



Item No. 4 Town of Atherton

CIVIC CENTER ADVISORY COMMITTEE STAFF REPORT

**TO: CIVIC CENTER ADVISORY COMMITTEE
GEORGE RODERICKS, CITY MANAGER**

**FROM: GORDON SIEBERT
CITY ENGINEER**

DATE: APRIL 14, 2014

SUBJECT: PROJECT MANAGEMENT DISCUSSION

RECOMMENDATION

Review the attached Scopes of Work for Project Management and Construction Management Services and provide staff with feedback.

BACKGROUND

The Civic Center Project is moving forward and staff is in the midst of pre-environmental and pre-design efforts. As the Committee is aware, the Project involves the development of a new Library building and Municipal buildings to serve the facility needs of Atherton for decades.

The project has an estimated cost of approximately \$32 million. Given the magnitude of the Project, it is recommended that there be a project team with a variety of skills to complete its planning, design, and construction. In a typical public project, the City would hire a design architect to lead the design up through 90% construction drawings, at which point a construction management (CM) firm would be engaged to perform a constructability review. The CM firm would continue through construction, performing daily coordination, oversight and quality control functions.

Given the uniqueness of this Project and the high degree of expectation with respect to design and budget, staff suggests an alternative approach.

FINDINGS/ANALYSIS

The Civic Center Advisory Committee's (CCAC) Subcommittee and staff have met and suggest that a Project Management firm be engaged before a design architect is hired in order to improve controls on the project budget. The CM firm, with its knowledge of construction practices and

costs, would be in a better position than the design architect to control design decisions that would lead to a lower cost project while still meeting the intent of the program. With this model, the CM would perform the following tasks:

- 1) Provide technical input for an RFQ and contract template for architects and their engineering sub-consultants;
- 2) Assist in the negotiation of contracts with a chosen architect;
- 3) Perform value engineering (recommending less expensive solutions to achieve comparable results to the proposed design);
- 4) Perform cost estimating at each phase of design and recommend program changes to keep the project with its budget;
- 5) Review consultants' project scheduling and recommend actions to stay on schedule; and
- 6) Perform overall Construction Management activities.

The Town's Project Manager would act as Owner's Representative supervising the work of the CM, interfacing with the CCAC for input during the course of the project; and recommending actions and next steps to the City Manager and City Council. In concert with the CCAC, the Project Manager would help keep the public informed of project progress and report monthly on budget expenditures. As the Owner's Representative, the Project Manager would manage the project schedule; coordinate the issuance of any RFPs and bids; make recommendations on bid award; coordinate with other Town staff; approve change orders and process invoices; supervise the work of consultants – including the CM.

The design architect and their engineering sub-consultants (structural, geotechnical, etc., referred as A&E), would perform the following services during the Preliminary Design phase:

- 1) Re-confirm program requirements and compare square footages to appropriate peers in a format to allow staff and the CCAC to validate figures;
- 2) Prepare detailed programming information, including descriptions of requirements by room and/or function;
- 3) Prepare detailed utility surveys and review right-of-way data;
- 4) Prepare preliminary design for site and buildings (including option for garage); and
- 5) Prepare materials for and assist in the conduct of public outreach meetings.

Staff recommends that the A&E firm be chosen to continue through design and to provide services during construction, but that a fees be negotiated on a phased-basis such that the initial fee is through Preliminary Design only. In this way, should there be major scope changes, especially reductions if required due to lack of funding, the Town is not committed to paying excessive amounts for work that will not be performed. Following approval of Preliminary Design by the City Council, the A&E firm would then move forward with the following:

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- 1) Prepare Conceptual Drawings and cooperate with CM to prepare a cost estimate;
- 2) Revise design as needed to meet the budget;
- 3) Prepare drawings (elevations, perspectives, etc.) for public presentation;
- 4) Assist in the conduct of public outreach meetings and prepare presentations to the City Council;
- 5) Perform Schematic Design and cooperate with CM to prepare a cost estimate; and
- 6) Obtain City Council approval to complete Design Development and Construction Drawings.

Attached are several documents that help define the various roles and responsibilities of the Construction Manager and staff (Project Manager). They have been developed to ensure that the project is tightly managed; has sufficient but not too much technical services; is transparent to the public; avoids conflicts of interest; and yields a project that residents will cherish.

Next Steps

Following discussion and input from the CCAC, staff will prepare the appropriate request for proposals for the Construction Manager for the May City Council agenda. The CCAC would be involved in the selection process of the CM with the ultimate award of contract to be approved by the City Council. Once selected, staff will begin work on the design requests for proposal. These would be created with input from the CM and the CCAC. Once completed, these would also move to the City Council for approval.

From a timing perspective, it is expected that the design requests would be published for bid in June allowing the design firms to prepare their bids during July and August with a potential award of contract in August or September.

Environmental work for the project is proceeding concurrently.

ATTACHMENTS

Civic Center Construction Management RFP Criteria and Scope of Work
Civic Center Project Management Services

Prepared By:

Approved:

Gordon Siebert, P.E.
City Engineer

George Rodericks
City Manager

Construction Management Services
RFQ Evaluation Criteria

The ideal construction manager shall satisfy the following criteria:

- At least 10-years experience managing complex commercial or institutional development projects
- Expertise with construction estimating, accounting and scheduling
- Knowledge of California Building Codes
- Substantial experience managing public sector projects
- Experience managing library projects
- Experience managing police station projects
- Experience working with design team members
- Sufficiently experienced and confident to challenge the program assumptions
- Ability to drive the design and construction to stay within budget constraints
- Large enough firm to provide all required services internally
- Office location within 50 miles of Atherton, CA

Construction Management Services
Scope of Work

The Construction Manager reports to the Town of Atherton Project Manager and is responsible for advising on the design, construction and occupancy of the new Atherton Civic Center.

Compensation for work under this Scope of Work will be on a time and materials basis with a not-to-exceed fee.

Key Responsibilities Include:

A. Design Phase

- Review Master Plan materials developed to date
- Advise on the recommended structure and organization of the complete design team (including those consultants that will fall under the architect's contract and those that contract directly with the Town)
- Work with Town officials to develop professional services agreements for all the members of the design team
- Suggest design team professionals to be contacted for the RFQ
- Work with Town officials to develop design team RFQ selection criteria and scope of work for design team members
- Assist with review of design team RFQ responses
- Assist the Town Project Manager in negotiating design contracts
- In cooperation with design team, maintain, update and report out project cost estimate to ensure that the project will be designed within budget

- Produce and maintain overall project schedule
- Participate in all design team meetings with Town, follow up on assigned action items
- Provide advise on the scope of add-alternates and advance the designs sufficiently to develop cost estimates
- Advise the Town on the constructability of the proposed design as it progresses and recommend changes that would positively impact cost or schedule

B. Community Outreach Phase

- Update the project cost estimate and project schedule to reflect Council budget actions
- Advise on any design rework resulting from changes in budget

C. Construction Phase

- Work with Town to develop criteria for contractor prequalification
- Work with Town officials to develop construction contract
- Assist with solicitation of construction bids
- Coordinate and facilitate pre-bid conference
- Assist Town with issuance of bid documents (Town will issue)
- Coordinate with design team to prepare bid addenda (Town will issue)
- Analyze bid responses for compliance, completeness and accuracy and recommend action to the Town
- Coordinate and facilitate pre-construction conference
- Work with Town to develop construction budget format and tracking system
- Review contractor's construction schedule
- Maintain overall project schedule, including commissioning, move and celebration
- Establish and chair weekly project meetings, produce timely meeting minutes, follow up on action items
- Review progress payment requests and supporting materials and recommend payments amounts to Town
- Review and evaluate change requests whether resulting from architect's instructions or Town-originated changes and pro-actively estimate the resulting cost and schedule impact
- Assist with contractor negotiations in connection with architect's instructions and change orders
- Analyze and recommend to Town action on any contractor claims for compensation or delay
- Upon approval by the Town, coordinate and supervise any work required by consultants outside the construction or design contracts – e.g., testing services, inspection services, commissioning
- When substantial completion is reached, work with design team, Town and contractor to develop a punch list

- Oversee completion of the punch list

D. Post Construction Phase

- Coordinate preparation of as-built record drawings with design team, contractors and major subcontractors
- Ensure completion and delivery of all required close-out documentation including O&M manuals, record drawings, project files and warranties
- Meet with Town staff after issuance of certificate of occupancy to coordinate completion of punch list, delivery of all materials, and to ensure proper functioning of all building systems

E. Occupancy Phase

- Coordinate selection of occupancy phase consultants such as IT consultant, move coordinator, furniture consultant; assist with contract development as necessary
- Assist with bid process in connection with acquisition of occupancy-related services such as IT infrastructure, furniture purchasing, move coordinator
- Oversee activities of occupancy-related services such as IT infrastructure, furniture purchasing, move coordinator

Town of Atherton Project Management Services

The Town's Project Manager shall satisfy the following criteria:

- At least 10-years experience managing complex commercial or institutional development projects
- Expertise with construction budgeting
- Substantial experience managing public sector projects
- Experience in soliciting professional services
- Experience in negotiating contacts for architectural services
- Experience managing library projects
- Experience managing police station projects
- Experience working with design team members
- Experience in preparing and presenting public information
- Experience to guide project development from budget approval through completion
- Ability to drive the design and construction to stay within budget constraints
- Answerable to Atherton's City Manager

Project Management Services **Scope of Work**

The Project Manager reports to the Town of Atherton City Manager and serves as the Owner's Representative for the Civic Center Project. The Project Manager has overall responsibility for managing the design, development and occupancy of the new Atherton Civic Center.

Key Responsibilities Include:

A. Design Phase

- Review and make recommendations on the structure and organization of the complete design team (including those consultants that will fall under the architect's contract and those that contract directly with the Town)
- Work with Town Attorney and Construction Manager to develop professional services agreements for all the members of the design team
- Working with the Civic Center Advisory Committee (CCAC), develop and recommend to the City Council selection criteria and scope of work for design team members
- Working with the CCAC, review responses to the design team RFQ
- Working with the CCAC, review and report out project cost estimates to ensure that the project will be designed within budget
- Review and report out overall project schedule

- Participate in all design team meetings with Town consultants and with Town staff, follow up on assigned action items
- Communicate design decisions and progress to the CCAC and the City Manager and solicit their input
- Work with the design team to define scope of add-alternates and advance the designs sufficiently to develop cost estimates; recommend action to the Town on each add-alternate
- Solicit and review advice, as needed, from the Construction Manager on the constructability of the proposed design as it progresses and recommend any changes to City Council, following CCAC review, that would positively impact cost or schedule

B. Community Outreach Phase

- Actively participate, together with the design team, in 4-6 community outreach meetings
- Review the updated project cost estimate and project schedule to reflect Council budget actions
- Review any design rework resulting from changes in budget
- Meet monthly with CCAC to review project progress and solicit their input, as needed
- Provide frequent updates to Town Website and other media to keep public informed on project's progress, budget and results

C. Construction Phase

- Work with Construction Manager to develop criteria for contractor pre-qualification
- Work with Town Attorney and Construction Manager to develop the construction contract
- Assist with solicitation of construction bids
- Attend pre-bid conference
- Manage issuance of bid documents
- Coordinate with design team to issue bid addenda
- Analyze bid responses for compliance, completeness and accuracy; review as needed with the CCAC; and recommend action to the City Council
- Attend pre-construction conference
- Work with Construction Manager to develop construction budget format and tracking system
- Review contractor's construction schedule
- Review and communicate overall project schedule, including commissioning, move and celebration
- Attend weekly project meetings, produce timely meeting minutes, follow up on action items
- Approve progress payment requests and supporting materials and approve payments amounts to Town

- Review and approve change requests whether resulting from architect's instructions or Town-originated changes
- Review with Construction Manager his/her contractor negotiations in connection with architect's instructions and change orders
- Recommend to Town action on any contractor claims for compensation or delay
- Supervise Construction Manager's work required by consultants outside the construction or design contracts – e.g., testing services, inspection services, commissioning

D. Post Construction Phase

- Meet with Town staff after issuance of certificate of occupancy to identify deficiencies in proper functioning of all building systems

E. Occupancy Phase

- Solicit and recommend approval of occupancy phase consultants such as IT consultant, move coordinator, furniture consultant; assist with contract development as necessary
- Approve bid process in connection with acquisition of occupancy-related services such as IT infrastructure, furniture purchasing, move coordinator
- Review activities of occupancy-related services such as IT infrastructure, furniture purchasing, move coordinator and communicate coordination with Town departments