

Project Review Committee Questions and Applicant Answers

Point Defiance Zoo & Aquarium Pacific Rim Aquarium Project Application for Project Approval

May 28, 2015

Public Benefit (page 5 of application)

1. The applicant has provided a couple reasons to utilize GC/CM because of improved cost and schedule predictability. Please answer why a traditional method of Design Bid Build (lump sum) procurement will not satisfy desired quality standards or delivery of the project that serves the public benefit; please provide some specifics for this project.

Response: *There are many aspects of the Pacific Rim Aquarium project that would be very difficult and much more risky to execute if Design-Bid-Build were used including:*

- **Construction site logistics more much risky.** *Building the new aquarium virtually in the center of an operating zoo will require extensive planning, scheduling and preparation to maximize construction productivity while minimizing disruption to users and reducing safety risks to visitors and animals. While some of this planning could be done by consultants prior to bidding, it is much more efficiently done by the GC/CM contractor executing the work. Having the selected GC/CM build a complete schedule, site access plan, and safety plan prior to seeking subcontractor bids will help subcontractors complete accurate and competitive bids based on the actual execution plan. This would not be possible under a design-bid-build scenario with multiple generals competing each with a different project approach.*
- **Maximizing value of available funds less efficient.** *The overall goal of the project is maximize the value of the project and to expend all of the allocated funds. Under a design-bid-build scenario, PDZA would hold a larger contingency fund than in a GC/CM delivery to account for the added risks associated with DBB delivery. (For a project of this risk level, many owners would carry a 10% owner's contingency for DBB versus a 5% for GC/CM.) The Pacific Rim team is planning a rigorous risk management plan implemented with the design team, the GC/CM and PDZA staff. As risks are overcome, contingency funds will be released for project enhancements that have been pre-priced for speedy execution. This approach would be more difficult and much less efficient in a DBB scenario.*
- **Assuring a qualified contractor and management team is selected is very unlikely.** *Strategies to attract qualified and discourage unqualified contractors are very limited under DBB. Bidder Responsibility Criteria allowed under the statutes can only be used to dissuade unqualified bidders but not limit their ability to submit bids. Rejecting what PDZA deem as an unqualified low bidder is a risky approach prone to protest including*

potential delays and legal expenses. GC/CM encourages the highly qualified contractors to compete who would otherwise pass on a DBB project.

- ***The Project involves complex and extensive coordination and execution that would be much more difficult using DBB.*** *The piping from the new pumping station will interface with the new Pacific Rim Aquarium (PRA). Operation of this water line can only be interrupted for a short period of time as it feeds the South Pacific Aquarium, Penguin Exhibit, Tide Pool and North Pacific Aquarium. This is one of the critical coordination requirements that has prompted PDZA to request the use of the GC/CM process.*

Qualifications (page 5 thru 9)

2. Please provide specifics & elaborate on qualifications regarding Ethel Vural's role being OAC's "primary service provider" for the PDZA.

Response: *Ethel is Stan's primary point of contact at OAC. She has taken the lead in organizing meetings with PDZA, authoring GC/CM procurement documents, the PRC application and reviewing the draft GC/CM agreement. She has reviewed these documents with Stan and will be ready to release the RFQ subject to PRC approval. With direct access to OAC's extensive GC/CM experience pool, Ethel will assure PDZA all GC/CM execution is in keeping with the latest lessons learned on procurement, negotiations, team building, subcontractor procurement and execution.*

3. Identify the specific project challenges, including GC/CM best practices and process challenges and the approach that 20% of Ethel's time (as noted on org chart) & experience on the previous GC/CM project will be utilized to ensure success.

Response: *Stan Chapin the PDZA Project Manager has met with OAC to discuss and determine the overall staffing for the project and estimated the level of support OAC is likely to provide for GC/CM execution. Both PDZA and OAC are comfortable with the currently proposed staffing level and overall roles and responsibilities as defined. The currently anticipated 20% staffing level for Ethel will be increased and supplemented as needed to support Stan and PDZA. OAC Principal Dan Chandler will support Ethel.*

For a project of this size and complexity together with Stan Chapin's full-time commitment to the project, the currently proposed staffing levels are in line with previous PDZA and OAC experience.

The specific challenges with the Pacific Rim Aquarium include those typical with all GC/CM projects: recruiting the most qualified GC/CM and management team, integrating the GC/CM smoothly into the Owner-Architect team, then maximizing the value of preconstruction phase and executing smoothly. Other specific challenges include procurement of acrylic "window" materials, planning and executing "life support systems" and working in the occupied park.

4. What does EHDD believe to be the specific challenges they see integrating their past experiences into GC/CM best practices and processes and how do they see overcoming those challenges having not worked in the system.

Response: EHDD has extensive GC/CM-like experience on public and private projects around the world. Early proponents for GC/CM delivery for Pacific Rim, EHDD and BCRA anticipate smooth integration of the GC/CM into the project team with few challenges. As with all new team members there will be a “getting to know you” phase where communication protocols are refined, design schedules adopted, and preconstruction services negotiated.

The project team looks forward to gaining insight into implementation of GC/CM best practices in the design of an aquarium facility from EHDD.

5. What means and controls are in place between EHDD and BCRA to ensure continuity of responsibility and integration of roles in the GC/CM process for preconstruction and construction? Who is responsible for what?

Response: EHDD is the prime architect ultimately responsible for design. BCRA is an architectural and civil engineering subconsultant to EHDD. EHDD teamed with BCRA to in order to leverage BCRA’s extensive knowledge of the PDZA processes, existing infrastructure and City of Tacoma permit processes. In addition, BCRA’s Tacoma location is being leveraged to reduce travel time and expenses during the design phase through the use of web based technology and other tools. BCRA will take the lead during the construction administration phase.

6. What are the specific GC/CM experience challenges for Stan Chapin and the PDZA having no GC/CM experience and what are the expectations and processes in place of the Team to overcome those challenges.

Response: An experienced capital projects and Operations Manager, Stan has 25 years of industry experience and 15 years as Operations Manager at PDZA. In addition Stan has overseen extensive capital projects as a School Board member for the fast-growing Bethel School District. Stan has surrounded himself with GC/CM expertise including EHDD, BCRA, OAC, and Perkins Coie to assure efficient procurement in strict compliance with statutes and highly collaborative pre-construction and execution.

The PDZA team has already been working together to develop the PRC application, GC /CM RFQ, Cost Responsibility Matrix and GC/CM contract form. Stan has been a very engaged and willing student of the GC/CM process. We expect few challenges as for Stan as the process moves forward.

7. Please clarify the experience of Stan Chapin, PDZA Project Manager, with GC/CM and the limited role that the OAC has on the project.

Response: Stan has no previous public sector GC/CM experience and will be relying on his design, legal and consultant team for leadership in GC/CM procurement, team integration and on going support as needed. OAC is a completely scalable resource to support Stan throughout the process including additional time and project management support as needed throughout the project. Stan’s

leadership, decision making and communications with PDZA executives is the same on this project as any other.

Stan is scheduled for GC/CM training with the AGC Education Foundation in June to improve his understanding of the process.

8. Please clarify the “Life Support System” replacement is part of the “Seawater Supply Systems” project indicated on the schedule and if so is the GC/CM doing part of the work for that project as part of the Aquarium project?

Response: *The “Life Support System” replacement specifically refers to all the necessary pumps and filtration systems that will be required for the new Pacific Rim Aquarium (PRA). This “Life Support System” will be part of the work the GC/CM is doing for the PRA.*

The “Seawater Supply System” is an independent project being completed. The current pumping station in the “Roundhouse” located on the waterfront is deteriorating and requires replacement. A new pumping station is scheduled to be installed in the Spring of 2016. The piping from this new pumping station will interface with the new PRA. Operation of this water line can only be interrupted for a short period of time as it feeds the South Pacific Aquarium, Penguin Exhibit, Tide Pool and North Pacific Aquarium. This is one of the critical coordination requirements that has prompted PDZA to request the use of the GC/CM process.