have both plant experience and GC/CM experience?*

The City believes there are local, regional, and national contractors who could demonstrate appropriate plant construction experience. Some of these national and regional contractors also have GC/CM or CMAR experience.

Local (i.e. eastern Washington) contractors may not have GC/CM experience but may be able to augment staff or team with companies that have this type of experience. The City is aware of local contractors with plant experience who have recently hired staff with GC/CM or CMAR experience.