

Metro Parks Tacoma

Waterfront Phase 1 Project Approval Application

Project Review Committee Questions

With Applicant Responses

Here are questions that can be sent to Roger Stanton w/ Tacoma Parks regarding there project application:

Schedule: Please clarify the following as it relates the schedule of the project.

1. What is the duration of preconstruction? It's not clear nor indicated in the attached design schedule graphic. Milestone schedule provided under Section 4 of the application would seem to indicate 9/24/15 – 4/16.

Response: The preconstruction period is scheduled from October 1, 2015 upon award of the GC/CM project through the start of construction on or about April 29, 2016.

2. Does subcontract bidding occur at 100% document stage of design [ie: 4/16]?

*Response: **The subcontracting/self-performed work plan** will be prepared and negotiated as one of the first tasks for the selected GC/CM. Subcontractor bidding and self-performed negotiation is scheduled to begin for certain scopes as early as January 2016 subject to completion of documents.*

3. At what point in the design and/or procurement is the MACC negotiated with the successful GCCM?

Response: The documents will be at least 90% complete at the time of final MACC negotiations. Subject to the advice of the selected contractor, early bid/self-performed packages may be bid and awarded.

4. The attached design schedule/outline indicates 50%DD design having occurred [accomplished] on 2/26/15, and 50%CD running 8/16 – 10/26/15. Please clarify as to apparent late timing of GCCM procurement- indicated as 9/24/15. Best Practice and RCW 39.10 recommend that the GC/CM is brought on board no later than the end of SD.

Response: The award of a Heavy Civil GC/CM contract at this stage of design still affords Metro Parks and the public with substantial public benefit including preconstruction planning for haul routes, traffic control, erosion control, material sourcing, value engineering and constructability recommendations. With six months of preconstruction services, there is ample time for this delivery method to provide positive impact on the project.

Unlike a building project where critical system decisions benefit from contractor input, the Waterfront Phase 1 has a very well defined scope needed in order to meet the funding requirements imposed by the various agencies involved.

The primary benefit of Heavy Civil GC/CM will be the flexibility to negotiate the self-performed work scope of excavation and grading within a very tight, high traffic, waterfront site. This is best done by selecting a contractor on a qualifications and fee basis.

Budget: Please comment/clarify the following as it relates to budget.

1. What is the anticipated estimate for preconstruction services to be carried in RFP \$\$ proposals and subsequently negotiated with the successful GCCM firm?

Response: The scope and fees for preconstruction services will be negotiated on an hourly not-to-exceed basis with the successful proposer. At this time we anticipate \$150k-\$200k.

2. Who carries the risk(s) associated with the quantity, nature, and disposition/disposal of "...large quantity of contaminated soils in our tight schedule..." stated in Section 6 [Public Benefit] of the application?

Response: Metro Parks will hold this risk. We anticipate extensive discussion and planning on this issue during preconstruction. Plans will be developed for excavation, grading, export, import, and proper disposal for all soils. Subject to negotiation with the successful GC/CM we anticipate negotiating unit prices or a cost-reimbursable structure for earthwork. The US Environmental Protection Agency shares the risk for contaminated soils on the peninsula as a Super Fund site.

Metro Parks has completed extensive subsurface exploration throughout the project to identify the location and extent of contaminated soils. Once on board, we anticipate additional exploration that may be recommended by the GC/CM.

With Heavy Civil GC/CM being relatively new and implemented in practice, how are you ensuring best value for the public dollar where the GC/CM is able to self-perform a significant portion of the work with little or no competition? What risks do you foresee in the procurement model and what process/procedures will you be implementing to manage and mitigate those risks.

Response: Depending on the scopes of work to be negotiated the Metro Parks team anticipates using some or all of the following strategies to assure best value to the public:

- 1. Independent estimates. Develop independent estimates for each scope of work to validate and/or challenge proposals by the selected contractor.*
- 2. Maintain open-book cost structure throughout. The goal of any successful cost-reimbursable contract is to reimburse the contractor for all “costs” associated with the work and then apply fee (profit) on top of costs. Avoiding hidden fee within unit prices will promote cooperation and focus the team on delivering the best project at least cost.*
- 3. Audit the contractor’s costs on a regular basis—quarterly. As required by statute, an independent auditor will be retained. The project team anticipates retaining a specialty auditor early in the project to work with the contractor to establish cost reporting and record keeping plans for efficient review of contractor costs at all times during the project.*
- 4. Negotiate equipment rates ahead of time. We plan on discussing this strategy in the RFQ and during interviews how best to address this issue.*
- 5. Use unit prices and measured in place volumes.*
- 6. Use incentives including cost-saving or schedule achievement incentives.*
- 7. Reserve the right to require bidding of scopes at the best interest of Metro Parks.*
- 8. Bid scopes of work easily quantified and delivered by specialty subcontractors including but not limited to material supply, sheet piling, the pedestrian bridge, paving, striping, site concrete.*

The risks and mitigation strategies associated with this delivery method are listed below. We believe that the biggest risks associated with the project will be mitigated by the GC/CM delivery method including disputes and disruptions associated with unforeseen subsurface conditions, extreme weather events and schedule delays resulting in major cost overruns.

1. *Unforeseen subsurface conditions especially more than expected hazardous materials. Mitigation strategy: extensive subsurface investigation, computer modelling tied to GPS excavation tools.*
2. *Unexpected unseasonable weather leading to erosion and sedimentation risks. Mitigation strategy: develop erosion and sedimentation control plans in close collaboration between designers and contractors including contingency plans for backup systems.*
3. *Traffic conflicts with the ferry, zoo, yacht club and the public. Mitigation strategy: have the successful GC/CM lead the overall construction traffic control plan and coordinate with neighbors and the City. Deliverables will include a traffic control plan, regular meeting schedules and responding to calls and/or complaints.*
4. *High public expectations for project success—risk of not meeting expectations. Mitigation strategy: build a highly collaborative project team using the heavy civil gc/cm delivery method to improve the predictability of outcome.*